
Evaluation of the Implementation of Joint Business Group Assistance (KUBE) in Ternate City

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Abstract

The simplest evaluation when it can gather information about the circumstances before and after the KUBE program is implemented. Ternate City itself received an allocation of 50 Joint Business Groups (KUBE) with a ratio of 5 companions where one companion has the task and responsibility of accompanying 10 groups because for 1 group there are 10 beneficiaries with details of assistance of 20 million for each group, it is necessary to evaluate the program assistance so that it can see the shortcomings to be corrected. The data analysis method used in this study is descriptive qualitative. Descriptive qualitative is a method used to explore findings in the field. The results showed that one government program that requires community participation is the Joint Business Group (KUBE) program for the poor to increase Productive Economic Enterprises (UEP), especially in increasing income, providing some of the needs that are needed, creating harmony in social relations between citizens, and as a forum for sharing experiences between members. For this reason, the companion is very important in providing knowledge, skills and experience to the fostered KUBE group. In practice, KUBE companions will provide an understanding to each member of KUBE social assistance recipients that there must be a sense of belonging to run a joint business so that they are independent of the business they are running because through this program they can be helped to start a business as a first step to achieve social welfare and economic improvement in a better direction.

Keywords: *Evaluation, Mentoring, Joint Business Group.*

Introduction

Poverty is a social problem that affects almost all developing countries, including Indonesia. Poverty is the inability to meet market needs such as food, clothing, shelter, education and health. Poverty can be caused by a lack of means to meet basic needs (Klien et al., 2020). The phenomenon of poverty is not limited to a lack of funds for working capital or business capital, but a lack of creativity, lack of innovation, lack of opportunities to socialize with various potentials and existing resources (Droege et al., 2021). As stated in the preamble of the 1945 Constitution, Indonesia's development goals include promoting general welfare and educating the nation's life. When poverty can be reduced, the general welfare or people's welfare increases so that general welfare can be increased through poverty alleviation efforts (Vaidya et al., 2006).

Article 34 Paragraph 1 of the 1945 Constitution states that "The state takes care of the poor and neglected children", then Paragraph 2 states that "The state is obliged to take care of those in need through empowerment and social security assistance". Also, the official number.

Article 20 Letter a of Law Number 11 of 2009 concerning Social Welfare states, One of the objectives of poverty alleviation is to increase capacity and develop basic skills and business capabilities of the poor. The Poverty Reduction Ordinance was later translated into Presidential Regulation Number 15 of 2010 concerning the Acceleration of Poverty Reduction. Poverty reduction is a policy and plan that is carried out systematically and planned by the local government, in collaboration with the business world and the community, with the aim of reducing the number of poor people and increasing people's welfare.

Furthermore, according to the regulation of the Minister of Social Affairs Number 2 of 2019 concerning Joint Business Group Social Assistance (hereinafter referred to as KUBE) for productive economic businesses to help overcome poverty problems, it states that, "KUBE is one of the flagship programs of the Ministry of Social Affairs of the Republic of Indonesia in alleviating poverty in Indonesia". The program launched emphasizes generating and managing income through productive economic ventures (UEP). One measure of the success of the KUBE program is the independence of underprivileged families who receive UEP assistance. To alleviate poverty, KUBE has adopted the following strategies: group strengthening and using social work methods to provide business incentive assistance and mentoring. The Joint Business Group (KUBE) is a forum for social empowerment of urban poor families. KUBE aims to carry out social and economic activities to improve their social welfare. From a social perspective, through KUBE, poor families are guided to interact socially and look after each other in solving problems and meeting needs. From an economic perspective, the benefits of KUBE for poor families are aimed at obtaining a stable, decent and sustainable source of income, owning assets, meeting basic needs, and accessing social services.

Increasing economic business for the poor through the implementation of Joint Business Groups (KUBE) is always inseparable from various obstacles or difficulties that need to be overcome to maintain its sustainability. This guidance is important because socially disadvantaged families often have and develop negative traits. As stated by Horton and Cheater L Hunt in Susanto (1980), socioculturally poor families are characterized by several characteristics, namely (1) family situation management and home control with the mother as the center of family life, (2) aggressive physical attitude, (3) the inability to plan for the future, the inability to prioritize what can be achieved in the short term, (4) the attitude of responding to emotional impulses, and (5) the fatalistic/surrendering attitude towards life now and in the future. It is these different characteristics that will be the focus of KUBE co-work interventions. The overall goal of social assistance, especially KUBE assistance, is to increase the motivation, competence and competence of KUBE members in order to improve the quality of life and welfare of its members. The performance of KUBE facilitators greatly influences the success or failure of the KUBE program, both in urban and rural areas. Facilitators understand how colleagues work so they can embrace KUBE members and thus run a successful business. Assistance is also needed to make KUBE a place of work for the community, especially KUBE members, because partners' roles include planning, mentoring, providing information, motivation, liaison, facilitator and evaluator. Participants involved in program implementation are not only KUBE members as business actors, but all stakeholders involved, including the KUBE assistants themselves.

The City of Ternate itself received an allocation of 50 Joint Business Groups (KUBE) using the budget posture of the State Revenue and Expenditure Budget (APBN) through the Ministry of Social Affairs. The 50 KUBE were spread across 3 sub-districts and were accompanied by 5 assistant staff. The KUBE assistants themselves were announced as well as an open selection was made which was facilitated by the Ternate City Social Service, the North

Maluku Province Social Service, and representatives from the Directorate for Handling the Poor Region III, the selection carried out at the Ternate City Social Service through the stages of written tests and interview tests in order to get 5 assistants who were then sent to Jakarta to get technical assistance for Joint Business Group (KUBE) assistance, one assistant has the task and responsibility of accompanying 10 groups where for 1 group there are 10 beneficiaries with details of assistance of 20 million for each group, it is necessary to evaluate program assistance.

According to Bryan & White (1987) and Picazo et al. (2012), evaluation is an attempt to record and assess what happened and why. The simplest evaluation is to collect information about the situation before and after the program/plan is implemented. According to Charles O. Jones in Aprilia (2009) and Wang & Miraj (2018) the definition of evaluation is "Evaluation is an activity that can make a major contribution to understanding and improving the development and implementation of policies" (Evaluation is an activity that can promote the understanding of great value and can also contribute to increasing policy implementation and development). This understanding explains how evaluation activities can find out whether the implementation of the program meets the main objectives.

Method

Data collection techniques are used in two ways, namely primary and secondary data collection techniques. Secondary data was obtained from the Ternate City Social Service, while primary data collection techniques were obtained directly in the field by observing and interviewing informants. The interview technique used was a non-probability sampling technique using purposive sampling. In this study the interviews were addressed to the Head of the Poor Handling Division and staff of the Ternate City Social Service and Facilitators of the Joint Business Group. The data analysis method used is descriptive qualitative analysis. Qualitative descriptive is a method used to explore findings in the field. (Lexi Moleong, 2001).

Result and Discussion

Assistance Evaluation in Central Ternate District

The city of Ternate is located between 3° North Latitude and 3° South Latitude and 124-129° East Longitude. The Ternate City area is bordered by the Maluku Sea to the north, south and west, and to the east by the Halmahera Strait. As an archipelagic city, Ternate City consists of 8 (eight) islands, namely: Ternate Island as the main island, Hiri Island, Moti Island, Mayau Island, and Tifure Island are five inhabited islands, while there are three other islands such as Maka Island, Mano Island and Gurida Island are small uninhabited islands. Ternate City has an area of 5,795.4 km², consisting of a water area of 5,544.55 km² and a land area of 250.85 km². Administratively, Ternate City Government is divided into 8 (eight) districts and 77 (seventy seven) sub-districts, respectively: South Ternate oversees 17 sub-districts, Central Ternate oversees 15 sub-districts, North Ternate oversees 14 sub-districts, West Ternate oversees 7 sub-districts, Island Ternate oversees 13 sub-districts, Hiri Island oversees 6 sub-districts, Moti Island oversees 6 sub-districts, and Batang Dua Island oversees 6 sub-districts.

Central Ternate District which has an area of 15,048 Km², the District Capital is in Salahuddin Village. Central Ternate District consists of 16 (sixteen) sub-districts which are divisional sub-districts where the sub-districts come from two main sub-districts, namely South

Ternate District and North Ternate District. The sub-districts which were the result of the division of South Ternate Subdistrict, namely, Kota Baru Sub-District, Takoma Sub-District, Tanah Raja Sub-District, Stadion Sub-District, Muhajirin Sub-District, Kampung Pisang Sub-District, Maliaro Sub-District and Marikurubu Sub-District and the newly expanded Sub-District, namely Tongole Sub-District. Meanwhile, the sub-districts which were the result of the division of North Ternate District were Gamalama Sub-District, West Makassar Sub-District, East Makassar Sub-District, Santiong Sub-District, Kalumpang Sub-District, Salahuddin Sub-District and Moya Sub-District.

The population in 2020 spread over 16 urban villages is 53,643 people. The area with the most population is in the Maliaro Village, with 7,645 people, while the area with the least population is Tongole Village, with 825 people. Based on population density, the most densely populated area is the East Makassar Village with 27998.526 people per square kilometer, while the area with the least population density is the Newly Expanded Tongole Village with 289.519 people per square kilometer. The agricultural sector in Central Ternate sub-district is dominated by plantation crops of Clove, Nutmeg, Coconut and Cocoa. Several sub-districts located on the edge of Mount Gamalama are plantation crop producers, namely Marikurubu Sub-District and Moya Sub-District and the newly expanded Kelurahan, namely Tongole Sub-District. Still in 2020 the industrial sector that dominates in the Central Ternate District Region is the home industry group of 385 businesses, and 11 small industries, with a total of 298 household industries for the food industry, furniture 23 businesses. The biggest source of income for residents of Central Ternate District comes from the trade sector and the service sector. One of the sub-districts in this region, Gamalama Village, is a contributor to the trade sector in Ternate City. As a trading center in Ternate City, Central Ternate District has relatively good economic facilities.

For Central Ternate District, there are 30 Joint Business Groups (KUBE) spread across 3 Sub-Districts namely Maliaro, Marikurubu and Tongole Sub-Districts. For this reason, there are 3 assistants assigned to provide assistance in the area. In the implementation of assistance, there is a tiered performance assessment carried out by the Ternate City Social Service, the North Maluku Province Social Service, and the Directorate for Handling the Poor Region III, meanwhile, performance evaluation can be measured as an assessment of real work results with quality and quantity standards produced by each companion.

Companion assessment absolutely must be done to determine the achievements that can be achieved. Is the achievement achieved good, moderate, or less. Performance appraisal is important for every assistant and is useful for the organization to make decisions and determine further policy actions, therefore the results of the performance appraisal must have an evaluation because evaluation needs to see how far the program assistant's performance is by identifying the expected impacts and things that are not expected. Assessments are often carried out multiple times to allow for improvements to the mentoring and the program itself. Below is an overview of the assistance carried out in the Maliaro sub-district which is presented in table 1 as follows:

Table 1.
Number of Joint Business Groups (KUBE) in Maliaro Village

Companion Name	Subdistrict	Ward	KUBE name	Type of Business	
Iqbal Syaifudin	Central Ternate	1	Maliaro	Ceriwis	Home Industry Various Cakes and Food
		2	Maliaro	Banter	Various Cake Home Industry
		3	Maliaro	Goheba	Various Cake Home Industry
		4	Maliaro	Sama Rasa	Various Cake Home Industry
		5	Maliaro	Pelangi	Various Cake Home Industry
		6	Maliaro	Tercin	Various Cake Home Industry
		7	Maliaro	Mario Laha 3	Carpentry
		8	Maliaro	Aneka	Home Industry Various Baking and Food Catering
		9	Maliaro	Maliaro Jaya	Home Industry Various Cakes and Food
		10	Maliaro	Melati	Various Cake Home Industry

Source: Obtained from Ternate City Social Services Data for 2023

From the table above we can see that there are 10 Joint Business Groups (KUBE) in the Maliaro Village for the Central Ternate District which are assisted by Iqbal Syaifudin. There are several types of businesses from the 10 KUBEs including 2 KUBEs namely Ceriwis and Malaiaro Jaya with the type of home industry of various cakes and food, 1 KUBE Assorted with the type of home industry of various cakes and food catring, 1 KUBE Mario Laha 3 with the type of business carpentry, and 6 KUBE namely Banter, Goheba, Sama Rasa, Pelangi, Tercin and Melati with various types of cake home industry businesses. Meanwhile, the assistance provided by Iqbal Syaifudin for the 10 KUBEs is through the process of PROKESOS activities to carry out social welfare and economic business activities in the spirit of togetherness as a means to increase the level of community welfare. Socially, KUBE is a forum for poor citizens/families to join, enabling positive and democratic social interactions. Through KUBE, the poor can improve their communication skills and solve individual and group problems with one another. Economically, the commercial activities offered to groups provide the ability to gather capital strength, compete, build networks, open access to resources, and create productive economic activities in a democratic manner.

KUBE is a place to help each other in times of joy and sorrow, with the motto: "Caring for each other, helping fellow members". The main benefit of KUBE for members is to create unity and solidarity among KUBE members. This is indicated by the existence of a group Social Solidarity Association (IKS), which can be a form of concern among other KUBE members. This IKS can be used by KUBE members to help other KUBE members who are sick, or to buy group identity attributes such as t-shirts according to group agreement. Kube also provides an understanding to everyone that social interaction between members of Kube itself is an arena that is held between one member and other members in the Kube organization. Kube assistance is basically a process of assisting joint business group activities so that they run as they should. The targets are KUBE administrators and members, as well as the surrounding systems that are directly related to KUBE. The implementation of this assistance is quite an important stage, bearing in mind that the results of the monitoring of the current KUBE development indicate that there are several things that must be improved, especially in terms of organization and management. This is based on the results of monitoring of the existence of KUBE which shows that several KUBEs have stagnated or even stopped operating due to inaccurate organizational management. Or KUBE which runs operationally but is managed weakly.

The reason for KUBE's failure was because the implementation of anti-poverty policies in the field did not fully follow the existing guidelines. This occurs starting from the formation stage of KUBE, the operation process, mentoring up to the KUBE development stage. KUBE failed for a number of reasons, including providing assistance that did not match the potential of the beneficiary communities, providing assistance in a rush to respond to the implementation of the KUBE program, and distrust of KUBE facilitators. In addition, there are several factors that support the success of KUBE, as said by Hendrik Yasin (2015: 38-42), the factors that cause the success of KUBE are that the community can support businesses run by groups, and businesses run by groups are provided by the community when community needs assistance resources are utilized. For groups, building good cooperative relationships between groups and their partners can overcome group internal problems. The findings identified several specific roles and facilitation skills sufficient to assist KUBE in operating and growing its business, including roles that provide social encouragement, roles that facilitate groups, and roles that communicate one-on-one. Among educational roles and skills, out of all the specific roles covered by these roles and skills, there are 2 specific roles that TA does to help groups improve their efforts. Elsewhere there is mentoring carried out in the next 10 groups as set out in table 2 as follows:

Table 2.
Number of Joint Business Groups (KUBE) in the Villages of Maliaro, Tongole and Marikurubu

Companion Name	Subdistrict	Ward	KUBE Name	Type of Business	
Muhammad Darsan Hi Adam	Central Ternate	1	Maliaro	Dahlia	Home Industry Various Cakes and Food
		2	Marikurubu	Anggrek 1	Various Cake Home Industry
		3	Tongole	Anggrek 2	Home Industry Various Cakes and Food
		4	Tongole	Anggrek 3	Jaha Rice Home Industry
		5	Marikurubu	Anggrek 4	Industri Rumah Tangga Aneka Kue
		6	Marikurubu	Anggrek 5	Industri Rumah Tangga Aneka Kue
		7	Tongole	Mario Laha 1	Carpentry
		8	Tongole	Afo Jaya 1	Bamboo Chair Carpentry
		9	Tongole	Afo Jaya 2	Bamboo Woven Craftsmen's Home Industry
		10	Marikurubu	Sari Madadi 1	Carpentry

Source: Obtained from Ternate City Social Services Data for 2023

We can see that there are 10 Joint Business Groups (KUBE) in 3 sub-districts, namely 1 KUBE Dahlia in Maliaro Sub-District with the type of home industry of various cakes and food, 4 KUBE in Marikurubu sub-district with 3 KUBE Anggrek 1, Anggrek 4 and Anggrek 5 with the type of home industry of various cakes and 1 KUBE Sari Madadi 1 with the type of carpentry business. Meanwhile, the other 5 KUBEs are located in Tongole Village with details of 1 KUBE Anggrek 2 with the type of home industry of various cakes and food, 1 KUBE Anggrek 3 types of jaha rice home industry businesses, 1 KUBE Mario Laha 1 with the type of carpentry business, 1 KUBE Afo Jaya 1 with the type of carpentry business of bamboo chairs, and 1 KUBE Afo Jaya 2 with the type of household industry of woven bamboo craftsmen. 10 This group was accompanied by Muhammad Darsan Hi Adam with the best results because the mentoring activities were attended by administrators and members. This is to increase cohesiveness and a sense of responsibility within the organization, so as to create a sense of belonging. In addition to the participation of the components in the group, it is hoped

that the problems of the group as a whole can be revealed from all aspects, so that the main problems and solutions can be sought as needed. Activities carried out by providing materials and methods of discussion. This approach was chosen to support the mentoring process through a two-way communication process between officers and KUBE administrators and members. In addition, KUBE had the opportunity to explain KUBE's development so far, including the problems that arose when carrying out activities.

Community participation is the main factor that determines the success of programs implemented by the government. A program is declared successful if the community concerned actively participates in the government's development process through a predetermined program. Awareness and active participation of all members of society are needed in implementing development programs implemented by the government for the successful implementation of development. As stated by Huraarah (2011: 10), the implementation of development requires community participation in every stage of development starting from the planning stage, the implementation stage, the utilization stage and the evaluation stage. In essence, society is not only the object of development, but also the subject of development. Communities must be able to manage all development activities in their area and play an active role in the development process. Roles and Skills of assistants on how assistants stimulate and support the development of KUBE beneficiary groups. In this role, companions have 3 specific roles to help. In my opinion, all work requires enthusiasm, and without enthusiasm in activities, success will not be achieved. The role of the KUBE companion here will help team members to increase their enthusiasm again. When the inner working spirit in a member appears, he will be involved with other team members in running a joint effort. When social motivation is high, the work done by the group will be done faster and better. This of course helps the group to do other work, and also helps the group to move on.

Social assistance that is formed and fostered through the Ministry of Social Affairs Program (PROKESOS) to carry out social and economic welfare business activities in the spirit of togetherness to increase the level of community welfare. KUBE is a social welfare program approach implemented by the Ministry of Social Affairs of the Republic of Indonesia to accelerate poverty alleviation. Through KUBE, the poor can get facilities for business instead of all the assistance that runs out all at once. In other words, KUBE is a long-term investment project. In terms of business operations, KUBE plans to operate in groups of around 5-10 people. The KUBE program was established to improve the standard of living of people who have not been able to develop their social life and welfare. Through this program they can be assisted to start a business as a first step towards achieving better social welfare and economic improvement. The need for consistency in running a business will make all parties who use services or products feel confident about their choices. That way, the joint business group will have regular consumers to use its services or products, so that the business it runs can continue and even grow. For the opportunity group it is also a challenge because if they can meet consumer needs, then they will get income, their business will continue to run, maybe their business can develop.

The role of the mentor is very important in providing knowledge, skills and experience to the KUBE assisted groups. In practice, KUBE assistants will provide an understanding to each team member that they have a sense of ownership to run a joint business so that they are independent from the business they are running. Peers also help the group in analyzing the various strengths and weaknesses of each group member. It's not about figuring out who the best group member is. However, this needs to be done so that each member of the group can fill in the gaps held by other members. The role of fellow group friends here is to raise the

awareness of each team member so that together they can make a real contribution in running the business, each group member must have the awareness to work as well as possible based on the tasks that have been given. As according to Jim Ife and Frank Tesoreiro (2006:90), companions spend most of their time in groups to facilitate groups. In addition to helping the team achieve the best results when making decisions for the common good, mentors facilitate the development of available resources within and outside KUBE that have positive potential for the group. While providing assistance and evaluating KUBE, the facilitator can also facilitate group meetings with the Ternate City Social Service, the North Maluku Province Social Service, and the Ministry of Social Affairs. Furthermore, for the other 10 groups there are in 2 sub-districts which can be seen in table 3 below:

Tabel 3.
Number of Joint Business Groups (KUBE) in Tongole and Marikurubu Villages

Companion Name	Subdistrict	Ward	KUBE Name	Type of Business	
Kasmaluddin	Ternate Tengah	1	Tongole	Anggrek 6	Home Industry Various Wet and Dry Cakes
		2	Marikurubu	Anggrek 7	Home Industry Various Wet and Dry Cakes
		3	Tongole	Anggrek 8	Home Industry Various Wet and Dry Cakes
		4	Marikurubu	Anggrek 9	Home Industry Various Wet and Dry Cakes
		5	Marikurubu	Anggrek 10	Jaha Rice Home Industry
		6	Marikurubu	Anggrek 11	Home Industry Various Wet and Dry Cakes
		7	Marikurubu	Sari Madadi 2	Carpentry
		8	Marikurubu	Mario Laha 2	Carpentry
		9	Tongole	Mario Laha 3	Workshop
		10	Marikurubu	Mario Laha 4	Carpentry

Source: Obtained from Ternate City Social Services Data for 2023

The other 10 Joint Business Groups (KUBE) located in the Marikurubu and Tongole Sub-Districts were accompanied by Kasmaluddin as presented in the table above, there were 7 KUBEs in the Marikurubu sub-district, namely KUBE Anggrek 7 with the type of home industry business of various wet and dry cakes, KUBE Anggrek 9 with the type of home industry business of various wet and dry cakes, KUBE Anggrek 10 with the type of household industry of jaha rice, KUBE Anggrek 11 with the type of home industry of various wet and dry cakes, KUBE Sari Madadi 2 with the type of carpentry business, KUBE Mario Laha 2 with the type of carpentry business, KUBE Mario Laha 4 with the type of carpentry business. Meanwhile, 3 KUBEs are located in the Tongole sub-district, including KUBE Anggrek 6 with the type of home industry of various wet and dry cakes, KUBE Anggrek 8 with the type of home industry of various wet and dry cakes, and KUBE Mario Laha 3 with the type of workshop business. Of these 10 groups, it is necessary to have community participation in a development program because the community is the party that knows best the problems being faced and the needs needed. All causes and effects that occur in society regarding an incident in society will be able to be resolved by finding the best solution by the community itself.

Duties and activities of KUBE assistants or assistants can carry out the following roles:
 a) Planner. Assist KUBE groups to set goals and formulate effective plans; b) Advisor. Facilitators are expected to be able to invite, direct, and foster the KUBE group so that they can understand, understand, and carry out the results of the guidance actively and creatively;

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c) Giver of information. Provides an overview of poverty alleviation programs, the benefits of carrying out activities through the KUBE approach, how to develop KUBE social, economic and institutional activities; d) Motivators. Provide encouragement in the form of enthusiasm to KUBE members, so they can recognize their problems and strengths; e) Liaison. The companion is expected to be able to become a liaison between KUBE members and the required resources; f) Facilitator. Providing various facilities both material and non-material so that KUBE members can increase their business; g) Mobilizers and Allocators, the companion's task is to collect, utilize, develop, account for all resources and their allocation for optimal quality of empowerment; h) Advocates, assistants are tasked with assisting the KUBE group to fight for their interests, rights and social responsibilities to other parties; i) Researchers, assistants have an interest in conducting simple research, in order to collect and interpret new relevant data, so as to enrich insights and contribute to the development of the KUBE empowerment model in the future; j) Evaluators, companions can provide assessments, suggestions and input to KUBE about which option suits their needs. In addition, mentors can also provide an assessment of the entire program in order to improve the quality of the mentoring program.

The Guidebook for the Growth and Development of Joint Business Groups (KUBE) of the Ministry of Social Affairs of the Republic of Indonesia, explains that the objectives of the Joint Business Group Program are directed at efforts to accelerate the elimination of poverty, through: a) Increasing the business capacity of KUBE members together in groups; b) Increase in income; c) Business development; d) Increasing awareness and social solidarity among KUBE members and with the surrounding community. Then regarding the mentoring process, of course this is still a very important thing to do in developing groups that are not yet independent in the business development process and the development of all its members.

In this study, researchers will explain the six indicators used in assessing the performance of the Barsama Business Group assistants in Mamuju Regency. The intended indicators include: (1). Quality, here what is meant is (a). Knowledge, (b). Liveliness, (2). Quantity, as seen from (a) the amount of work, (b) work results, (3). Timeliness, researchers focus more on timeliness in carrying out tasks until the time of making the report, (4). Price effectiveness, here researchers focus more on giving salaries/benefits, (5). The need for supervision consisting of (a). Technical supervision, (b). Administrative supervision, and (6). Interpersonal relationships that are specific to the relationship between KUBE facilitators and KUBE members.

In addition, the community is considered capable of utilizing the development resources they have to increase productivity to achieve community development goals. One of the government programs that requires community participation is the Joint Business Group program. KUBE for the poor has become a means to increase Productive Economic Enterprises (UEP), especially in increasing income, providing some of the needs needed for poor families, creating harmonious social relations between residents, solving social problems felt by poor families, self-development and as forum for sharing experiences between members. In carrying out this role, the KUBE assistant will assist the group in providing information relevant to the business they are running to help them plan the best way to maximize the business they are running. The purpose of providing information is for group members to know figures and facts about the type of business they are running so that they can better manage and plan their business from time to time. With good information, KUBE can identify consumer needs thereby increasing productivity, reducing inventory of production materials, eliminating non-revenue activities (value added), and increasing service and customer satisfaction from KUBE

itself.

Assistance Evaluation in West Ternate and Ternate Island Districts

West Ternate is located between 0°45'15"-0°52'03.46" North Latitude and 127°17'33.48"-127°21'54" East Longitude. This area has the following boundaries: North side with Maluku Sea, South side with Tidore Sea, East side with North Ternate District, South Ternate District and Protected Forest, and West side with Maluku Sea. of the 4 sub-districts on the mainland of Ternate Island with an elongated position from North to South and an area of 37.24 Km². This area consists of highlands which are generally still empty land and lowlands where most of the area is residential areas with a moderate slope position. As is the case with other districts in Ternate City, in general the climate in West Ternate District is also a tropical area, so it is influenced by the regional climate which recognizes two seasons, namely the North-West season and the East-South season interspersed with two transitions. West Ternate is a district in the city of Ternate, North Maluku province. West Ternate is a sub-district resulting from the division of the main sub-district of Ternate Island based on Ternate city regulation number 1 of 2016. West Ternate is divided into 7 sub-districts, namely Kulaba sub-district, Bula sub-district, Tobololo sub-district, Sulamadaha sub-district, Takome sub-district, Loto sub-district and Togafo sub-district. The West Ternate region itself has been occupied by 2 Camats.

The population of West Ternate Sub-District in 2020 is 8,788 people based on 2020 Population Census data. For the sub-district that has the most population, it is in the Sulamadaha sub-district, namely 1,865 people, and the smallest population is in the Togafo sub-district, namely 752 people. For the highest number of men in the Kulaba sub-district and for the highest number of women there are in the Sulamadaha sub-district. The highest population density is in the Kulaba sub-district and the least dense is in the Togafo sub-district. Meanwhile, the average number of people living in Loto Village is the highest. Agriculture in the city of Ternate that is becoming promising is nutmeg and clove plantations. For the time being, data is not yet available in West Ternate sub-district. For the livestock population itself, the most numerous is chicken and the least is raised by residents, namely cows. Agriculture in West Ternate itself has great potential because it has various types of agriculture, especially plantation crops. The industrial sector in West Ternate District itself has several industries and is dominated by home industries including the home-produced bakery industry, the nutmeg syrup industry and the manufacturing industry. sago, where the average worker is between 1-4 people. For electricity in West Ternate itself, there are already quite a large number of families who use electricity, around 99% and 1% have not used it. Trade is one of the important factors in supporting the economy, especially in Ternate, especially West Ternate.

The Joint Business Group Program (KUBE) in Indonesia is managed by the Ministry of Social Affairs of the Republic of Indonesia in collaboration with the Social Services of each Province. These phenomena are fundamental in nature and problems are believed to arise from both internal and external sources. Internal factors are differences between regions, between sectors, and gaps between people/groups. While external factors increase competitiveness in the form of challenges to compete with the market. The inability to compete with the market leads to various problems including unemployment, poor quality of health, education, lack of livelihoods, and ultimately poverty and an increasing number of vulnerable groups. The government as the steward of government is responsible for the continuity and welfare of its people through community empowerment programs. As a response to poverty, the Ministry of

Social Affairs developed a social policy in the form of a joint business group. KUBE aims to provide new livelihoods and increase the income of poor families according to the KUTABUNG principle (ie work, profit, save). Furthermore, from the allocation of 50 KUBE for Ternate City from the Ministry of Social Affairs, there are 18 KUBE in West Ternate District and 2 KUBE in Ternate Island District as listed in the table below:

Table 4.
Number of Joint Business Groups (KUBE) in Kulaba and Sulamadaha Villages

Companion Name	Subdistrict	Ward	KUBE Name	Type of Business
Suwarno Kasiran	Ternate Barat	1	Kulaba Cinga Cinga	Farm
		2	Kulaba Tiary	Home Industry Various Cakes and Food
	3	Kulaba Karadadi	Carpentry	
	4	Kulaba Rio Bala	Agriculture	
	5	Kulaba Kano-Kano	Goat Farm	
	6	Kulaba Cipta Karya	Chicken farm	
	7	Kulaba Bukit Tinggi	Goat Farm	
	8	Kulaba Bunga Lou	Agriculture	
	9	Sulamadaha Soa Raha	Carpentry	
	10	Sulamadaha Karasose	Agriculture	

Source: Obtained from Ternate City Social Services Data for 2023

As shown in table 4 above, the 10 Joint Business Groups (KUBE) assisted by Suwarno Kasiran are in 2 sub-districts for West Ternate District, the 2 sub-districts are Kulaba and Sulamadaha Sub-Districts. For the Kulaba sub-district, there are 8 KUBEs including Cinga-Cinga KUBE with the type of livestock business, Tiary KUBE with the type of home industry of various cakes and food, KUBE Karadadi with the type of carpentry business, KUBE Rio Bala with the type of agricultural business, KUBE Kano-Kano with the type of goat farming business, KUBE Cipta Karya with the type of chicken farming business, KUBE Bukit Tinggi with the type of goat farming business, and KUBE Bunga Lou with the type of farming business. Meanwhile, the other 2 KUBEs are in the Sulamadaha Village, including the Soa Raha KUBE with the carpentry type of business, and the Karasose KUBE with the agricultural type of business. The role as a companion is one role that seems to be able to help the group develop its business. In this role, the assistant is not only involved in facilitating the team by providing encouragement, motivation, knowledge and experience, the assistant is also involved in facilitating the use of KUBE services or products. In this role, Associates work with KUBE to try to find new ideas in terms of services and products to gain consumer interest so that KUBE can obtain offers from consumers who are still willing to use its services or products.

When playing the role of mentoring in a group, the KUBE facilitator listens to what is conveyed by group members, the facilitator listens carefully to what has been conveyed to understand the meaning of what is conveyed. When communicating, one will pay attention to the way he speaks and the language he uses, so that the other party in the communication is not offended by what he expresses. Communication is one of the important factors that support the success of group businesses, because co-workers apart from having a role in establishing personal communication within the group will also help the group in establishing good communication when the group will market product services. In terms of business development, the role of KUBE members in personal communication is to create cooperation between groups and parties who can assist them in marketing the product. In addition to analyzing group members, the facilitator can also give opinions to the group about the strengths

and weaknesses of the business they are running so that the group can carry out an assessment to see which factors are profitable and which are not profitable when running a business. By understanding the strengths and weaknesses that exist in KUBE, it will be able to predict the next steps to be taken in terms of running a business to develop it. The role of information as expressed by Jim Ife and Frank Tesoreiro (2006) and Broadbent (1992) is about how coordinators can provide relevant information to help communities plan the best way to meet their needs and involve as many people as possible in community development activities.

Meanwhile there are 2 KUBE in Ternate Island District, and Ternate Island is located between 0°45'15"-0°52'03.46" North Latitude and 127°17'33.48"-127°21'54" East Longitude . This area has the following boundaries: North side with Maluku Sea, South side with Tidore Sea, East side with North Ternate District, South Ternate District and Protected Forest, West side with Maluku Sea. Ternate Island District is one of the 4 sub-districts on the mainland of Ternate Island with an elongated position from North to South and an area of 37.24 Km². The population of Ternate Island District in 2020 is 8735 people. At the sub-district level, the highest population was in the Jambula sub-district, with 3,266 inhabitants, while the lowest population was in the Dorpedu sub-district, with 652 inhabitants. In 2020 the agricultural sector will still use 2014 data where there are 3 strategic plantation commodity plantation sub-districts in the Ternate Island sub-district, nutmeg is the most plantation crop in the Ternate island sub-district (984 ha) and the least is cocoa (0.80 ha). Meanwhile, the largest livestock population was local chicken (1069) and the least was cattle (198). The industrial sector in the Ternate Island sub-district is dominated by industrial groups engaged in food processing.

Joint Business Group (KUBE) is a scheme that has existed since 1982 to address social welfare issues for People with Social Welfare Problems (PMKS). In 2006, the central government through the Ministry of Social Affairs attempted to perfect the method for implementing the Joint Business Group Scheme (KUBE). If the distribution of KUBE assistance in 2005 was in kind, through intermediaries, top down, centralized and without assistance, then since 2006 there have been changes and improvements. In 2007, this program was continuously enhanced through cooperation with Bank Rakyat Indonesia Ltd. Starting in 2007, a renewed "Empowering the Poor" program will be implemented. One of the changes that has actually occurred is the distribution of aid directly to KUBE and through a banking mechanism in partnership with BRI Ltd. Assistance is no longer in-kind (goods) that must be provided by the Central Government through a third party, but is provided by KUBE members themselves. The general objective of forming a Joint Business Group (KUBE) is to accelerate the eradication of poverty through increasing income, developing businesses, increasing the business capabilities of KUBE members, and increasing social awareness and solidarity among KUBE members and the surrounding community as found in 8 KUBEs for Districts. West Ternate and 2 KUBE in Ternate Island District as described in table 5 below:

Table 5.
Number of Joint Business Groups (KUBE) in Sulamadaha and Jambula Villages

Companion Name	Subdistrict	Ward	KUBE Name	Type of Business	
Yaser Ibrahim	Ternate Barat	1	Sulamadaha	Melati	Agriculture
		2	Sulamadaha	Cempaka	Carpentry
		3	Sulamadaha	Basudara	Home Industry Various Cakes and Food
		4	Sulamadaha	Mari Moi 1	Home Industry Various Cakes and Food
		5	Sulamadaha	Makugawene	Chicken farm
		6	Sulamadaha	Flamboyan	Home Industry Various Cakes and Food
		7	Sulamadaha	Jiklam	Home Industry Various Cakes and Food
		8	Sulamadaha	Kamboja	Carpentry
	Pulau Ternate	9	Jambula	Mari Moi 2	Home Industry Various Cakes and Food
		10	Jambula	Melati	Various Cake Home Industry

Source: Obtained from Ternate City Social Services Data for 2023

There are 10 KUBEs spread over 2 subdistricts, namely West Ternate District and Ternate Island District. The ten KUBEs were assisted by Yaser Ibrahim and spread across West Ternate Subdistrict, with 8 KUBEs in the Sulamadaha Village, namely Melati KUBE with the type of agricultural business, KUBE Cempaka with the type of carpentry business, KUBE Basudara with the type of home industry business of various cakes and food, KUBE Mari Moi with the type of home industry of various cakes and food, KUBE Makugawene with the type of chicken farming business, KUBE Flamboyan with the type of home industry of various cakes and food, KUBE Jiklam with the type of home industry of various cakes and food, KUBE Cambodia with the type of business carpentry, KUBE Mari Moi 2 with the type of home industry of various cakes and food, and KUBE Melati with the type of home industry of various cakes. In the mentoring process carried out by the KUBE management, they had the opportunity to communicate the constraints found in KUBE management. It is hoped that this step can improve the management of the existing KUBE and have a direct impact on the development of the next KUBE. Likewise, if there is a problem, then communication is the most important point in finding a solution with a companion.

Meanwhile the performance of mentoring can be seen from the work results in quality and quantity achieved by the assistant in carrying out his duties according to the responsibilities given to him. In this case, mentors can learn and assess how much their performance is through information tools such as comments from colleagues or work partners (Silva et al., 2019). The focus of work assessment is to find out how productive a mentor is and whether they can perform the same or be more effective in the future. So important is the problem of assistant performance that it is not wrong if the essence of the problem of managing human resources is how to manage HR performance. Managing people in an organizational context means managing people in order to produce optimal performance for the organization. So, the performance of the companion needs to be managed extra to achieve the success of the 10 groups he assists. As stated by Rivai (2005) and Radnor & Osborne (2013), that performance appraisal is a process for establishing a shared understanding of what will be achieved, and an approach for managing and developing people in a way that increases where these improvements will be achieved in a short or long time. This improvement is not only due to the system driven by management to manage the performance of their employees, but also through

an approach towards managing and developing people that allows them to manage their own development and performance within the framework of clear goals in this case the KUBE mentoring process.

Some of the mentoring focuses are activities related to the distribution of work to all KUBE management and members so that all members are responsible according to their respective work assignments. This point is sometimes overlooked, and in fact there are several KUBEs managed by individuals or administrative units. The presence of members is only positioned as a complement. As a result, KUBE unity did not materialize, and KUBE's existence did not last long. With such organizational conditions, KUBE cannot develop. Many tasks are not shared together, so the motivation to maintain KUBE's existence is only owned by a few administrators. Another guiding focus is how to form a good organization. Start with how to establish effective communication at each stage of the event so that all members know and understand what you want to achieve at that stage. Mentoring activities are aimed at ensuring that group management is properly managed based on organizational principles, especially those relating to division of labor and delegation of authority. So far, this has not become a serious problem, so that the workload of the organization is only borne by one party, and no other party is involved according to their field. This affects group cohesion. The loss of team cohesiveness and sense of responsibility is the main cause of decreased team cohesiveness.

However, on the other hand, the limitations of formal and non-formal education and knowledge of KUBE members in business management, KUBE institutions and group business systems are obstacles in developing the potential of KUBE. In this regard, KUBE Facilitators have a very strategic position and role in optimizing the realization of KUBE goals and maximizing the potential of KUBE members. One of the implementation of the joint business group (KUBE) social program that occurs in the field does not always meet expectations. Like the KUBE scheme in Central Ternate District, Ternate City is experiencing problems in achieving its goals. Various problems are often encountered both internally and externally. In carrying out their duties, KUBE assistants usually use attendance to help control the development of group businesses, meeting times with groups, and various other reports, which are then submitted as facilitators to the Ternate City Social Service. The facilitator will seek information relevant to group business development. In addition, the mentor also suggested that the group be able to report the results of the work and business development carried out by the group to the assistant so that the group could operate easily and control the development of their business (de Sousa et al., 2019; Davis & Rhodes, 2020). Furthermore, awareness raising and the role of providing information and skills that represent KUBE business development can be played by assistants including several specific roles, namely the role of using the media, the role of networking, and the role of sharing knowledge and experience.

Conclusion

After discussing the field data with theory and outlining the existing problems regarding the Evaluation of the Implementation of Joint Business Group Assistance (KUBE) in Ternate City, it can be concluded that KUBE is an empowerment platform that aims to build the capacity of poor citizens/families to solve problems, meet their needs and develop their potential to improve social welfare, the overall goal of this program is to try to improve the lives of the poor. In particular, the Joint Business Unit (KUBE) program aims to: a) Increase

the income of poor families; b) Creating self-sufficient socio-economic businesses for poor families; c) Increasing the accessibility of poor families to basic social services, public service facilities and the social welfare security system; d) Increasing awareness and social responsibility of the community and the business world and poverty alleviation; e) Improving social resilience in preventing poverty problems; f) Improving the quality of management of social welfare services for poor families.

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