



Analysis of the Improvement of the Family Hope Program (PKH) in the New Normal Era

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Abstract. Based on data from the Central Statistics Agency (BPS) of West Java Province in 2021, the HDI of Cianjur Regency is in 26th position out of 26 Regency Cities, in West Java there are 18 Regencies and 9 Cities and Cianjur Regency is still in the last position. One of the efforts to overcome this inequality is to make the program a human development strategy. The research problem faced is the low quality of Human Resources (HR) seen from the 3 main indicators of the Human Development Index (HDI), namely based on health indicators, there are still many people who do not realize the importance of examination by utilizing health facilities, indicators of education level including many dropout rates. School and economic illiteracy indicators include underprivileged people who have not been able to meet basic daily needs, so the human tragedy of famine often occurs. This research aims to formulate a model of the Family Hope Program Improvement Strategy (PKH) through the Family Hope Program Social Assistance. The method in this study uses the SWOT analysis method. The results showed that the Family Hope Program (PKH) has been running, but has not been optimal because there are not many independent graduates, accounting for an average of only 50 people per year, out of three thousand people who receive social assistance, due to internal HR and external problems, namely partners.

Keywords: Implementation · Family Hope Program (PKH) · New Normal Era

1 Introduction

In early 2020, WHO stated that the world entered a state of emergency related to the increasingly massive spread of the Corona Virus outbreak, which is an extraordinary and special phenomenon in Indonesia itself. Socially distanced. Until its development, variants ranging from the delta variant to omicron continue. As of January 23, 2022, the total number of positive cases of COVID-19 in Indonesia is 4,283,453, with 16,692 active cases, 4,122,555 recovered cases and 144,206 deaths. Development is defined as a process of change for the better and is carried out in a sustainable and planned manner, meaning that activities have stages of implementation of activities and take place sustainably. Development as a change means that a country or nation must be able to anticipate various challenges of change that will change over time and development becomes meaningless if it is stuck in maintaining what already exists (status quo) [1].

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The Family Hope Program which has been launched by the Ministry of Social Affairs since 2007, Cianjur Regency became a *pilot project* or trial of 48 cities/regencies in West Java, also in 2014 there was a Family Capacity Building Meeting (P2K2) in an effort to change positive behavior for beneficiaries so that doctrination occurs at every meeting to become an empowered community and not dependent on assistance, of the 30 selected cities/regencies and Cianjur is also still one of the districts used as a job test.

PKH has proven to have a positive impact and change the behavior of the community, with the diligent community who check their pregnancies, babies, care about the importance of their children's education, try to be able to continue to send them to school even though the assistance for education costs from the government cannot meet their needs, but it is enough to help and motivate themselves to struggle more, until the end of 2018, 12% of Beneficiary Families (KPM) graduated, or out of the participants who received assistance, continued until 2020 pre-covid 19, although at that time it was quite significant until a unique award event was given by the minister of social affairs directly to KPM in Cianjur Regency but still not comparable to the number of KPM in Cianjur Regency which was the largest participant. Not only up to and right on target, but PKH is the *goal* with the stimulus that assistance can make KPM more empowered, especially in efforts to eradicate poverty, especially with data from Cianjur Regency which is the highest recipient of national assistance [2].

In order for society to adapt in this new normal era, the concept of sustainable development can be applied by involving the elements, factors and tools needed to build sustainably. However, after making observations in the field, as for the pillars of sustainable development in the form of economic sustainability, social sustainability and environmental sustainability, all three must develop in a balanced manner, otherwise development will be stuck in the conventional development model that emphasizes economic growth only and abandons social and environmental development.

In addition, Cianjur Regency in 2022 will become a *pilot project* for the recruitment of social companions in West Java Province, in terms of the success of sustainable development, it is also required that social capital that is able to maintain good cooperative relations, *collaborative governance*, between various government institutions both vertically and horizontally, and synergy between the government, the private sector and the community is also needed until there is no domino effect from the outbreak of the Covid-19 virus that threatens the Human Development Index in Cianjur Regency, it is proven that until now Cianjur Regency has not increased so that it is still in the last place in West Java Province, departing from there, this research is important because it has not been studied by previous researchers, related to one of them is strengthening through the Family Hope Program (PKH) strategies are designed so that there is an Improvement Program Family Hope (PKH), with indicators in measuring PKH success variables, namely health awareness, education awareness, decreased expenditure burden, ease of access to health, ease of access to education, and increased income. This indicator was developed from the objectives of PKH according to Permensos RI Number 1 of 2018. The success of the program is also evidenced by the parameter of increasing graduates from Beneficiary Families (KPM), which were originally from pre-prosperous families to a better state of prosperity, with an empowerment program that focuses on

Joint Business Groups (KUBe) in Gekbrong District as a derivative effort from the target of increasing regional HDI.

Therefore, based on the anxiety that occurs within researchers, researchers are interested in studying **related to “STRATEGIES FOR INCREASING FAMILY HOPE PROGRAM (PKH) IN GEKBRONG DISTRICT, CIANJUR REGENCY IN THE NEW NORMAL ERA.”**

2 Literature Review

2.1 Program Implementation Theory

Implementation if translated into Indonesian is an implementation which is a series of activities by mobilizing all resources owned to achieve the expected goals and influenced by various characteristics of the implementer, coordination of implementing agencies and the social, economic and political environment. This is in line with what was also stated by Mulyadi [3] who stated that implementation is a very important stage in policy to achieve goals. The implementation process must be carried out by thinking about and calculating in detail various supporting and inhibiting aspects, as well as the opportunities and capabilities of the organization given the authority to implement policies [3].

2.2 Family Hope Program (PKH)

This program is the first element that must exist for the creation of an activity. In the program several aspects are made, it is stated that in each program it is explained about:

- The purpose of an activity to be achieved;
- Activities taken in order to achieve goals;
- Rules that should be guidelines and procedures that should be followed;
- Estimate of the budget required; and
- Implementation strategy.

PKH is one of the government's efforts in accelerating poverty reduction. This social protection program is known to the world as *Conditional Cash Transfers* (CCT). Since its launch in 2007, PKH has contributed to reducing poverty and encouraging the independence of social aid recipients, hereinafter referred to as Beneficiary Families (KPM). The Family Hope Program (PKH) is a conditional social assistance program (bansos) provided to poor and vulnerable families who are registered in the Integrated Social Welfare Data (DTKS) and designated as PKH Beneficiary Families (KPM). As a conditional social assistance program, PKH aims to open access for KPM; Pregnant women and toddlers in utilizing health facilities/services (FASccess) and school-age children in utilizing educational facilities/services (fasdik) available near their residence. PKH benefits are currently also directed to include people with disabilities and the elderly with the aim of maintaining their social welfare in accordance with the mandate of the constitution and the Nawacita of the President of the Republic of Indonesia.

In addition to encouraging KPM to utilize basic social services for health and education, KPM PKH is also accompanied to have the opportunity to utilize various other

social protection programs which are complementary programs in a sustainable manner. PKH is directed to become the epicenter and *center of excellence* for poverty reduction in Indonesia that synergizes various national protection and empowerment programs. PKH is expected to contribute significantly to reducing the number of poor people, reducing economic inequality (gini ratio), and increasing the Human Development Index (HDI). Maula [4] research, states that the relationship that occurs is very strong between PKH and Quality of Life, PKH shows a very significant relationship from the origin of pre-prosperous families to dignified prosperous families, with graduates proving PKH has a beneficial influence on the poverty problems faced by this country, in their research stated that by 38.4%¹⁹ there was a decrease in poverty [5].

2.3 Development and Human Development Index (HDI)

Major changes in social structures, community attitudes, to national institutions such as accelerating economic growth, addressing social inequality, and eradicating poverty as processes that must be understood, grow and change, where a combination of social and political, to achieve certain goals that lead to improvement. It can be seen from the increasing Gross National Product (GNP) per capita. The social aspect refers to something that concerns the quality of life together. The smallest common life is the family, and the larger is the community, next above the community is society. Politics has aspects that become a reference to the policies of policymakers, namely the government, to support economic and social change [6].

Planned activities to process natural resources and human resources by utilizing science and technology that can be used for human survival, if changes are carried out consciously planned and present intact by a nation, state and government, it deserves to be defined as development. Development must be based on a plan, that is, how it is implemented. An effort or series that is continuously carried out with stand-alone stages [7].

Then according to Kartasasmita in Usfuri [8] explained in accordance with the foundation that is the basis of our country, as the point of view of the Indonesian nation, namely Pancasila which is a guideline for life to support the development of Indonesian society so that a better change exists and can be felt not only by a certain group of people, but felt by all Indonesian people, about improving the welfare of life, become a common concentration to achieve the national goals of a nation.

3 SWOT Analysis Method

In formulating strategies on increasing family resilience in support (HDI), researchers use the SWOT analysis method (*Strengths, Weakness, Opportunity, Threats*), by observing the marketing environment externally and internally, in line with Increasing Family Resilience through the Family Hope Program (PKH) in Supporting HDI in Gekbrong District, Cianjur Regency which can be viewed from external and internal aspects. This SWOT analysis [9].

The existence of strategic planning in analyzing factors (strengths, weaknesses, opportunities, and threats) in carrying out missions, goals, strategies, and policies in

the decision-making process, by identifying policies, a project or a plan of various factors that affect something to be achieved through the *SWOT Method*, supporting and inhibiting factors need to be determined.

The rationale used by analyzing and determining strategies to be the best, by comparing one condition with another so as to determine the best among the many competitions.

The application of comparison in Increasing Family Resilience through the Family Hope Program (PKH) in Supporting HDI in Gekbrong District, Cianjur Regency is a policy that will not be made by the Cianjur Regency Government. Here are the strength and weakness factors that need to be established immediately to analyze it:

- Determination of factors that affect the strength (Strength) and weakness (Weakness) of Increasing Family Resilience through the Family Hope Program (PKH) in Supporting HDI in Gekbrong District, Cianjur Regency.
- The second stage inputs the strength factor and weakness factor into the IFAS table.
- The use of a weighting scale on each factor, the strategic influence of one factor with another.
- Gives ratings on a scale ranging from 1 to 4, including 1 (very weak) to 4 (very strong).
- The weight (number 3) is multiplied by the rank (number 4) for each variable. The total value obtained, or the results will show how the variables we have analyzed react to their internal strategic factors.

Next, after we have created the IFAS table, we analyze the factors that become opportunities, threat factors as external factors that also require some adjustments. The adjustments made and the analysis of an external factor with the following stages:

- Determine the opportunity and threat factors of Increasing Family Resilience through the Family Hope Program (PKH) in Supporting HDI in Gekbrong District, Cianjur Regency.
- Input what factors are opportunities and what factors are threats into the External Factor Analysis Strategy (EFAS) table.
- Give a weighting to each factor, a scale of 1.0 which means it is very important up to a scale of 0 (not important). The determination of this weight is based on a strategic influence or on the degree of influence of one particular factor compared to another.
- Ranking each factor on a scale ranging from 1 to a scale of 4, what are the least influential threat factors are ranked on a scale of 4 and what threat factors are most rated on an 11 scale.
- The resulting value is obtained by the weight (number 3) multiplied by the rank (number 4) for each variable. The total value obtained, or the result that shows how the analyzed variable reacts to its external strategic factors based on the results of multiplying the weight value and the ranking value, produces several results from a combination of circumstances, which can be described as below:
 - *Strength Opportunity Strategy (SO Strategy)*, is a strategy determination that is carried out based on a combination of strengths and opportunities, implementation in order to create opportunities as much as possible.

- *Weakness Opportunity Strategy (WO Strategy)*, is a strategy determination that is carried out based on a combination of weaknesses and opportunities, the implementation of this strategy by suppressing as little as possible the occurrence of conditions in weakness factors by utilizing opportunities as much as possible.
- *Strength Threat Strategy (ST Strategy)*, is a strategy determination that is carried out based on a combination of strengths and threats, implementation as the maximum possible way to minimize the impact of threats by presenting strength.
- *Weakness Threat Strategy (WT Strategy)*, where the determination of the strategy is carried out based on a combination of a weakness and a threat, implementing this strategy by making existing weakness factors minimized and avoiding some threats that might occur.

Based on the Fig. 1, it can be described as follows:

- *Quadrant 1*: where the situation is very likely to be advantageous because it has an opportunity and strength so that the opportunity is utilized. The strategy that needs to be applied in this condition is to support an aggressive growth program (*growth oriented strategy*).
- *Quadrant 2*: in the face of a threat, but when it is felt that it still has an internal force. A strategy that needs to be applied using several strengths to take advantage of opportunities for long numbers through means of diversification strategies.
- *Quadrant 3*: the way it is done by minimizing internal problems so that it can get greater opportunities.
- *Quadrant 4*: this is a very unfortunate situation because it faces internal threats and weaknesses.

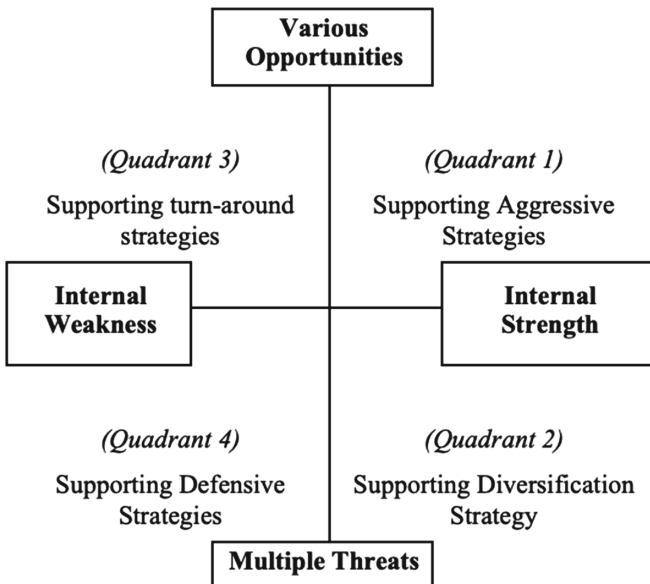


Fig. 1. SWOT analysis diagram.

4 Result and Discussion

Through the use of KPIs on PKH Social Aid in Gekbrong District, it will be able to provide a measurable assessment of the extent to which the activities that have been carried out are in accordance with its strategic objectives or not and can provide recommendations for the sustainability of PKH Social Aid activities in Gekbrong District in particular, generally for the Cianjur Regency Government.

Environmental, economic, social and political factors also greatly affect the performance of PKH Social Aid activities, so it is necessary to collaborate with all *stakeholders*, both with academics, the business world, communities, mass media and the government itself or can also be called the *Penta Helix* collaboration model.

Penta Helix collaboration is a collaboration in various fields of Academic, Business, Community, Government, and Media, often referred to as ABCGM, believed to be able to develop the potential of an area quickly. This is in accordance with what has been carried out on orphan assistance every year by the aqua factory which prioritizes *the collaboration of Penta Helix*. There is cooperation from the Indonesian Family House with companions in carrying out Joint Business Group (KUBe) activities. This Penta Helix element was originally in the form of *Triple Helix* with elements of *Academics, Business Sector, Government*, which was later added with one element, Civil Society (Community/Society), to accommodate people's perspectives, in this case it is a "media and culture-based society" which has also become a comprehensive part of today's innovation. Furthermore, the *Communities* element opens up opportunities for configuration and cross-disciplinary networking, and frees the concept of "innovation" from just economic considerations and goals, but also involves creativity as part of the knowledge production and innovation process [10].

This Quadruple Helix was then added one more element, namely Media, because in the context of creative economy development, Media (both conventional media and social media) plays a significant role, although it remains an element that is independent or indirectly affected by other elements in carrying out its part or function [11]. Concretely, some of these sectors in the development of business agricultural areas in Gekbrong District have their respective roles and tasks that synergize with each other.

First, academics in the *Penta Helix* model act as *drafters*. Such as identifying potential and certifying human resource skills that support increasing the development potential of the business area. Academics in this case are a source of knowledge with the latest concepts, theories and relevant to the conditions of development of business agricultural areas. In practice, PKH Social Assistance as the person in charge of joint activities with groups appointed as business area managers can enter into cooperation agreements with universities to support the development of business areas.

Second, the private sector in the *Penta Helix* model acts as an *enabler*. The private sector is an entity that carries out business processes in creating added value and maintaining sustainable growth. The private sector can act as an *enabler* in delivering technological infrastructure and capital. With the change to the digital era, it can help the development of business areas become more effective, efficient, and productive. The private sector involved is a sector that technically cannot be managed directly by the business area manager, for example is cooperation with companies providing quality agricultural product packaging technology.

Third, the Community on the *Penta Helix* model acts as an *accelerator*. In this case, the community is people who have the same interests and are relevant to the development of agricultural areas as a business field to be developed. Act as an intermediary or liaison between stakeholders to help the community through the whole process and facilitate the adoption of economic processes. In addition, the community also has a role to promote products or services owned by agricultural areas as a business. An example is cooperation with a community of plant lovers who have the concept and ability to provide other touches in the area in the form of educational and technical vehicles echoing the slogan of farmers can become billionaires in agricultural business areas.

Fourth, the Government must act as a *regulator* as well as a *controller* who has regulations and responsibilities in developing empowerment areas. In this case it involves all types of activities such as planning, implementation, monitoring, controlling, promotion, financial allocation, licensing, programs, laws and regulations, development and knowledge, public innovation policy, support for innovation networks and public-private partnerships. The government also has a role in coordinating stakeholders who contribute to the development of business areas. Including the Cianjur Regency Government together with the Gekbrong District Apparatus can play a role in the development of business agricultural areas through policy determination and supervision of development results, so that even though the management group has been appointed, the government must still control and supervise the extent to which agricultural areas that have the potential to be used as business fields provide benefits for the community in improving their welfare.

Finally, the fifth is the media, the media must be able to act as an *expenders*, meaning that the media plays a role in supporting publications in promotion and creating *brand image*. Agricultural area The joint business group resulting from PKH Social Aid activities located in Kebonpeteuy Village, Gekbrong District, is the only area in Gekbrong District that combines the concepts of cultivation, tourism as well as community economic empowerment. Therefore, the mass media plays a role in promoikan business innovation and *branding* the business area as an *icon* of Gekbrong District so that later it will increase investment interest from various sectors which in the end the agricultural area of this Joint Business Group will become the center of economic growth that can empower the community, before the earthquake occurred in Cianjur Regency As a first step, the process of making candles and soap from used cooking oil has been carried out as shown in Fig. 2.

The figure is a practitioner from the Indonesian Family House, Mrs. Helma who gave directions in training to make candles from used cooking oil, the process of making aroma therapy candles is made with the following ingredients:

- Used cooking oil 150 ml
- Stetearin powder (oil hardener)
- Natural food coloring
- Essential oils
- Cotton yarn
- Glass glass
- Lidi or toothpick



Fig. 2. Collaboration with Rumah Keluarga Indonesia CSR in an effort to improve the Family Hope Program in Gekbrong District.

How to Manufacture

Heat used cooking oil over low heat, then add 50 g of stearin and mix thoroughly, then turn off the heat.

Combine dye and essential oil before the oil hardens, then pour it into a glass glass that has been given a cotton floss wick, as well as a stick or toothpick as a wick hanger. Let stand until the oil cools and hardens. Therapeutic aroma candles are ready for use.

5 Conclusion and Advice

5.1 Conclusion

- The implementation of the activities of the Family Hope Program (PKH) which is a Meeting for the Improvement of Family Capacity (P2K2) as a whole has been carried out in accordance with the Technical Operational Guidelines and a budgeting planning document, however, the Family Hope Program (PKH) Improvement Strategy so that significant independent graduation occurs in 2023 still needs to be improved, after analyzing the Family Hope Program (PKH) t the most important goal of the activity is none other than to empower so that it can support the Human Development Index, with funding sources entirely from the Ministry of Social Affairs, but in this case the role of social assistance can be carried out more optimally in establishing cooperation with the private sector through CSR, because the budget from the government is also limited.

The capacity of Human Resources (HR) which must involve participation from the community oriented to local community members, namely PKH Beneficiary Families is still very limited, needs to be accompanied by a professional other than PKH companions to be empowered, such as Mrs. Helma, a practitioner from the Indonesian Family Home . Beneficiary Families (KPM) who are the implementing agents of activities have generally followed the principles and values adopted in the Family Hope Program (PKH), but in some cases there are still KPM who have not followed the procedures, such as being reluctant to be involved in P2K2 activities. The sub-district apparatus is very cooperative and proactive in facilitating Family Hope Program

(PKH) activities even though it seems to dominate in some ways, such as when it continues to label after an earthquake, without good coordination. Communication between government officials along with sub-district and village government officials has generally been well established in terms of informing and monitoring the process of implementing activities as an effort to accelerate graduation.

- In formulating the Family Hope Program (PKH) Improvement Strategy model, it is necessary for actors to support the implementation of the Family Hope Program (PKH), namely the existence of Regional Regulations that support the concept of implementing the Family Hope Program (PKH) with the Family Capability Improvement Meeting (P2K2) with the issuance of measuring instruments through P2K2 activity aimed at community empowerment, With inadequate budget allocation from the Ministry of Social Affairs, cooperation is also needed with various parties such as the private sector to support the success of the program.

After paying attention to a supporting and inhibiting factor in an effort to implement Family Hope Program (PKH) activities, its implementation is analyzed which maximizes the supporting factors and minimizes the inhibiting factors. By making tools to measure the achievement of the objectives of a program properly using the preparation of *Key Performance Indicators* (KPI) in an effort to measure the extent of achievement of the goals of a Family Hope Program (PKH) by improving the welfare of a community through a way of increasing participation in human development, such as the sustainability of P2K2 activities that are routinely carried out properly which then aims to support sustainability human development itself, cooperation using the Penta Helix model which involves various elements such as academics, private/business world, society, as well as mass media and the government itself. Then a revision of the Family Hope Program (PKH) Operational Technical Guidelines (PTO) was prepared by adding more specific rules related to mechanisms to follow up the results of activities accompanied by *rewards and punishments* for Those who consistently implement P2K2 and succeed in producing production will be given legality and assisted by the injection of funds by Bappeda for the promotion of production results, penalties for those who do not carry out P2K2 obligations and are reluctant to actively participate in KUBE activities will be issued as PKH companions. In addition, the role of the Head of the KPM Group together with social assistants as well as sub-districts and village officials as implementing agents is very proactive in supervising the implementation of activities with the support of a team of experts (Consultants) at every stage of their activities. However, there are still factors that hinder the implementation of Family Hope Program (PKH) activities, namely there is no complete data on indicators of PKH participants who are health-conscious, education-conscious, the decrease in the burden of KPM expenditure, ease of access to health, ease of access to education, and the increase in KPM income, the absence of specific measuring instruments to support the success of Family Hope Program (PKH) activities so that until now it has not been able to measured with certainty the extent of the success rate of development in improving welfare through community empowerment, especially in terms of economy, capacity and capability of Human Resources (HR) in Beneficiary Families which is still low causes participation patterns to be dominated by sub-district and village officials. Therefore, the awareness of KPM to be involved voluntarily in the implementation of development activities is still very

low with a community *mindset* that is oriented towards the “balance” of every energy expended, so that the activities carried out are very dependent on budget allocations from the government. In addition, the role of the community/business world has not been actively involved in the empowerment process so cooperation/collaboration with various parties including the community is needed.

5.2 Advice

After concluding, it is undeniable that the implementation of Family Hope Program (PKH) activities in the process still has obstacles. However, researchers suggest that the Family Hope Program (PKH) continues to run by doing some consideration using existing supporting factors. From there, the researcher put forward several notes of advice as follows:

- The government in this case The special section of the relevant agencies, namely the social services, needs to assist the assistance to make measuring instruments in order to measure the success of the Family Hope Program (PKH) in the form of Key Performance Indicators (KPI), to measure the extent to which P2K2 activities can improve the quality of human resources that have an impact on welfare, departing from the problems faced by the family actually from an economic point of view, then KPM through the economic empowerment of the KUBe community can be a concrete solution. The preparation of KPIs is to determine indicators of goal achievement, especially measurement indicators to determine the level of participation of people involved in human development, namely empowerment, for example by converting materials/energy that have been given by the community voluntarily into units of value/rupee numbers. So that at the end of the report on the activities of the government in the context of human development, it can be seen how much contribution has been given by the community independently.
- In the framework of an effort to improve community participation in a process of empowerment activities both when planning and planning, implementing the results of a production from an empowerment program in In order for human development efforts, not only group leaders and assistants must be involved, but also the sub-district head and village heads and their staff need to go directly to the community, because only in the field everything seems more obvious, the leader’s empathy will be honed when they often intersect with the community and Involved in going through every stage of a process of empowerment activities that take place to then provide direct motivation and example to the community to participate in carrying out these empowerment activities. Then, it is very necessary to activate the role of related agencies to collaborate, the researcher suggested in this case in the activities of the Joint Business Group, the active role of the Cooperative and MSME Office is highly expected and Village Community Empowerment Institutions (LPMD) in supervising the extent of community participation involved to ensure that the supervision is carried out purely from the community itself.

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