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Forms and Stages of Community Participation in Kelompok Usaha Bersama (KUBE) Alkesa Lestari Cipedak Jagakarsa South Jakarta

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Abstract

This research on Community Participation in the KUBE Program at the Alkesa Lestari Joint Business Group (KUBE) Cipedak, Jagakarsa, South Jakarta discusses how community participation in the KUBE program which is one of the work programs of the Ministry of Social Affairs, also discusses the forms and steps of community participation in running business programs at KUBE Alkesa Lestari. This research uses a qualitative approach with descriptive methods described by written words and numbers. The data collection techniques used are observation, interviews, and documentation. The theory used explains the form and ladder of community participation. The results of the research show that from the planning stage members have not been involved. The implementation stage of the community has contributed well in running the KUBE program. The institutionalization stage of member participation has been well involved. The monitoring and evaluation stage of KUBE Alkesa Lestari members are still not involved but can be involved by providing assessments and suggestions for the KUBE program.

Keywords: *Form of Participation; Joint Business Group; Community Participation; Ladder of Participation*

A. INTRODUCTION

Poverty is a structural and cultural problem that is multi-dimensional, including political, social, economic, assets and natural resources, psychological, and other issues. The poor are a condition of people who are in a vulnerable situation, helpless, isolated, and unable to express their aspirations.

Poverty is a global social problem. In another sense, poverty is a problem that is faced and attracts a lot of attention. This is caused by many factors that are interrelated with each other, such as having a disability, having low education, not having the capital or skills to do business, the unavailability of jobs, and so on (Suharto 2017).

The existence of poverty reduction efforts is actually expected to change for the better from the initial conditions so that people are able to free their lives from backwardness, isolation, ignorance, helplessness, and poverty (Mulyadi 2017). Better conditions basically cover all aspects of state and community life. Therefore, the development carried out so far not only includes the meaning of improving the standard of living economically but also in other aspects of life, both socio-economic culture and no less important is the preservation of nature.

Poverty alleviation and community empowerment are among the government's tasks that must be carried out in accordance with the mandate of laws and regulations. Poverty alleviation and empowerment cover a wide range of aspects, including economic, social, cultural, and even political aspects. Poverty reduction and community empowerment is one of the efforts to improve the welfare of the community.

Steps are needed to strengthen institutions, both community institutions, functional institutions, and economic institutions. Healthy and strong institutions are the main capital in developing human resources, because through institutions the community empowerment process will be more effective. In addition, skilled and professional human resources are needed in community empowerment (Bhinadi 2017).

The implementation of poverty reduction programs through community empowerment can be done in groups (Rizky 2013). Poverty reduction based on group programs carried out by the community requires a strong and directed synergy from stakeholders in the field, namely the government, the private sector, and the community itself. One of the programs that has been implemented by the government is the productive economic business development program through joint business groups (KUBE).

Participation means the participation of the community to carry out and be involved in the development process in the form of delivering opinions, skills and services (Anwar, Mone, and Arfah 2022). The community is the party that knows best about the problems they are facing and the needs they require (Sigalingging, Warjio, and others 2014). The community will be able to solve problems and find the best solutions. In addition, the community is considered capable of utilizing its development resources to increase productivity to achieve community development goals.

Community participation is the main factor that determines the success of a development program carried out by the government. A program is declared successful if the community actively participates in the government's development process through predetermined programs, one of which is the KUBE program.

One of the groups that received government assistance through the KUBE program is the Alkesa Lestari Joint Business Group located at Jalan Kavling Complex DKI Gang Risin No. 10A RT.005 RW.03 Cipedak Jagakarsa, South Jakarta. KUBE Alkesa Lestari has 10 permanent members with Mrs. Mardiah who is the pioneer and chairman of KUBE Alkesa Lestari. In addition to members being able to improve skills, coaching, and independence training, the author wants to see how their participation and activeness in participating in various activities in the Kube Alkesa Lestari

program. The main focus of this research is how the participation of KUBE Alkesa Lestari members is motivated by different levels of income education and ways of thinking.

Based on this, the author wants to know how the participation and activeness of KUBE members in every activity carried out in the program. KUBE Alkesa Lestari was chosen because its success in economic empowerment is very suitable to be applied in other regions in Indonesia.

Empowerment is defined as an effort to actualize the potential that people already have in order to become a system that can organize themselves independently. Individuals are not objects, but actors who are able to direct themselves in a better direction. Empowerment is a process by which people become powerful enough to participate in, share control over, and influence the events and institutions that affect their lives (Edi Suharto 2006). According to (Hermansah 2016) there are four stages that must be passed in empowerment, namely the planning stage, the implementation stage, the institutionalization stage, and the mentoring and evaluation stage.

Participation means contributing and helping to determine the direction or purpose of development, where it is emphasized that participation is a right and obligation for the community. Community participation has been regulated in Government Regulation Number 45 of 2017 concerning Community Participation in the Implementation of Local Government, which states that Community Participation is the participation of the community to channel their aspirations, thoughts, and interests in the implementation of local government. Forms of participation according to Keith Davis (1988) include thoughts, energy, thoughts and energy, expertise, goods, and money. Arnstein's ladder of participation (Chambers 2013) is divided into eight levels, namely citizen control, delegated power, partnership, placation, consultation, informing, therapy, and manipulation. Levels of community participation can be planned

according to specific contexts and needs. The ladder of community participation shows that the word "participation" can be used for different activities and relationships.

A program is a series of planned activities that will be carried out by an individual or a group of organizations, institutions, and even countries (Arikunto and Lia 2009). Programs are often associated with planning, preparation, and design. In the process of implementing a program, it can actually be successful, less successful, or fail altogether when viewed from the form of results achieved or outcomes. A program is a series of activities carried out by individuals or groups in the form of implementing activities supported by policies, procedures, and resources intended to bring about a result to achieve predetermined goals and objectives. A group is a collection of people who have the same goal. Groups can also be interpreted as a set or unity of people who live together, because of the relationship between them. These relationships include mutual relationships that influence each other and also an awareness to help each other (Soekanto 2017). Joint Business Groups (KUBE) are business groups assisted by the Ministry of Social Affairs of the Republic of Indonesia formed from several socially assisted families to carry out productive economic business activities and social welfare businesses in the context of business independence to improve their social welfare.

B. METHODS

The research approach is a qualitative approach. According to Denzim and Lincoln (Moleong 2007) qualitative research is research that uses a natural setting, with the intention of interpreting phenomena and which is utilized for qualitative research, namely a variety of methods that are usually utilized are interviews, observations, and utilization of documents. This research uses descriptive research. Descriptive research is a research method aimed at describing existing phenomena, which take place today or in the past (Sukmadinata 2019).

The subject of this research is the Alkesa Lestari Joint Business Group (KUBE) and all elements involved in the group management process. While the object of research is the process of participation and group management as a form of civil society that cares about the importance of skills in entrepreneurship. This research was conducted at the Alkesa Lestari Joint Business Group (KUBE). The research period was conducted during the month starting from August to November 2022.

The data sources that will be traced to obtain field data consist of two sources, namely: Primary Data Sources. Primary data sources are data sources obtained directly from the sources to be studied by means of in-depth interviews. Secondary Data Sources. Secondary data sources are data sources obtained from documents that support this research, such as books, notes, transcripts, and other documents.

The data collection techniques used in this study are as follows: First, observation is a data collection technique in which the researcher directly observes the object under study. Observation is essentially a form of activity using the five senses, vision, smell, and hearing to obtain the information needed to answer research problems. The results of observations are in the form of activities, events, objects, conditions, or a certain atmosphere, and a person's emotional feelings. In this study, observations were carried out at the activities of the Alkesa Lestari Joint Business Group (KUBE). Researchers saw, recorded, and documented all the things that researchers encountered in the field completely and clearly according to what the authors saw. Second, interviews, namely obtaining information by asking respondents directly orally, especially for respondents who cannot read or write or similar questions that require explanation from the interviewer.

Third, the documentation method is a data collection method by looking for data about things or in the form of notes, transcripts, books, newspapers, magazines, meeting minutes, agendas, and other documents related to research problems (Arikunto and Lia 2009).

Researchers took pictures during the research process to provide real evidence as conditions in the field related to problems in the community. Archives and other data are used to support existing data from observations. The data analysis technique in this research was carried out during and after the research. Data analysis during the research was carried out by selecting, focusing and grouping more focused data. Meanwhile, data analysis after research is carried out by collecting all primary and secondary data then the data is described and correlated with existing theories. The data validation technique functions as maintaining the truth in the content of the data that has been obtained. Here researchers use triangulation. Triangulation is a way to check the truth worthiness and cross-check or check & recheck between one data source and another data source. The operational steps can be done as follows: a). Comparing observation data with interview data. b). Comparing what people say in public with what they say in private. c). Comparing what people say about the research situation with what they say throughout the research. d). Comparing the circumstances and perspectives of a person with various opinions and views of people from various circles such as ordinary people, people with middle or higher education, and government people.

C. RESULT AND DISCUSSION
Forms of Participation in the Planning Stage

Community participation in decision-making is related to the provision of ideas or ideas concerning common interests in achieving the Alkesa Lestari KUBE program. Indicators can be seen from the participation of community members in deliberations to determine programs, identify problems, or formulate community activities/programs. Participation of the mind, which is the mental involvement or thoughts and emotions of a person in a group situation that encourages him to contribute to the group in an effort to achieve a goal and assume responsibility for the efforts concerned.

In 2012, when the KUBE program planning in Jagakarsa was underway, there were 14 KUBE groups from all over the Jagakarsa area

under the auspices of the DKI Jakarta Provincial Government Social Service. In planning the KUBE program, each group leader and their members were expected to provide inspiration, thoughts and input according to their respective needs. After the first Social Service meeting that took place in Jagakarsa Sub-district, the 14 KUBEs that had been formed started their business. Each KUBE started several programs and formed its own structure, including KUBE Alkesa Lestari. This is where the participation of KUBE community members in planning occurs. The community can participate in the form of thoughts, ideas and ideas, participation can also be in the form of expertise, goods and money. However, when planning the KUBE program at the chairman's house, KUBE Alkesa Lestari members only followed the direction of the KUBE chairman.

Forms of Participation in the Implementation Stage

At the implementation stage, the participation of KUBE Alkesa Lestari members is divided into three, namely implementation in training activities, implementation in mentoring activities, and implementation in production activities.

First, implementation in training activities. The form of community participation carried out in the implementation of training activities is community participation in various kinds of socialization that have been prepared by the government for the local community, one of which is through social services. The existence of a large form of participation and the desire of the community to contribute deserves thumbs up. Participation in the training of KUBE Alkesa Lestari members only relies on energy and thoughts to attend skills training at KUBE and attend the training.

Second, implementation in mentoring activities. Mentoring is carried out so that the community or members can carry out their respective roles optimally in each program activity. Without assistance, a program or activity may fail because it is not optimal and the activities carried out are not in accordance with the objectives that were originally set.

The head and assistants have received direction from the social service office regarding activities, one of which is in the recruitment process. So that through this briefing, his party provides direction and assistance to members and other prospective members who really want to join this activity. The form of participation that occurs is that members only rely on their expertise and energy during the mentoring process.

Third, implementation in production activities. In general, economic activities such as making, creating, and producing commodities or services are included in production activities. Technically, production refers to the transformation of unfinished resources, or inputs, into finished products, or outputs. We need to realize the following objectives of production activities: Produce more goods or services, meet consumer demand, ensure excellent quality, and increase profits.

Human resources are the ones that have a significant influence on the production process. Natural resources cannot be utilized effectively without good management by humans. This activity requires great participation from the community. All KUBE members fully provide whatever they have to develop their business, especially labor because most of them have cassava chips businesses under the auspices of KUBE Alkesa Lestari.

Forms of Participation in the Institutionalization Stage

At the institutionalization stage, the participation of KUBE Alkesa Lestari members is divided into three, namely participation in further funding, institutional strengthening, and cadre formation.

First, further initial funding. Initial funding is provided by the government as a form of financial assistance in this program, funds channeled by the government to communities with 10 members amounting to 20 million rupiah. The existence of further funding is basically for the benefit of each member and also the program, so it is very important to regulate and implement further funding.

The more appropriate form of participation is by depositing production results periodically to one of the designated parties who are willing to spare their time and energy. The results of this deposit become further funds that are managed and developed by each KUBE member for further financing. The existence of this deposit is one of the main supporting factors in further financing for KUBE and all its members.

Second, institutional strengthening. One of the obstacles that can be found in weak institutions is the absence of communication between one another, which can lead to the destruction and downfall of an organization or activity. Therefore, in these organizations and activities, there must be institutional strengthening. The development and structuring of tasks, functions and organizational structures that represent effective and efficient governance, as well as the preparation of detailed work unit tasks in addition to explaining the tasks and functions of the work unit, are the results of this institutional strengthening. Institutional strengthening is systematic because KUBE administrators work hard to spend their time and thoughts.

Third, the formation of regeneration. Regeneration or regeneration serves to prepare candidates (embryos or regeneration) who are ready to continue the struggle of the organization. The organizational regeneration process is responsible for passing on positive organizational ideals, ensuring organizational survival, and providing educational resources for members. Without regeneration, an organization will experience a deadlock because there is no successor to the organization. Because basically regeneration is carried out for the next management in the future because of the progress and future of the organization itself.

In the form of participation at this stage the kube management designs and formulates what activities will be carried out at KUBE Alkesa Lestari. KUBE Alkesa Lestari members totaled 10 people including the Daily Management, namely the Chairperson, Secretary

and Treasurer. These three people really devote their time and thoughts to running the KUBE program.

Forms of Participation in the Monitoring and Evaluation Stage

In general, monitoring is carried out when activities are carried out to determine whether the process is appropriate and the results achieved are in accordance with the plan or not. If delays or irregularities are found, they are immediately corrected so that operations can run according to plans and objectives. Consequently, the results of monitoring are used as input for subsequent procedures. To determine the final results or achievements of an activity or program, an evaluation is carried out after the activity is completed. The results of the evaluation can be used to plan the implementation of the same program at a different location and date.

Participation in monitoring and evaluation is that the group members participate in evaluating the KUBE Alkesa Lestari program to find out the achievements of the previously planned program for improvement or addition to the implementation of the next program. KUBE Alkesa Lestari also evaluates every meeting or meeting once a month. This evaluation is when the KUBE facilitator will ask members whether there are obstacles or not in their business. Sometimes KUBE members take the time to chat for a moment after several months of production. They exchange ideas and provide solutions for members who experience problems in their production.

Ladder of Participation in the Planning Stage

In the KUBE program planning process, all KUBEs are required to be accountable and participatory in the implementation process in accordance with the mandate of the Social Service. Community participation in decision-making is related to the provision of ideas or ideas concerning common interests in achieving the Alkesa Lestari KUBE program. Initial decision-making begins with identifying the needs and problems that exist in the community and then providing solutions to these problems.

Participation in decision-making is usually by meeting or meeting activities. However, the expected participation is not only shown by the presence of members in meetings, but also by the willingness of the community to convey aspirations, ideas, ideas, and suggestions that are beneficial to the planned activities. This is actually intended so that members feel that they have a stake in the activities that are planned and will be implemented. In this meeting or meeting activity, members are always given the opportunity by the meeting leader to participate.

The community participates in the form of attending deliberation forums and meetings. However, according to Arnstein, KUBE members are still at the third low level, namely notification or just notification or one-way socialization and most only hear and receive planning information from the Social Service and their respective KUBE heads because they have received technical instructions regarding KUBE from the Social Service.

Participation Ladder in the Implementation Phase

Participation in implementation is a continuation of plans that have been initiated previously, both related to planning, implementation and objectives. In implementing a program, it has a scope, the first is the mobilization of resources and funds, the second is administration and coordination activities, and the third is program elaboration (Dwiningrum 2011).

It cannot be denied that community participation is really needed in everything that has been planned and will be implemented at KUBE. In training activities, the community participates by taking part in various kinds of training programs that have been created and prepared. Community participation in this training takes the form of community participation in various kinds of outreach prepared and held by the government.

Therefore, social services will invite community members who are members of KUBE to take part in outreach to provide training to the community. At this implementation stage, the level of community participation is quite good because community participation in

implementing the KUBE program can be seen from how the community becomes participants and regularly takes part in KUBE training activities.

In this mentoring activity, not only is the government tasked with assisting the implementation of this activity, but the community or members must also be involved in carrying out the mentoring activity, considering that in this case they are basically the core parties or important instruments in carrying out this activity. The recruitment process is carried out by the KUBE chairman and his staff by inviting prospective members while looking at the potential of parties who are worthy of assistance (in accordance with KUBE criteria).

After the above stages, of course there will be an implementation stage, in this case the implementation stage is carried out at the production stage. It is at this stage that the community, as the crucial party, takes many important roles so that the implementation of production activities can run optimally. The implementation process includes checking the funds that have been used, implementing the production process, calculating production results, and supervising the work of all KUBE members.

The chairman always accompanies, involves and includes members in every activity starting from planning, implementation, institutionalization and evaluation. Collaboration between members is useful for increasing knowledge and skills on how to make superior cassava chips products and learning how to manage the group in carrying out good activities.

The participation ladder in this stage is completely controlled by members of the KUBE Alkesa Lestari community (citizen control) because they participate in every activity, such as training, solving internal problems, and other activities.

Participation Ladder in the Institutionalization Stage

Funding is very important because a business or activity can run optimally because it has funds to support it. Financing must be clearly regulated because it is the most important supporting tool in the

progress of each existing activity. Initial funding was provided by the government as a form of financial assistance in the KUBE program. In this KUBE, the participation of KUBE members is required to supplement the lack of funds they have with the aim of benefiting each member and also the interests of each program.

Without further institutionalization of funding, this could result in irregular KUBE program funding. So, it requires cooperation and participation of all members in handling this institutionalization. This has a very positive impact on the subsequent management of funds owned by KUBE Alkesa Lestari.

In a program, activity or organization, institutional strengthening is needed so that the program implemented can achieve its objectives. One of the obstacles that can be encountered in weak institutions is the lack of communication between one another which can result in destruction and decline for an organization or activity. Therefore, in this program there must be guidance and regulation of tasks, functions and organizational structures that reflect effective and efficient governance, as well as preparation of details of work unit tasks in addition to explaining the duties and functions of work units.

In management, each individual has their own duties and roles. Institutionalization is a further process where KUBE Alkesa Lestari members have the freedom to make the best use of their business. All members have an obligation to monitor their production and ensure implementation and institutionalization have been achieved according to targets, plans and schedules.

Cadre formation is very crucial. Cadres are human resources who have been trained and prepared through careful procedures. Regeneration is another name for the electoral process. Regeneration functions to continue programs that have been running with competent prospective members. The process of creating cadres is responsible for passing on positive organizational ideals.

In the institutionalization process, for the most part only BPH is always active in making various decisions and formulating policies.

Other members only focus on their own production. According to Arnstein's participation ladder, in this institutionalization process KUBE Alkesa Lestari is at the level of delegation of authority because only a few people who have authority at KUBE are active in implementing and managing program policies.

Participation Steps in the Monitoring and Evaluation Stage

This participation aims to find out whether the program implementation is in accordance with the predetermined plan or whether there are deviations. We can find out how the program implementation is going as a whole so there is a need for continuous monitoring and evaluation (Dwiningrum 2011).

KUBE Alkesa Lestari also evaluates every meeting once a month. There are two types of evaluation at KUBE Alkesa Lestari, namely non-formal evaluation and formal evaluation. Non-formal evaluation is an evaluation carried out by the chairman of KUBE Alkesa Lestari and his companion. In this evaluation, the assistant and chairman will ask members at each meeting whether there are obstacles or not in their business.

Formal supervision and evaluation is carried out by the Social Service. Representatives from the Social Service will visit each KUBE member to evaluate the results of the report that has been made by KUBE. The Social Service will audit KUBE data twice a year. However, in the third year, the Social Service no longer directly carried out inspections and evaluations of KUBE. Only the companion is still checking the report.

KUBE Alkesa Lestari members do not directly take part in the evaluation because it can only be done by the chairman and related agencies in carrying out monitoring and evaluation. KUBE community members are not involved in program evaluation but participate in reporting activities carried out and are also present at evaluation meetings. According to Arnstein's level of participation, at the monitoring and evaluation stage, KUBE Alkesa Lestari is at the partnership level because only program managers or those who create

programs can assess it because the Social Service as the authority holder expects reciprocity from the programs they create.

D. CONCLUSION

Community participation in planning is quite optimal. This can be seen from the large number of members attending deliberation forums, meetings or outreach from social services. The form of participation of KUBE Alkesa Lestari members is in the form of thoughts, thoughts and ideas, skills, goods and money. The participation ladder in the implementation stage at KUBE Alkesa Lestari is still at the third lower level, namely notification (informing). When we started to enter the informing level, the government in power did not prevent participation.

Community participation in the implementation by members of KUBE Alkesa Lestari has been quite good. All members contribute their thoughts, energy, goods and money to develop their respective businesses. There is no interference from any party in this implementation activity. The participation ladder in implementing the training and mentoring activities is the level of delegated power and citizen control.

Community participation in the institutionalization stage at KUBE Alkesa Lestari, including further funding, institutional strengthening, and cadre formation has been very good because there is excellent communication and relationships between members and the chairman. However, in the institutional process, for the most part it is only BPH who always actively invests time and thought in formulating policies. The ladder of participation in this institutionalization stage is delegated power.

Community participation in monitoring and evaluation of KUBE Alkesa Lestari members only involves attending each evaluation meeting. The community has not been involved in the monitoring and evaluation process because reporting and program realization activities are carried out by the chairman of KUBE Alkesa Lestari who is directly audited by the relevant Social Service. The participation ladder

at this stage reaches the partnership level where at this level cooperation is formed between several parties in formulating or implementing and evaluating program policies that have been implemented.

CITATION

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