

# Analisis Outcomes Strategi Graduasi terhadap Keluarga Penerima Manfaat Program Keluarga Harapan di Kabupaten Cianjur dalam Kerangka Result-Based Management = The Graduation Strategy Processes Analysis for Beneficiary Families of the Program Keluarga Harapan at Cianjur in the Result-Based Management Framework

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## Abstrak

Berbagai riset menunjukkan bahwa Program Keluarga Harapan (PKH) memberikan kontribusi positif terhadap peningkatan kondisi kesehatan, status gizi dan tingkat pendidikan Keluarga Penerima Manfaat (KPM). Proporsi KPM graduasi hingga tahun 2019 hanya sekitar 12 persen dari KPM tahun 2017 dan 2018, hal ini menunjukkan terbatasnya kemampuan program dalam meningkatkan status ekonomi keluarga miskin dan rentan yang menjadi target sarannya. Oleh karenanya, targeting graduasi KPM berdaya menjadi arah kebijakan PKH saat ini, bukan lagi tentang sekedar memastikan bantuan tepat sasaran, namun utamanya bagaimana mengentaskan kemiskinan dengan menghasilkan KPM mandiri secara sosial dan ekonomi. Untuk mencapai target tersebut maka Kementerian Sosial mengembangkan strategi percepatan graduasi yang mengadopsi model graduasi The Consultative Group to Assist the Poor/CGAP. Penelitian ini mencoba menganalisis outcomes terhadap strategi graduasi KPM PKH dalam kerangka Result Based Management (RBM) di Kabupaten Cianjur. RBM sebagai pendekatan perencanaan strategis berbasis hasil (result), berfokus pada analisis asumsi (assumption) dan risiko (risk) untuk mencapai masing-masing result pada level outputs, outcomes dan impact (UNDP, 2009). Pengumpulan data utama menggunakan in-dept interview pada 21 informan yang merupakan representasi Pemerintah Pusat, Pemerintah Daerah, Sumber Daya Manusia PKH dan KPM PKH di Kabupaten Cianjur. Hasil riset menunjukkan bahwa terdapat 4 (empat) outcomes dalam strategi graduasi yang dihasilkan di Kabupaten Cianjur, diantaranya pertama, pendapatan meningkat dan beban pengeluaran menurun; kedua tercipta perubahan pola pikir, perilaku positif, dan kemandirian KPM; ketiga memiliki aset produktif; dan keempat mengenal dan mampu memanfaatkan produk dan jasa keuangan formal

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Some studies explained that the Program Keluarga Harapan (PKH) gave a positive contribution for improving the health, nutritional status and education level of Beneficiary Families (Keluarga Penerima Manfaat). However, this program still had limitation for family-economical improvement, which is shown as graduated KPM for 2019 were only 12% of graduated KPM on 2017 and 2018. Therefore, targeting of graduated-capable KPM became PKH policy objective, not only just ensuring the sosial assistance was on target, but also ensuring poverty alleviation by creating socially and economically independent KPM. To achieve this target, the Ministry of Social Affairs developed a accelerated-graduation strategy by adopting The Consultative Group to Assist the Poor/CGAP model. This research tried to analyze the outcomes of the KPM PKH graduation strategy within the Results-Based Management (RBM) framework in Cianjur. RBM as approach of result-based strategic planning, focused on analyzing assumptions and risk to achieve each result at the output, outcome and impact level (UNDP, 2009). The main data collection used in-dept interviews with 21 informants that represented as the Central Government, Local Government, PKH Human

Resources and KPM PKH in Cianjur. From this research resulted 4 (four) outcomes resulting from the graduation strategy in Cianjur, there were, first increased income and decreased expenses; second, creating a change in mindset, positive behavior, and independence of KPM; the third has productive assets; and fourth knowing and being able to utilize formal financial products and services. from the graduation strategy