

Challenges in Implementing Social Innovation in The Implementation of Program Keluarga Harapan (PKH) in Intan Jaya District, Central Papua Province

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Abstract. The implementation of Program Keluarga Harapan (PKH) in Intan Jaya Regency, Central Papua Province, faces several challenges. The main problems faced include ineffective leadership, minimal support from regional leaders, limited communication between central and regional governments, and limited human resources. To overcome these challenges, corrective steps are needed such as increasing effective leadership, improving communication, and increasing the number and quality of PKH assistants. By overcoming this challenge, it is hoped that the implementation of PKH in the Intan Jaya Regency can be more effective in reducing poverty and improving community welfare. This library research examines the implementation of PKH employing 23 references, both scientific journals and official online news. Data were analyzed using the content analysis method. It is expected that the research makes an important contribution to understanding the factors that influence PKH implementation and provide input for local governments and relevant stakeholders to increase the success of poverty alleviation programs.

Keywords: social innovation, PKH, poverty

1 Introduction

Assessing the success of government development in a region in social and economic aspects can be done by measuring the level of poverty [1]. Indonesia, as a developing country, continues to strive to overcome the problem of poverty among its population. One of the steps taken is through the implementation of government policies regulated in statutory and regulatory documents aimed at supporting poverty alleviation efforts. This policy was then realized through various poverty alleviation programs [2].

The significance of addressing poverty is underscored by its status as the primary objective of the Sustainable Development Goals (SDGs), aiming to eradicate poverty in all its manifestations by 2030. Poverty is a multifaceted phenomenon encompassing various dimensions and aspects, presenting a significant challenge to development efforts [3]. It extends beyond economic constraints or income levels, intertwining with factors such as gender, education, health, and more [4].

As a policy maker, the government has a responsibility to face the challenges of poverty by creating relevant policies. One of the efforts made by the Indonesian government is through

Presidential Regulation Number 15 of 2010 concerning the Acceleration of Poverty Reduction. This policy aims to reduce the burden on the poor and empower them. As an innovation in social development, Program Keluarga Harapan (PKH) is a significant example. This program assists in education and health for poor households as a form of social protection provided by the government to the community. This program is regulated through Minister of Social Affairs Regulation Number 1 of 2018.

Program Keluarga Harapan (PKH) is an initiative that provides financial assistance to families who meet the requirements related to efforts to improve the quality of Human Resources (HR), such as education and health [5]. As a social program with certain requirements, PKH provides access to poor families, especially pregnant women and children, to utilize health and education service facilities available around them [5]. Apart from that, PKH has also been directed to include people with disabilities and the elderly, to maintain social welfare by the mandate of the constitution and Nawacita of the President of the Republic of Indonesia [5].

Papua stands out as a region consistently grappling with severe poverty issues. With the highest poverty rate in Indonesia, Papua Province has a population disproportionately living below the poverty line, surpassing the national average [6]. [7] note significant disparities in poverty rates across districts/cities within Papua Province, attributed to challenging topographic conditions and uneven population distribution. The region's geographical complexities and population dispersion hinder mobility, impede the distribution of goods and services and restrict access to essential amenities. Consequently, educational, healthcare, and environmental quality in Papua is compromised. This precarious situation detrimentally affects human resource development and productivity, perpetuating a cycle of poverty that undermines the overall well-being and progress of the Papuan population.

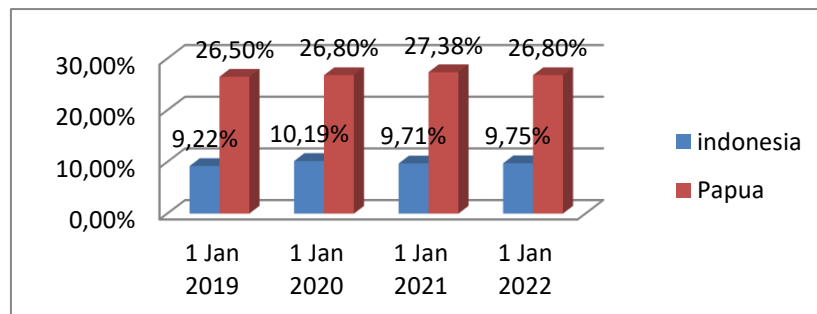


Figure 1: Poverty Level in Indonesia and Papua 2019-2022

Sources: Central Bureau of Statistics, 2022

According to the Central Statistics Agency (BPS), recent data spanning the last four years consistently rank Papua as the poorest province in Indonesia, with poverty levels significantly surpassing the national average. The implementation of PKH in Central Papua has encountered numerous challenges, particularly evident in districts such as Intan Jaya, which grapple with the highest poverty rates in the province. This is highlighted in the findings published by the Provincial Bureau of Statistics.

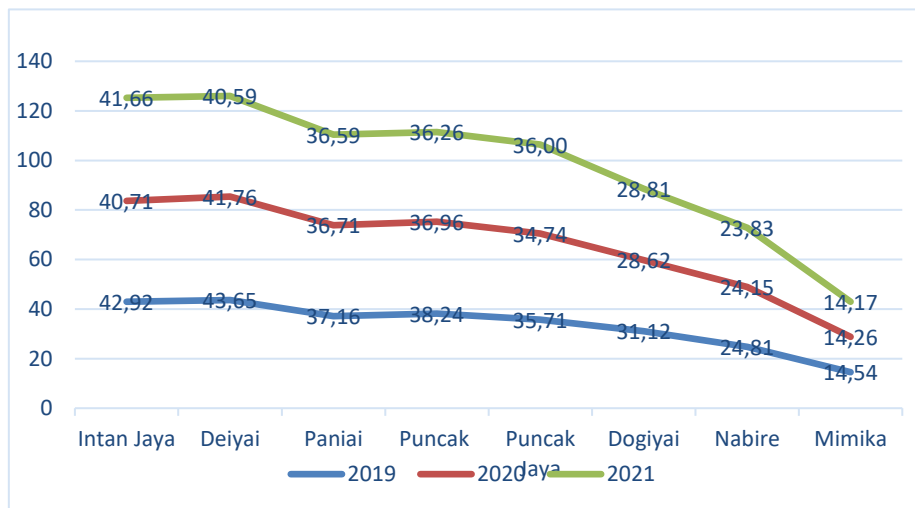


Figure 2: Percentage of Poor Population by Regency/City (Percent), 2019-2022

Source: Data from the Central Bureau of Statistics for Papua Province, 2023

Based on this data, the poverty rate in Intan Jaya Regency stood at 42.92% in 2019, slightly declining to 40.71% in 2020, but then rising again to 41.66% in 2021. A contributing factor to this high poverty percentage is the ineffective implementation of PKH in Intan Jaya. This assertion is supported by data on the number of beneficiary families under the PKH as follows:

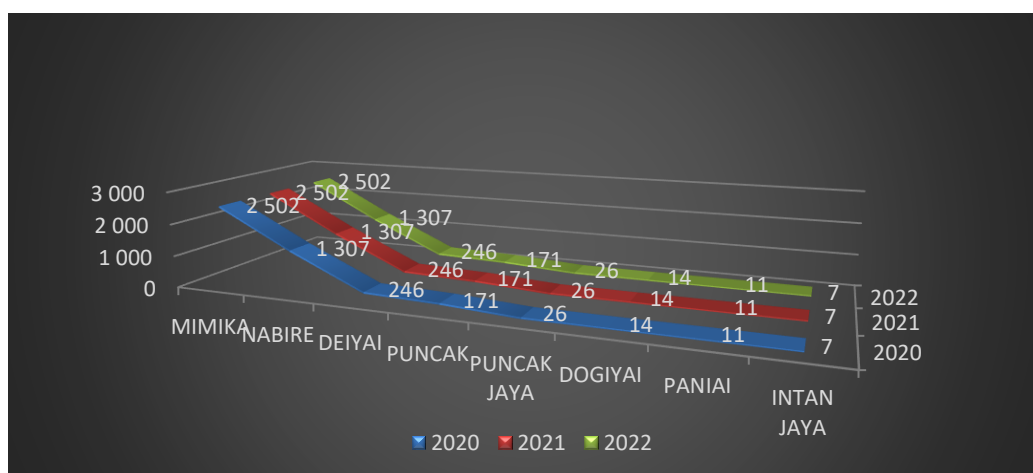


Figure 3: Recapitulation of 2020-2022 KPM-PH Channel Data for Central Papua Province

Source: Data from the PKH Coordinator for Central Papua Province 2020-2022

Figure 3 shows that Intan Jaya Regency is the district that has the lowest number of 7 PKH KPMs in Central Papua Province. These findings are an interesting discussion for analyzing the complexity of implementing PKH in Intan Jaya.

PKH also faces several obstacles and challenges. Various studies show that although PKH has succeeded in reducing poverty levels, further efforts are still needed from the government to increase the coverage of this program. The government needs to ensure that the increase in benefits in PKH is also accompanied by an increase in the number of poor and very poor families that can be reached by this program [8]. Apart from that, [9] states that there are still several obstacles faced in implementing PKH. One significant issue is the misalignment of program targets, leading to instances where ineligible individuals receive assistance while those who do not qualify. This discrepancy arises due to inaccurate data, centralized decision-making processes, and challenges in updating information at the village level, compounded by political, social, and funding constraints. Consequently, several areas experience social tensions and conflicts. Additionally, the utilization of PKH assistance often deviates from its intended purpose, with funds frequently allocated towards non-essential consumptive expenses rather than prioritizing education, healthcare, and social welfare as stipulated.

This research discusses the challenges in implementing PKH in Intan Jaya Regency, Papua. PKH is a program that aims to help poor families through conditional social assistance. However, in remote areas such as Intan Jaya, PKH implementation faces several complex challenges. The main challenges are ineffective leadership, suboptimal communication between central and regional governments, and limited human resources involved. This research aims to identify these challenges and provide strategic input to increase the effectiveness of PKH. It is hoped that by overcoming this challenge, PKH can be more effective in improving welfare and reducing poverty in the Intan Jaya Regency.

2 Research Methods

This research is a type of qualitative research that uses descriptive analysis techniques using library research. [10] is a theoretical study, reference material, and other scientific publications related to culture, values, and norms that develop in the social situation studied. This research aims to describe the phenomena that occur in the implementation of PKH in Intan Jaya Regency, Central Papua Province. This research focuses on explaining and understanding the current and past situations related to the implementation of the program. First, it will provide an overview of the concept of PKH Next, analyze the obstacles and challenges of implementing PKH in Intan Jaya Regency. The data source uses 23 references, both journals and official online news. Data were analyzed using content analysis [11].

3 Results and Discussion

3.1 Concept of Program Keluarga Harapan in Alleviating Poverty

The government, through the Ministry of Social Affairs, provides social assistance to the community through PKH. PKH itself is a program providing conditional social assistance to poor families, designated as PKH beneficiary families since 2007. The government implements

PKH as an effort to accelerate poverty reduction as an international Social Protection Program with the term Conditional Cash Transfers (CCT). PKH is a conditional assistance program intended for poor families.

PKH is one of the social protection programs in Indonesia in the form of social assistance provided to poor and vulnerable families with certain conditions where they are registered in the Integrated Social Welfare Data. PKH is one of the government's efforts to accelerate poverty reduction and specifically aims to break the chain of poverty between generations. Since its launch in 2007, the number of beneficiary families has increased gradually. PKH is implemented on an ongoing basis starting in 2007 in 7 provinces. As of 2020, PKH has been implemented in 34 provinces and covers 514 regencies/cities and 6,709 districts. PKH aims to open access to beneficiaries for pregnant women and young children to utilize health facilities and school-age children to utilize educational facilities available nearby. The current PKH benefits are also directed to cover people with disabilities and the elderly to maintain their social welfare following the mandate of the constitution and the Nawacita of the President of the Republic of Indonesia [12].

With PKH, poor families are encouraged to gain access to and utilize basic social services such as health, education, food and nutrition, care, and assistance. PKH's mission is to reduce poverty levels, considering that the number of poor people in Indonesia continues to increase. PKH is expected to contribute significantly to reducing the number of poor people, reducing inequality, and increasing the Human Development Index (HDI).

The main goal of PKH is to reduce poverty and social inequality in Indonesia. Some of the specific goals to be achieved by this program include increasing poor families' access to quality education. PKH provides educational assistance to children from poor families so that they can receive better formal education.

- i. Improving the quality of health of poor families. PKH provides health assistance to poor families to improve access to basic health services, such as vaccinations, health checks, and treatment.
- ii. Improving nutrition and nutritional status of poor families. PKH provides nutritional assistance in the form of additional nutritious food and nutritional supplements to pregnant women, babies, and toddlers from poor families.
- iii. Encourage poor families to obtain additional sources of income. PKH assists in the form of economic empowerment programs for poor families, such as skills training and access to business capital

The amount of assistance for poor families is determined by families who receive PKH benefits. Here is the amount of PKH Social Assistance as of 2021 [13]:

- i. Pregnant/postpartum women receive IDR 3,000,000 per year;
- ii. Early childhood 0 to. 6 years receive IDR 3,000,000 per year;
- iii. Primary school-age children receive IDR. 900,000 per year;
- iv. Middle-school-age children receive IDR. 1,500,000 per year;
- v. High-school-age children receive IDR. 2,000,000 per year;
- vi. People with severe disabilities receive IDR 2,400,000 per year; and

- vii. Senior citizens receive IDR 2,400,000 per year.

The approach to poverty alleviation through PKH adopts a comprehensive strategy. Several approaches are employed in its implementation, including:

- i. A rights-based approach: PKH is based on human rights principles, where every poor family has the right to social protection and access to basic needs.
- ii. An inclusive approach: PKH includes poor families from various backgrounds, including families consisting of children, single mothers, people with disabilities, and the elderly. This program does not differentiate between religion, ethnicity, or gender.
- iii. Community-based approach: PKH involves the participation of the community and local government in its implementation. By collaborating with community leaders, PKH can be more targeted and have a positive impact on poverty alleviation at the local level.
- iv. Integrated approach: PKH coordinates with other social protection programs, such as the national health insurance program and economic empowerment programs. This aims to provide integrated support to poor families to escape the cycle of poverty.

3.2 Challenges in Implementing Program Keluarga Harapan (PKH) in Intan Jaya Regency

3.2.1 Organizational Leadership

Leadership is one of the factors driving innovation [14]. This is also an important aspect of the implementation of regional government. Local leaders are pioneers and innovators for local communities [15]. Leadership is an important aspect of the success of innovation in the region [16]. Therefore, good leadership is a necessity in implementing PKH.

Field findings indicate suboptimal leadership involvement in PKH implementation. Insufficient support and guidance from leaders such as the Regent and Head of Social Services have resulted in numerous challenges within the program. Leadership plays a pivotal role in ensuring the effectiveness of group efforts, particularly in initiatives like PKH. Effective leadership is crucial in guiding beneficiary families toward fulfilling their obligations and achieving program objectives [17]. Furthermore, the active engagement of leadership in directing PKH facilitators significantly contributes to the success of the program [18].

Leadership poses a significant challenge in PKH implementation. To address this, capacity building and adopting a persuasive leadership style are essential steps to optimize PKH implementation. Leaders should possess the ability to influence members effectively, fostering a conducive work environment throughout all levels of the program.

3.2.2 Communication

Communication strategy includes everything needed to carry out communication programs to target audiences to achieve the expected goals [19]. For there to be a harmonious relationship between the Central Government and Regional Governments in implementing their authority, there must be a good communication relationship between the Central Government and Regional Governments [20].

As explained by [21], PKH targets families and/or individuals who are poor and vulnerable and registered in the integrated data program for handling the poor. Despite the government's efforts, particularly through the Ministry of Social Affairs and Social Services at the district level, to address poverty with PKH, communication remains a significant challenge in Intan Jaya. Coordination between the central government and regional authorities, including provinces and districts, is lacking. Additionally, supervision efforts are suboptimal.

A recent issue underscores these challenges, wherein aid funds for PKH have gone missing. Funds allocated by the Ministry of Social Affairs since September 23, 2022, totaling 5.094 billion, have not been distributed. The lack of communication regarding this loss is evident, as neither the Intan Jaya District Coordinator nor PKH members were aware of it. This situation highlights the ongoing struggle with vertical communication, as synergy between the central and regional governments in implementing PKH in Intan Jaya remains inadequate.

3.2.3 Human Resources

PKH requires an active and high-quality performance from human resources handling the program. However, the reality is that the quality of human resources performance remains a challenge [22]. All human resources involved must be optimized to align with the organization's vision, mission, and work programs. Each individual must fulfill their duties, functions, roles, and expertise, leveraging their competencies to achieve the set objectives [23].

In the implementation of PKH in Intan Jaya, human resources pose challenges in both quantity and quality. Currently, only four personnel are assigned to oversee eight districts, covering a total of 97 villages. This shortage impedes field surveys, which are crucial for program effectiveness. Additionally, conducting field surveys is hampered by conflicts in Intan Jaya, an area prone to conflict, including in Nduga, Puncak, and Paniai, where conflicts have resulted in significant casualties [24]. Moreover, there is a lack of understanding regarding PKH among internal government officials and accompanying teams, leading to irregularities in program implementation.

4 Conclusion

The problems faced in implementing PKH in the Intan Jaya Regency are ineffective leadership and minimal support from regional leaders. The lack of encouragement and active role from the Regent and Head of Social Services has a negative impact on the implementation of PKH. Communication between the central and regional governments also needs to be improved, because the lack of coordination and smooth exchange of information results in the unavailability of accurate information and the distribution of aid that is not smooth. Apart from that, the human resources involved in PKH also need to be strengthened. The limited number

of PKH assistants does not cover the area of Intan Jaya Regency and the number of beneficiary families that must be served. The lack of assistants resulted in less-than-optimal field surveys and less effective program monitoring. Minimal understanding of the PKH program by local governments and accompanying teams is also an obstacle to optimal implementation.

To overcome this challenge, appropriate strategic steps are needed. First, effective leadership and active support from regional leaders need to be improved in overseeing and supporting the implementation of PKH. Strong encouragement from the Regent and Head of Social Services will have a positive influence on the success of this program. Furthermore, improving communication between central and regional governments is very important. Better coordination, smooth exchange of information, and intensive monitoring will help improve PKH implementation. Apart from that, increasing the number and quality of PKH assistants also needs to be considered. By increasing the number of assistants according to needs and increasing their understanding of PKH, it is hoped that the implementation of PKH in Intan Jaya can be more effective in reducing poverty and improving community welfare.

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