

Impact Evaluation of Special Financial Aid Policy In Alor Regency, East Nusa Tenggara Province

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Abstract

This study aims to evaluate the impact of the special financial assistance policy in Alor Regency, East Nusa Tenggara Province. The intervention is carried out through budget allocations for capital stimulation for productive economic businesses carried out by the poor, with the policy objective being to have an impact on improving people's lives. The implementation of Special Financial Assistance (SAF) was carried out from 2019-2022 in Alor Regency, East Nusa Tenggara Province. This study uses a descriptive qualitative method with data collection techniques through in-depth interviews, Focus Group Discussions, and field observations. The results showed that the special financial assistance allocation policy had an impact on increasing the productive economic effort of the poor and affected their ability to access better education and health services. This study also found that the special financial assistance policy has a positive impact on the development of productive economic businesses of the poor, because there is easy access to capital for the poor so that they can develop their businesses and improve their standard of living, which in turn improves the economic conditions of their households, and are able to access better health and education services.

Keywords: specialized financial assistance; MSMEs; policy; impact evaluation.

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1. Introduction

The government has the responsibility to strive for the welfare of its people through various policy programs and activities that directly affect its people. The government's responsibility to protect the community, especially the poor, is in line with the mandate of Article 34, paragraph (1) of the 1945 Constitution. This responsibility encourages the local government of Alor Regency to make an effort to improve the welfare of its people through various programs and activities. With diverse socio-economic characteristics and significant poverty challenges, the local government feels the need to pay attention to the potential of natural resources and local economic potential in Alor to ensure optimal utilization in order to reduce poverty levels.

This research was conducted to evaluate the impact of the special financial assistance policy, which is a program of the Alor district government that has been implemented in the span of 2019 to 2022. Special financial assistance is financial assistance in the form of grants without return/rollover, which is given to poor people who are productive economic business actors as additional business capital, which is determined for implementation for five years, namely 2019-2023, with a range of assistance of 3 to 10 million per person and the amount of allocation to each business actor is adjusted to the type of business being run.

Micro, Small, and Medium Enterprises (MSMEs) have an important role in the economic movement in the region. The role of MSMEs in driving the local economy is quite impactful when this is a serious concern of the government. Local governments can empower MSMEs as the center of the local economic movement, because then MSMEs can make a significant contribution to increasing community income. Empowering MSMEs will also have an impact on improving the economy of the poor and reducing poverty. (Setyaningsih Putri, 2021)

The presence of MSMEs itself can provide various side impacts, including the expansion of employment, which will certainly absorb a lot of labor. Besides that, the presence of MSMEs can also provide a safety net, especially for poor households to carry out their productive economic activities. On the other hand, limited access to capital for productive economic businesses in Alor Regency is a challenge. This limited access to capital makes it difficult for MSME actors to carry out product development or increase the scale of production to increase competitiveness.

One concrete form of policy implemented in an effort to improve community welfare in Alor Regency is the Special Financial Assistance (SAF) program. This policy is implemented based on Alor Regent Regulation Number 14 of 2022, concerning the Second Amendment to Alor Regent Regulation Number 24 of 2018, concerning Procedures for Implementing Special Financial Assistance to Villages and Villages. The allocation of Special Financial Assistance (SAF) to poor households can be one of the instruments, which is used to stimulate capital and increase the productivity of productive economic businesses in Alor Regency. SAF is allocated to help poor households that have a business, but still lack funds. The SAF allocation comes from the General Allocation Fund (GAF) of the Alor Regency.

Low income levels, inability to make ends meet and market discrimination in developing countries mean that many people are inadvertently excluded from the financial system and potentially lose their accumulated wealth, savings and investments. Inclusive financial access helps households to have a greater chance of accessing capital to increase

economic activity.(Omar & Inaba, 2020). The provision of this special financial assistance opens space for all communities, especially vulnerable marginalized communities in Alor Regency, to be able to access financial assistance in an inclusive manner.

At the beginning of its implementation in 2019, SAF was allocated to 4 target villages in 4 sub-districts in Alor district with a total budget allocation of 800 million. Furthermore, in 2020, it was allocated to 17 villages and 17 target villages in 17 sub-districts with a total budget allocation of 5.95 billion. In 2021, there was a sub-district expansion from 17 sub-districts to 18 sub-districts, so that the allocations for 2021, 2022, and 2023 were given to 18 villages and 17 targeted villages with a total allocation of 6.15 billion each year.

The implementation of direct cash transfer policies for Micro, Small, and Medium Enterprises (MSMEs) in business development shows an effect on business development. (Mondon Aprilia F et al., 2022). Furthermore, (Loho Gabriel F. et al., 2023) A study on analysing the effect of capital and direct cash transfer funds on MSME income during the COVID-19 pandemic concluded that capital has a positive and significant effect on micro business income.

Research on financial assistance in several countries has on average found a positive contribution to the outcome, as in a study of a program conducted in the Philippines (Pantawid Pamilyang Pilipino Program) with the aim of improving the well-being of people below the poverty line was concluded to increase school enrollment and child nutrition, but did not increase household consumption, labor supply, or fertility.(Chaudhury & Okamura, 2012) Furthermore, research conducted in India on a conditional cash transfer program with the aim of reducing inequalities in access to health services and outcomes, especially for poor pregnant women, had a positive impact on reducing the risk of death in pregnant women and strengthening the health potential of the fetus and mother.(Seshadri & Rajan, 2014)

This research was conducted to analyze and evaluate the extent of the impact of the special financial assistance program on increasing business capital and the performance of productive economic businesses in Alor Regency, and the obstacles faced. This background is the basis for determining the research question, namely "How is the impact of the Special Financial Assistance program on increasing business capital and productive economic business performance in Alor Regency?". This research is also expected to provide recommendations to improve the effectiveness of local government policies in supporting productive economic businesses of the poor in Alor Regency.

The evaluation of the implementation of the SAF policy in Alor Regency was conducted using the policy impact evaluation model used by the World Bank, namely the theory of change. In general, this theory measures the five stages of the process undertaken in implementing a policy, namely inputs, activities, outputs, outcomes and impact.(Parsons et al., 2013). The results of the study are expected to provide input for the local government of Alor Regency in formulating and implementing more effective programs, especially those related to productive economic enterprises and community economic empowerment which are expected to encourage economic growth in the region.

This research focused on the evaluation of the implementation of Special Financial Assistance (SAF) to increase the productive economic businesses of the poor who are targeted as SAF recipients and its impact on improving the welfare of the poor in Alor Regency. The population of this research was the target households of SAF recipients spread across 18 sub-districts and 175 villages/ Urban Village in Alor Regency, NTT Province.

2. Research Methods

This research uses a descriptive qualitative method with a case study approach. The case study approach allows the researcher to describe the situation or process holistically and allows the incorporation of various perspectives or points of view (William Lawrence Neuman, 2013). Case study research is a research strategy in which researchers closely investigate a program, event, activity, process, or group of individuals. These cases are limited by time and activity, and researchers collect information comprehensively with a variety of predetermined data collection procedures. (Creswell John W., 1995)

In this research, primary data was obtained through in-depth interviews with research subjects or informants. In-depth interviews were conducted using semi-structured interview techniques, namely interviews that refer to a series of open questions that have been compiled in the interview protocol, with the possibility of new questions arising. In-depth interviews were conducted with beneficiaries of special financial assistance and stakeholders related to the implementation of the program, starting from the planning process, implementation to evaluation.

The secondary data used are data on the realization of Special Financial Assistance (SAF) obtained from the Regional Planning and Research Agency of Alor Regency, SAF allocation data from planning documents (RKPD, KUA - PPAS and APBD of Alor Regency), other supporting data from the Central Bureau of Statistics of Alor Regency. In addition to the data mentioned, we also utilize data from other relevant sources, such as related research, policy report, and other available data. All of this will help deepen our understanding of the factors that influence the implementation of the special financial assistance policy in Alor District.

The research was conducted in Alor Regency, East Nusa Tenggara Province. The sub-districts that will be the research locations are Teluk Mutiara, Alor Tengah Utara, Alor Barat Daya, Pulau Pura, Kabola, Alor Timur, Alor Timur Laut, Pureman, Pantar Timur and Pantar Tengah. For the target villages, one coastal village and one mountain village were selected for sub-districts with coastal and mountainous areas, while for sub-districts with similar characteristics, the farthest village and the nearest village were selected. The research was conducted from March to May 2024.

The research subjects/samples were selected purposively using judgment sampling. Judgment sampling is a sample selection process in which the researcher uses his own judgment to select a group of people who are considered to have sufficient knowledge of the problem/topic under study (Rahi, 2017). With this approach, researchers determined the research subjects (informants) into 3 elements, namely local government, community leaders and target households. The selection of informants is a source triangulation strategy to ensure the validity of data obtained from other informants.

Some of the data collection techniques used by researchers are literature study, field study, in-depth interviews, Focus Group Discussion (FGD), observation and audio-visual analysis. Through the variation and collaboration of these techniques, this qualitative research is expected to present a contextual and in-depth understanding of the reality of the evaluation of SAF implementation in Alor Regency.

The World Bank in conducting impact evaluations of various policies uses the theory of change with the concept of result chains in the policy impact evaluation guidelines of Paul

J. Gertler, et al. This concept describes the causal logic of how and why a particular project, program, or policy will achieve the expected results. The theory of change describes the series of events that lead to an outcome; explores the conditions and assumptions necessary for change to occur, clarifies the causal logic behind the program, and maps program interventions based on logical causal pathways. The theory of change can help outline the inputs and activities required to deliver a program intervention, the outputs it produces, and the outcomes that stem from the expected behavioral changes among beneficiaries. (Gertler et al, 2022)

To describe the data analysis in the research to be carried out regarding the evaluation of the implementation of the Special Financial Aid policy in Alor Regency, the researcher uses a conceptual framework adopted from the theory of change as shown in figure 3.1:

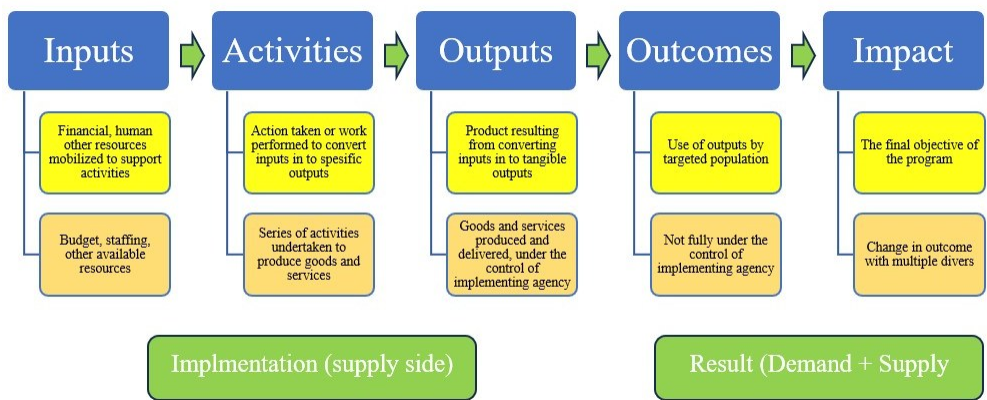


Figure.1 Result Chain

To evaluate the impact of the SAF policy in Alor District, the conceptual framework using the theory of change adopted from the World Bank as illustrated above can be used as a guide in its implementation.

3. Results and Discussion

The results of this research will be presented in accordance with in-depth interviews conducted with informants. In addition, the results of Focus Group Discussions (FGDs) as well as observation and documentation focusing on the special financial assistance program.

This research uses a **descriptive qualitative approach**. In qualitative research, researchers use a **natural setting** to interpret the phenomena that occur. The methods used involve **interviews, observations, and document utilization**. (Moleong Lexy J., 2018). The identification of informants using the in-depth interview method is illustrated in table 1:

Table 1 Identification of In-depth Interview Informants

No.	Methods	Informant	Total	Description
1	In-depth Interview	a. Planning:		

No.	Methods	Informant	Total	Description
		- Pj. Alor Regent	1	
		- District Government Elements	1	
		- Head of Bappelitbang	1	
		b. Implementation:	1	
		- Pj. Alor Regent	1	
		- District Government Elements	1	
		- Head of Bappelitbang	1	
		- Alor Regent	8	
		- Sub-district	16	
		- Village Head	32	
		- Target Households		
		Total Respondents In-depth Interview	63	

Source: Author's data processing results, 2024

In addition to in-depth interviews, Focus Group Discussions (FGDs) were also conducted with SAF beneficiary households and supporting stakeholders. FGDs were conducted involving the elements shown in Table 2.

Table 2 Identification of Focus Group Discussion Informants

No.	Methods	Informant	Total	Description
1	Focus Group Discussion	Stakeholders at Kec:		
		- Sub-district Devices	8	
		- Village Devices	16	
		- Community Leaders	16	
		- Religious Leaders	16	
		- Youth Leader	16	
		- Female Leaders	16	
		Total FGD Respondents	88	

Source: Author's data processing results, 2024

The total number of informants involved in the research was 151 respondents, divided into two data collection methods, namely in-depth interviews involving 63 respondents and FGDs involving 88 respondents. The research results are formulated according to the result chain framework conceptualized according to the theory of change, namely inputs, activities, outputs, outcomes and impacts. The analysis of the results of the research conducted is then described in the flow of process stages, according to the formulation of the conceptual framework with the support of interview excerpts from sources from 3 elements for each stage as follows:

3.1. Inputs

Input is everything that is used in a policy to implement it. Inputs are used to ensure that there is a possibility to deliver the desired results of a policy. Information about inputs is important as a management tool, which will then determine whether the implemented policy can be efficient and economical, as well as inform decisions about what and how, to improve or replicate successful policies.(Gertler et al., n.d.). The inputs for the implementation of the Special Financial Aid (SAF) policy refer to the following points:

3.1.1 Provision of Information/Data

Information/data plays a central role in designing and implementing business capital assistance programs for businesses. Data helps local governments understand the profile of business actors in more depth, including the number, business sector, and geographic location. With this information, the allocation of funds can be adjusted to the actual needs. Data also enables evaluation of program effectiveness.

The results of in-depth interviews with three categories of respondents, namely government elements (as policy formulators and actors, including district and kecamatan officials as well as villages and kelurahan), community leaders and target households, obtained the following data:

a. Government Elements

From the results of interviews with informants, the same data was obtained that in each kecamatan targeted for research, there are productive economic business actors who are trying but experiencing various limitations, especially in terms of access to capital. This was also stated in the following interview excerpt:

"..... productive businesses of the community have been existing and developing, which are pursued by the community in the village, in the kelurahan. Just because of the limited ability of each person, the provision of this fund increases business capital. Or some people can do business but do not have the capital." (District Government Element)

This statement indicates that there are productive economic businesses run by the poor in the villages and kelurahan, but they face obstacles, especially with regard to access to capital.

This data is the basis for the local government of Alor Regency to formulate a policy to improve the welfare of the poor, through supporting productive economic businesses run by the poor in the region.

b. Elements of Community Leaders

Productive economic business activities run by the community in reality exist. The type of business is adjusted to the conditions of the area where they live. This is conveyed in the following interview excerpt:

"..... Productive economic enterprises for the whole community in Kabola exist and vary. People who live on the coast do the fishing business. Inland productive enterprises are mostly rape and buying forest products.". (Community leader).

This shows that there are economic entrepreneurs in every region, and they also conduct business according to the characteristics of the place where they live.

c. Elements of Poor Households

The results of interviews with SAF target beneficiaries stated that they were already running businesses before the SAF policy, but the constraints experienced were generally the ability to access capital for business development, as in the following interview with a poor household:

"..... I have been doing this business for a long time even before there was information about SAF, because this business can help me to support my family's economy. So far, I have only sold one type of cake, because I still have limited capital...". (Target household).

The statement above indicates that in each region there are productive economic business actors, and the data is also owned by the local government as a basis for formulating policies, especially with regard to supporting these business actors.

The findings in the field illustrate that there are poor people who are productive economic business actors who experience obstacles in accessing capital. They are scattered in every region so that local governments feel the need to pay attention. This condition suggests that in terms of data/information availability, local governments have access to it, making it easier to formulate SAF policies.

3.1.2 Supporting Regulations

Supporting regulations play an important role for local governments in implementing the SAF policy. This is because regulations can help ensure easier and more efficient access for poor business people to obtain capital assistance. In addition, regulations allow local governments to monitor policy implementation. With good monitoring, the impact of capital assistance can be evaluated periodically to ensure its effectiveness in reducing poverty levels. The results of data collection related to regulations supporting the implementation of special financial assistance from several informants are presented as follows:

a. Government Elements

To support the implementation of the SAF policy, the local government of Alor Regency established Alor Regent Regulation number 14 of 2022, concerning the Second Amendment to Alor Regent Regulation Number 24 of 2018, concerning Procedures for Implementing Special Financial Assistance to Villages and Villages. This Regent Regulation was then followed up with the establishment of technical guidelines for the implementation of SAF. This was conveyed by an element of the Alor Regency Government in the following interview:

".....This special financial assistance is then followed up with Regent Regulations and there are technical guidelines for its implementation, where this assistance is provided through the village government, which is accompanied by community group assistants, to identify various community proposals, which will later be assisted through SAF funds, so that the productive economic businesses of the community, which have been developing in villages and sub-districts only because of the limited ability of each person, the provision of these funds increases business capital " (District Government Element).

From these in-depth interviews, information was obtained that this policy was motivated by conditions, where there were limitations for productive economic business actors in accessing business capital, so the government was present to provide support through capital stimulation.

Observations in the field found that supporting regulations have been prepared by the local government to support the implementation of the SAF policy.

b. Elements of Community Leaders

The results of interviews with community leaders also stated that there are basic rules prepared by the local government to support the implementation of SAF. This is because the basic rules serve as guidelines for the local government to implement the program. This was conveyed as in the following interview excerpt:

"..... It is certain that the regulations exist and are used by local governments for the allocation of SAF policies. This relates to a considerable budget so that supporting regulations must have been prepared by the local government. One of them is that the SAF beneficiaries are determined by Regent Decree..." (Community leader)

This statement indicates that community leaders also know that there are regulations that form the basis for local government actions.

c. Elements of Poor Households.

The average poor households interviewed stated that supporting regulations have been prepared by the Alor district government. They do not know the exact regulations, but their experience in the flow of the stages of the process suggests that there are rules that direct them to proceed. This is as stated in the following interview excerpt:

".... Information from the village government that there is SAF and the requirements are also conveyed. We have to follow the requirements according to the technical instructions delivered by Community Group Facilitators. We were assisted to make a proposal and then there was a verification team that verified it, if it passed then our names were in the Regent's Decree." (Target Household).

Information obtained from the community as beneficiaries also states that the regulation exists and was prepared by the local government.

Overall, supporting regulations have been prepared by the government. The administration has also been well organized starting from planning, implementation, evaluation and accountability. Overall, the regulations that have been prepared are sufficient to cover all stages of the flow well, but it is important to note some additional points that have not been included, for example related to program socialization and technical assistance.

3.1.3 Budget Allocation

Budget allocation is an important input that needs to be prepared by local governments to support the implementation of SAF policies. Since the SAF policy is

channeled in the form of funding allocations, the availability of a budget is important to prepare. The budget allocation is not only used for the needs of the business capital stimulus, but also the budget to support the implementation of the program, to facilitate the entire process, from planning to realization of assistance, even assistance for business sustainability. The budget allocation based on the results of interviews conducted by researchers with three categories of respondents is as follows:

a. Local Government Elements

From the results of interviews with elements of the District Government of Alor district, information was obtained about budget allocations, which were prepared for the financing needs of special financial assistance as the following interview excerpts:

".....we focus all on the APBD, so as usual in the planning stage we have allocated specifically, because it is special financial assistance, we specialize it. So before, for example, determining the budget ceiling for each year, we have specialized them, so what we allocate through regional budget is specifically to provide assistance through special financial assistance". (District Government Element).

The budget allocation prepared by the local government of Alor Regency is allocated from the financial condition of the region which is still dependent on the central government. But this condition does not dampen the enthusiasm of the local government, to try to pay attention to the community.

b. Elements of Community Leaders

Interviews with community leaders revealed that the government provides a sufficient budget for capital stimulation for business actors. This was conveyed in the following interview excerpt:

".... The government has prepared a sufficient budget for businesses. This is actually a capital stimulus for businesses that are already running. So if the stimulus is actually the value prepared by the local government, this is enough. This assistance is to support businesses that are already running...." (Community Leader).

The main factor that is important and must be allocated by the local government is the budget to finance the implementation of the SAF program. The allocation of assistance is given in the form of business capital stimulus to poor households in villages and sub-districts, with a total value of Rp200,000,000 for each village and Rp150,000,000 for sub-districts. While the nominal assistance for each poor household ranges from Rp.3,000,000 to Rp. 10,000,000, according to the type of productive economic business undertaken by each poor household.

c. Elements of the Poor

The allocation of assistance to poor households budgeted by the government is adjusted to the type of business being run, as in the following interview excerpt:

"..... I received capital assistance from the SAF program in the amount of Rp.7,000,000,. Because I work as a furniture maker, I used the funds to buy a somel machine, a skap, and a good drill." (Target Household).

From the observation data, it was found that the community of productive economic business actors was quite helped because the proposed funding needs in the proposal submitted were realized with the amount according to the proposal of the type of business being undertaken. In terms of budget allocation, the local government is also ready to realize it according to plan. The interview results found that in terms of budget, the local government was ready because it had allocated it in regional planning.

3.1.4 Human Resources

The successful implementation of this policy is not only determined by the amount of funds allocated, but also by the human resources that strengthen the structure, management and use of the assistance. The results of interviews with three informant elements in relation to the human resources supporting the implementation of the SAF policy are described below:

a. Local Government Elements

Information obtained from the results of interviews that not only regulations supporting SAF, but also supporting tools for SAF implementation, namely Community Group Facilitators (CGF), who are recruited from the community with an undergraduate educational background, who are facilitated with training to provide assistance for the implementation of SAF. The recruitment of CGFs also creates employment opportunities, and reduces the unemployment rate in Alor Regency, as stated in the following interview:

"... in this SAF, we have prepared several strategies such as the technical guidelines, the district verification team, the sub-district head and the village head who has a community. We also recruit assistants to assist community groups in the village. Therefore, our strategy is to recruit undergraduate friends who still do not have a job at the beginning, and for me this is also one of the strategies to be able to absorb labor...." (District Government Element).

For human resources supporting the implementation of the SAF policy, the local government of Alor Regency has also recruited Community Group Facilitators (CGF), who are assigned to assist the community in the management of SAF, starting from the socialization stage to the realization to the targeted Poor Households (PH), even assisting productive economic businesses for the sustainability of their businesses.

b. Elements of Community Leaders

Regarding the human resources supporting the implementation of SAF, the same thing was also conveyed by one of the community leaders, that the local government also provided a Community Group Facilitator, to assist SAF recipients in the preparation process until the realization of SAF to the targeted poor households, as stated in the following interview excerpt:

"..... This assistance is provided through the village government, which is accompanied by community group facilitators, to identify various community proposals,

which will later be assisted through SAF funds. So, a proposal is made by the CGF together with the PH, then coordinated to the Kelurahan/Village and Kecamatan, after which it is submitted for verification by the team. If it passes, then the regent's decree is issued..." (Community Leader)".

The results of field observations found that Community Group Facilitators, have been prepared by the Alor District government to provide assistance, and they conduct initial assistance, namely with village officials to convey information and identify prospective SAF recipients, according to predetermined criteria.

c. Elements of the Poor

The community group facilitator assists prospective SAF recipients in preparing all administrative needs, including preparing a SAF proposal in accordance with the type of business undertaken by the prospective SAF recipient, to be submitted to the Regent of Alor through Bappelitbang of Alor Regency. This is as expressed by a business actor in an FGD conducted in Lendola village as follows:

".....here is a CGF who helped us make a proposal. The administration is there and we agree with the facilitator. Proposals are submitted and verified by a team from the district, so CGF helps make it run smoothly...." (Target Households).

Observations found that in addition to the Community Group Facilitators, cross-sector coordination was also carried out to prepare supporting human resources, namely the involvement of technical regional apparatus in the flow of process stages, as a Verification Team involving human resources from the Regional Inspectorate, Bappelitbang, Agriculture Office, Livestock Office, Fisheries Office, Trade Office, Industry Office. Other supporting human resources that are prepared are sub-district and village officials, as the lower level of government that has the community. Coordination with sub-districts and villages was carried out to smooth the flow of the stages of the SAF program implementation process.

Field observation findings that the preparation of supporting human resources has been well done by the local government. CGFs have been recruited with a bachelor's degree, a Verification Team with cross-agency members and also village and Urban Village officials as program actors at the lowest level.

3.2. Activities

Activities are actions taken or work done using inputs. These activities directly contribute, to achieve the process involves the transformation of input data, through a series of steps or operations. Activities are critical to understanding the extent to which policies are implemented as planned, and to highlight barriers to implementation.

Activity indicators must include three important elements, namely, who does the activity, what they do, and where they work. Referring to these indicators, the activities carried out for the special financial assistance policy are socialization of activities, technical distribution, training and mentoring as described below.

3.2.1 Socialization

Socialization is an important part of the policy implementation stage to ensure smooth program implementation. Socialization plays an important role in the implementation of the SAF policy because it helps business actors understand the capital assistance program, requirements, benefits, and application procedures. With a good understanding, business actors can optimally utilize this opportunity. Through socialization, businesses can actively participate in the assistance program. They will know how to apply, follow the selection process, and fulfill their obligations after receiving the assistance. Socialization opens up space for transparency. businesses will know how funds are allocated, the selection criteria, and the monitoring mechanisms. this reduces uncertainty and increases trust. With clear information, businesses can avoid mistakes in applying for or using the grant. socialization helps reduce the risk of administrative errors. Effective socialization can increase business participation, reduce information gaps, and ensure that the capital assistance has a positive impact, according to the expected results. The results of interviews with informants in relation to socialization activities are presented as follows:

a. Local Government Elements

The local government acknowledged that the initial socialization activities in the context of implementing the SAF policy were not specifically directed to be conducted in a formal meeting, but were delegated to the kecamatan and village/lurah governments to convey information to the community. This was conveyed in the following interview excerpt:

"... For socialization activities, it is not done formally in one place but is conveyed to the heads of sub-districts and villages/lurah heads for them to do it themselves or convey this information to the community in their area. This is assisted by CGF because the one who will facilitate all stages of the process, together with the PH is CGF..." (District Government Element)

The expectation of the local government is that information about SAF is conveyed to prospective recipients through the Camat, Village Head/Lurah and PKM.

b. Elements of Community Leaders

Information about the existence of SAF has been known by some people of Alor Regency, since the campaign period for the election of the Regent and Deputy Regent of Alor for the 2019-2024 period. This was conveyed by several informants, in interviews and FGDs conducted. Information on the implementation of SAF that is known by some people, as conveyed in the following interview:

"..... actually this information was conveyed during the Regent and Deputy Regent election campaign. It was stated that there would be financial assistance for the poor to use for business. This assistance is to support economic businesses, not for other things..." (Community Leader).

From the informant's statement according to the interview above, indirectly the initial socialization has been conveyed, although the context is a political campaign, but the information has reached the ears of the community, and then the information was realized starting in 2019.

c. Elements of Poor Households

On another occasion, interviews conducted with the target poor households found that they knew about the SAF from information conveyed by village officials and community group facilitators. However, some said that they got this information during a meeting held in the village. There were even target households who knew about the SAF through information conveyed by Bappelitbang employees, as stated by one of the target households in the following interview excerpt:

" I got the information about this special financial assistance from a bappelitbang employee... I was told that there would be SAF so I prepared all the requirements and communicated with CGF to take care of the assistance proposal..." (Target Household).

The findings in the field indicate that the socialization that was conducted was not the same for each village/ kelurahan. There were even villages/ Urban Village that did not conduct socialization. This information was only conveyed directly to prospective recipients, so it was not known by the community in general. This was because in the technical guidelines that were prepared, there was no mention of socialization in the stages of the process. Meanwhile, socialization is important to provide understanding to the community, so as not to cause turmoil when the policy is implemented.

From field observations, it was found that on average, the information obtained by the entire community in relation to the SAF policy was not conveyed through official forums in the village/ kelurahan. Even then, only a small proportion was conveyed through official forums that brought together the community. More information was conveyed individually, by village officials and CGF to the community, and even then, only certain communities were targeted as potential SAF recipients. The information conveyed was more technical in nature about the existence of economic business assistance, and the community could prepare the requirements to obtain it. Meanwhile, the objectives of what the government wants to achieve through the implementation of this policy are not well conveyed so that the community as a whole can know. This should receive attention from the local government in the future, to ensure that the implementation of a policy involving the community must be preceded by sufficient socialization to minimize program failure in the field.

3.2.2 Technical Distribution

The distribution technique is a technical guideline designed by the local government to regulate technical matters related to the flow of stages in the SAF distribution process. The technical distribution starts from preparation, identification of poor families, submission of proposals for activities, verification, issuance of the Regent's Decree for poor families to the distribution of SAF to targeted poor families.

The technical distribution of SAF according to the information obtained through interviews with informants can be described as follows:

a. Local Government Elements

The technical distribution is carried out according to the technical instructions as conveyed in the following interview excerpt:

".... from the planning side, the provisions are clear, friends have proposals from below from each village, there is already data, then later the technicalities are proposed to the sub-district, later sub-district friends will communicate with friends in finance to check the allocation...". (Sub-district Government Element)

The technical distribution is clearly covered in the technical guidelines prepared, so that the flow of stages adjusts to the technical guidelines that have been made.

b. Elements of Community Leaders

According to community leaders, the distribution is quite good because the mechanism is not too complicated and is easy enough to be implemented by poor households. Because it is directly accompanied by CGF, the distribution mechanism can be carried out well, and there are no obstacles. This is as stated in the following interview excerpt:

"..... The mechanism for distributing SAF is quite good, and the stages of the process are easy. This assistance is given to the community in accordance with the proposal and then agreed upon in a deliberation, and after the deliberation in the village, a proposal is submitted by the facilitator to be at least assisted...." (Community Leader).

This condition illustrates the readiness of local governments to ensure that the distribution can run well. The mechanism has been included in the technical guidelines prepared and the distribution is guided by the technical guidelines.

c. Elements of the Poor

Although not all PHs clearly know the detailed mechanism, the presence of CGF can help them to process according to the distribution mechanism in the technical guidelines. This condition was conveyed in the following interview excerpt:

"..... After I was informed by the Urban Village about the SAF, the facilitator immediately helped me make a proposal, submitted it to Bappelitbang and it passed verification so we waited a few days and then were invited to the SAF handover by the bupati at the lurah office..." (Target Household).

Observations found that this stage was prone to turmoil in relation to the determination of the target beneficiary households. Because of the limited budget allocation, while there were quite a number of households that met the criteria, it was necessary to anticipate the turmoil that would arise. Almost all village and sub-district heads, even the head of the sub-district, directed to apply justice in the allocation of SAF to the poor households. Therefore, poor families that have already received assistance from other sources should no longer receive SAF allocations, and vice versa.

From the interviews and FGDs, it was found that in some places there were indications that the SAF allocations were misdirected, simply because of considerations of fairness. As stated in the FGD in Lendola Village, there were also impromptu businesses that emerged because they heard that the SAF was allocated for productive economic businesses, so that these impromptu businesses would not last long after receiving the SAF allocation, because the business was only done out of necessity as a fulfillment of the main requirement to obtain the SAF allocation.

The delivery of special financial assistance to targeted poor households was carried out in each village/ kelurahan. On several occasions, the delivery of assistance was directly carried out by the Regent as well as giving directions on the utilization of the SAF.

The technical implementation guidelines as stated above, have provided technical guidance to all program actors, so that they play a role in accordance with their main duties and functions. However, from monitoring in the field, there are still many provisions that are not implemented in accordance with the technical guidelines. One example is the inaccurate targeting of the poor households. This is understandable because it is for reasons of equity and to avoid social turmoil, but it is necessary to think again in the future regarding this phenomenon. This condition needs to be noted and evaluated by the regional government.

Overall, for technical distribution, based on the results of data collection, it is known that this is going well and in accordance with the mechanism stipulated in the technical guidelines. The process is easy and straightforward. This is quite helpful for the community, especially since the requirements are quite easy.

3.2.3 Training

Training is an important part of the activities carried out, to prepare assistants and target households to carry out their roles, in accordance with their duties and functions. Training is important for several reasons, namely to improve knowledge and skills, increase productivity, develop networks, understand policies and empowerment. Information obtained about training based on the results of interviews with 3 informant elements is presented as follows:

a. Local Government Elements

Based on information from interviews with elements of the local government, it is known that specific training activities for program actors were not carried out. This was recognized that in writing it was not covered in the technical guidelines prepared. This was conveyed as the results of the following interview:

"..... for training for program actors is not carried out, because it is considered that these business actors are not just starting a business, they have enough experience in business so I think it is sufficient for business knowledge. As for additional knowledge related to business management, maybe in the future we can think about doing it...." (District Government Element)

This suggests that training was not conducted by the government prior to preparing the aid allocation, but it is possible that it was taken into account, especially regarding business management.

b. Elements of Community Leaders

Interviews with community leaders revealed that training was not conducted, even though they thought it was important. This is as stated in the following interview excerpt:

".....The community also needs to be trained, even though they are used to doing business, there are things that need to be told again. How about business management,

financial management. How to utilize technology for business development and others...." (Community Leader).

This condition illustrates that there is an awareness of the importance of training for business actors to maximize the benefits of the SAF allocation.

c. Elements of the Poor

Interviews with the poor households revealed that no training was conducted for them at all, and even the business proposal was done by the facilitator. This is as in the following interview excerpt:

"..... we don't understand how to make a proposal because CGF helps, there is no training for that or other training....." (Target Households).

The results of field observations found that training activities were not conducted at all, and the technical guidelines did not even regulate the training of facilitators and PHs. What is done in the district is a limited briefing for CGFs who will conduct mentoring, but even that is not done optimally, so that the mentoring that is carried out is also not optimal.

This point is an important thing that must be considered by the local government considering the importance of training. Because the training will equip both CGF and beneficiary business actors to achieve maximum results.

3.2.4 Assistance

Mentoring plays an important role in the SAF program as it helps businesses better understand business management, financial management and marketing strategies. With proper guidance, businesses can improve their skills and capacity. Mentoring is also necessary to monitor business development after receiving assistance. Information on mentoring conducted based on the results of interviews with resource persons from three elements can be described below:

a. Government Elements

Assistance is something that is prepared by the local government to ensure that the program runs well. Therefore, the local government also prepares assistance both by the sub-district, village and community group facilitators. This is as stated in the following interview:

"..... In addition to the budget allocation, we also provide assistance. Routine assistance is carried out by CGF, while the sub-district, village and Urban Village also provide assistance in accordance with their respective tasks and functions..." (District Government Element)

Assistance is carried out to help business actors from the beginning in administrative preparation for the needs of submitting proposals to the disbursement and utilization of SAF. Government readiness in terms of assistance can be said to be sufficient.

b. Elements of Community Leaders

The presence of PKM in accompanying the beneficiary households was felt to be quite helpful in the entire flow of the stages of the preparation process up to the realization of SAF.

However, it cannot be denied that in reality there are shortcomings that need to be addressed. This is according to information gathered by researchers in FGDs conducted in Lendola Village. In the FGD, which featured one of the CGFs, information was obtained that the preparations made for the assistance of SAF recipient targets were not optimal. The CGF in question complained about the status of their presence in the SAF program, where they were actually assistants in the previous program who were seconded to the SAF program. This resulted in the mentoring not being able to run optimally, as in the following excerpt from the FGD in Lendola Village:

".....we are only seconded from the previous program,.....we are assigned as SAF assistants from 2021-2022. We are assigned to move around the village, not staying in one village.....so our assistance is very limited...." (Community Group Facilitator).

From this condition, it was found that for the input stage, the preparation of Community Group Facilitators (CGF) was not done properly. As a result, the CGF was also unable to carry out its functions properly because it was performing double duties, as a previous program assistant whose status in SAF assistance was only seconded. Even the mentoring has not been able to run optimally, because it does not focus on one assisted village but moves around.

c. Elements of the Poor

Assistance to PHs is necessary because business actors often face challenges, and assistance can help them stay focused and motivated. The assistance provided, especially by CGF, has been running well but has not been maximized. This was also conveyed in the following interview excerpt:

"..... Actually, we also need assistance for our business. We receive SAF and have the responsibility to manage it. So if the assistance bus is not just at the beginning when we make a business proposal we are accompanied, but we hope to be accompanied continuously to ensure the continuation of our business. If there are problems, please help us to solve them...." (Target Households).

The results of field observations found that intensive mentoring activities by CGF were only carried out at the beginning up to the stages of the SAF distribution process to the target poor families. Meanwhile, mentoring on the business journey is still very minimal, even seemingly not done. This resulted in several businesses stalling for various reasons. The lack of intensive mentoring was due to the frequent relocation of CGF, and even an additional workload with additional village assistance because there were CGF who resigned while the number of CGF available was not balanced with the number of assisted villages/ kelurahan.

The nature of the assistance, which is in the form of a grant with no return or rollover, is also one of the causes of unsuccessful businesses. The lack of a sense of responsibility on the part of the poor families because they do not feel burdened by the obligation to repay the funds, so that even if the business does not develop, even if it fails completely, they do not feel burdened by debt.

Overall, the mentoring was done well but not optimally. This can be seen from the mentoring model carried out by CGF only at the beginning for the needs of making proposals

to disbursing SAF. But for further assistance so that the business can run well, it is not done optimally. This point also needs to be a concern for the local government.

3.3. Outputs

Output is the result of the process. **Output** is the direct result of activities, which consists of products, services, or facilities derived from the utilization of inputs. Or in other words, output is what the program achieves in the short term. The output expected from the flow of the stages of this process is the direct result seen as a result of the inputs made. The outputs in the SAF policy as the results of data collection in in-depth interviews and FGDs are shown in the following explanation:

3.3.1 Aid Realization

The results show that the allocation of the SAF policy from 2019 to 2022 has touched 4350 poor families, with details of poor families for urban villages as many as 2027 poor families, and villages as many as 2323 poor families.

In its implementation from 2019 to 2022, the amount of SAF allocation that has been realized to RTM beneficiaries is as follows:

- In 2019, SAF was realized for 4 Urban Villages with a nominal assistance of 600 million for 4 Urban Villages.
- In 2020, SAF was realized for 17 villages and 17 sub-districts with details for village allocations worth Rp. 3,400,000,000- and Urban Village worth: Rp.2,550,000,000- so that the total SAF allocation for 2020 is Rp.5,950,000,000-.
- In 2021, SAF was realized for 17 villages and 17 sub-districts with details for Village allocations worth Rp. 3,400,000,000- and Urban Village worth: Rp.2,550,000,000- so that the total SAF allocation for 2021 is Rp.5,950,000,000-.
- In 2022, SAF was realized for 18 villages and 17 urban villages with details for village allocations worth Rp. 3,600,000,000- and Urban Villages worth: Rp.2,550,000,000- so that the total SAF allocation for 2020 was Rp.6,150,000,000-.

The results of interviews conducted with interviewees from the 3 elements can be described below:

a. Government Elements

The local government has allocated a budget from the Alor Regency regional budget for the realization of SAF every year. However, in its journey, in 2019, it experienced obstacles so that it was only distributed to 4 villages. The obstacles were delays in the identification of target households at the village and sub-district levels and the slow progress of business proposals, which affected the flow of the next stage of the process. This was stated in the following interview excerpt:

".... The allocation has been budgeted in our regional budget from the 2019-2022 fiscal year, but in its realization there are indeed a few obstacles in the field related to the delay in

identifying prospective recipients submitted by villages and sub-districts." (District Government Element)

This condition indicates that the local government has anticipated the budget, but in the distribution stage there were obstacles due to the late identification of prospective recipients, but it can be anticipated so that it runs normally in the following year.

b. Community Leaders

For the realization of assistance, it is also recognized that everything is going well according to the community's proposal. In fact, on several occasions, the symbolic handover was directly carried out by the Regent of Alor in the village. This condition is as illustrated by the following interview excerpt:

".....The assistance was well realized because when the names of the poor families are included in the Regent's Decree, they will definitely get the SAF allocation according to the proposal they submitted. In some locations, the delivery of the assistance was carried out directly by the Regent." (Community Leader).

This condition illustrates the seriousness of the local government in its effort to support productive economic businesses in the region. This is a positive value that is appreciated by the community.

c. Elements of the Poor

The realization of the assistance went according to plan and was received directly by the PHs with an easy process, as the following interview excerpt shows:

".....Direct delivery from Bappelitbang, accompanied by village officials. We received the funds as per our request in the approved proposal. We were invited by the village government to receive the SAF at the village office" (Target Households).

From the interviews, especially with the poor families, they felt that the SAF that was realized was in accordance with what they proposed in the proposal. This indicates that the government cares, and the community also welcomed it enthusiastically. The number of beneficiary households for villages and urban villages from 2019-2022 is 4350 households, with details of 2027 households for urban villages, and 2323 households for villages.

Of the total productive economic businesses run by the target households, street vendors dominate, totaling 1211 households, followed by kiosks (987 households), agriculture (645 households), and livestock (330 households), while the rest run fisheries, product marketing, and weaving businesses.

Overall, the SAF distribution went well according to plan without any obstacles. The community also felt helped because the stages of the process were not complicated, and the requirements were not difficult. The handover was done directly at the village office so that the community did not have to travel far to the city to receive it. This is a good experience, so that in the future, if there is a similar program, this mechanism can be used.

3.3.2 Increased Business Capacity

Enterprise capacity building refers to the process by which an enterprise develops the skills, knowledge, and resources necessary to improve its efficiency, productivity and competitiveness. It involves improvements in various aspects, including management, technology, finance, and human resources. In the context of **SAF**, business capacity building can include increasing turnover, product development, and improving management systems, building business networks. The results of data collection conducted by researchers, especially interviews with 3 elements of resource persons in relation to business capacity building, are described below:

a. Local Government Elements

From the interviews conducted, particularly with the Village Head and Head of Urban Village, it was found that the SAF allocation utilized by productive economic businesses in their areas showed an increase in business capacity, both in terms of capital and the variety of goods, and the addition of production equipment. This was conveyed in the following interview excerpt:

"..... From a number of business actors who received SAF allocations, they were able to run their businesses better, and the results they obtained were quite decent because there was an increase in their business. There is a significant difference between the businesses they ran before receiving the SAF allocation and after receiving the SAF allocation..." (Village Government Element).

This illustrates the benefits of a well-managed SAF, and the results will have a good impact. Although in one village or Urban Village, there are business actors who are less successful or even stalled in business, the number is not large.

b. Community Leaders

The results of interviews with community leaders in relation to the business improvement experienced by SAF beneficiaries found that in the group of SAF beneficiaries, those who managed this assistance well obtained a considerable increase in results. There was an increase in the business capacity of the SAF beneficiaries. Some were even quite significant and became a motivation for the surrounding environment. This is as stated in the following interview excerpt:

".... This SAF allocation has really helped the community. Thanks to this assistance many businesses can finally develop well and increase their capacity...." (Community Leader).

c. Poor Households

The poor were quite helped by the SAF policy that was realized. From the observations made, many community businesses have developed because of the capital stimulus provided. For example, in the retail business, if the goods sold so far were limited to certain goods with a small capacity, then with the SAF, the poor households could supply a variety of goods so that their business would grow. Or for fish sellers, so far they have only relied on makeshift storage if the supply of fish is large while the number sold is small, then with this SAF they can buy supporting equipment such as fish shelters/cool boxes to accommodate fish. The perceived benefits of special financial assistance were conveyed in the following interview excerpts:

"...The result of the assistance I received is that it is very helpful for my business because I am in the sewing business, so far I have not been able to buy some sewing support equipment because the prices are expensive and I do not have enough capital. This assistance really helped me buy sewing equipment...." (Target Household).

The business development after the poor families received SAF and developed their businesses was quite good. In fact, some poor families who were diligent in running their businesses and orderly in managing their businesses were able to obtain quite good results. On average, the businesses that were run were able to develop with the SAF, although it cannot be denied that there were also businesses that did not develop or even stalled in the middle of the road due to various obstacles, but the percentage was small.

Overall, from the observations made in the field, it was found that on average there was a positive developmental impact from the utilization of the SAF allocation that was rolled out, although on the one hand, there were still failures encountered, but the percentage was not higher than the number of successful businesses.

The obstacles encountered in the business undertaken are quite diverse, including the hotel business, is a culture of bon / debt that makes the business stagnate. Disorderly business management is also an obstacle, where business actors find it difficult to be orderly in financial management. In addition, the lack of commitment of beneficiaries to manage the assistance is also one of the inhibiting factors. There are even those who use the SAF allocation to spend on needs outside the business plan. Faced with this condition, the government also continues to coordinate across sectors to try to resolve issues related to technical obstacles faced by the PH in running businesses according to their respective business fields.

The findings in the field were that most of the SAF beneficiaries felt greatly helped by the SAF allocation. The capital stimulus provided helps business actors to develop. This can be seen from the increase in the amount of production, the expansion of business types, the addition of production equipment, network coverage and others. An evaluation to be considered by the local government is the existence of unsuccessful PHs, although the percentage is small. On average, this is due to poor business and financial management, plus the bon culture (for traders). Another cause is the outbreak of the SAF virus that attacks pigs. In the future, this could be the focus of attention to minimize program failure.

3.4. Outcomes

Outcome is the second level of results associated with the project and refers to the medium-term consequences of the policy. Outcomes usually relate to policy goals or objectives. Outcome refers to the impact or effect of the output. The outcome of the SAF allocation policy that was rolled out can be seen from two sides, namely:

3.4.1 Increased Production

The total number of poor families who received SAF allocations during 2019-2022 was 4,350. Of that total, a total of 3941 households succeeded in managing their businesses according to their respective business types, while there were 409 households with various types of businesses that failed in business due to various factors. The indicators that determine success are development in terms of additional products, business development

and increased turnover. The results of interviews conducted with 3 elements of the respondents can be conveyed as follows:

a. Local Government Elements

The presence of SAF provides considerable benefits to the community, especially the poor, in developing their businesses. They were finally able to get out of the difficulties they experienced, especially difficulties in accessing capital for the development of their businesses. The benefits felt by the community are as described in the following interview excerpt:

" ... specifically for the assistance that the government provides to the community, for us in the city area, it is indeed very helpful, because there is no complicated process ...". (Sub-district government element).

The results of the observation found that there were changes that occurred in the community's business, namely increased production, large product yields, varied product types, better product quality, no scarcity of certain goods due to limited supplies because they had been anticipated with sufficient stock.

b. Elements of Community Leaders

The results of interviews with community leaders obtained information about the business conditions of SAF beneficiaries. It was explained that overall the community's business showed a change, namely increased production. This is as stated in the following interview excerpt:

"..... products produced by business actors are quite numerous, the types of products produced also vary, the quality of their products is getting better, and there is no scarcity of certain goods due to limited supplies because they have been anticipated with sufficient stock." (Community Leader).

The business results from the utilization of the SAF allocation have really benefited the community. This is evident from the increase experienced from the business they do.

c. Elements of the Poor

The results of interviews with poor households obtained information that the management of SAF that they did was in accordance with the allocation they received and was very beneficial to them. This is evident in the increase in their business production both in terms of quantity and quality. This is as stated in the following interview excerpt:

"..... there are changes that have occurred in our business, namely an increase in production, a large number of products, a variety of product types, better product quality, no scarcity of certain goods due to limited supplies because it has been anticipated with sufficient stock....." (Target Household)

From the results of the interviews, overall information was obtained that the SAF allocation provided quite good benefits. The presence of SAF is able to encourage business actors, especially the poor, to be more active in trying to stimulate the capital provided so

that they can improve their businesses. This can be seen from the business achievements that have been made, namely a growing business with an increasing amount of production.

This condition illustrates that for the outcomes process stage, especially in relation to increasing production, SAF has contributed quite well.

3.4.2 Income Increase

One indicator of success in a business is an increase in income. **Increased income in the productive economic businesses of SAF beneficiaries** refers to effort to increase total revenue or income earned. This is achieved through **increasing sales volume**, increasing the variety of products or services offered to help reach more consumers, managing operational costs efficiently to help increase profit margins, and expanding business networks. The results of interviews conducted with resource persons from 3 elements can be conveyed as follows:

a. Local Government Elements

From the local government, information was obtained that the SAF assistance provided was very helpful to the community and the benefits were enormous. This was conveyed in the following interview excerpt:

"..... this special financial assistance, this is very good assistance, very positive. The aim is very noble, because we are strengthening, growing the productive businesses of the community, so that they can do their own business, then generate income, which is not only used to fulfill the needs of their own family, but can also fulfill other needs, including children's education, health, and others....". (District Government Element).

Data in the field showed that there was an increase in community income after the SAF was established and managed well. On average, there is a change in the community's lifestyle for the better.

b. Elements of Community Leaders

The data shows that there has been a change in the community's lifestyle for the better. There are even those who, as a result of their business management, have been able to buy a pick-up truck for business expansion. This can be seen in the following interview excerpt:

".....The business results carried out by SAF beneficiaries are extraordinary. Some, because of their perseverance in their business, were able to manage the funds and were able to buy a pick-up truck to support the expansion of their business...." (Community Leader).

Overall, it can be seen that the existence of this SAF increases the business income of all beneficiaries who are willing to make good use of it.

c. Elements of the Poor

From the interviews conducted, the poor felt greatly helped by the SAF allocation. With the effort they made and the maximum utilization of the assistance provided, the income from their businesses increased. There were even some poor families who

experienced a significant increase from the management of the SAF. This can be seen from the following interview excerpt:

"..... My turnover has increased because the business is bigger, the business is running well due to the support of supporting equipment. Income has increased because the sales rate has increased. Profits have increased because of improvements in product quality (supporting equipment and machinery for artisans)..." (Target Household).

Overall, from the results of the data collection carried out, it can be concluded that the existence of this SAF increases the business income of all beneficiaries who are willing to make good use of it. Although not all were successful, most were successful and the benefits were felt directly. This condition illustrates the success in implementing the SAF policy when viewed in terms of increasing the income of SAF beneficiaries.

3.5. Impact

Impact is the broader effect of the outcome that considers consequences beyond the immediate results. Impact includes the broad, long-term effects caused by the policy, directly or indirectly, intentionally or unintentionally. Impact is measured by the achievement of objectives that should encapsulate significant changes in status, condition, or position relative to the organization's mission and vision.

The results of field observations conducted showed a change in the economic life of the community of productive economic business actors who received SAF allocations and ran their businesses well. The short-term impact felt directly by the beneficiaries was that their businesses developed better than before, so that they were able to easily improve the economic conditions of their households and were able to access better health and education services. The perceived impact of the SAF program is illustrated by the statements conveyed in the interviews in accordance with the following 3 elements:

a. Local Government Elements

The impacts felt include that the existence of this SAF increases the capacity of productive economic business actors, especially for SAF beneficiaries. This can be seen from the development of the business, both in terms of turnover, amount of production, business variety, and the network that is built.

This description is conveyed in the following interview excerpt:

"...the impact felt by SAF beneficiaries is quite a lot. The positive thing obtained is a change in the business they run. The value of their business increases, production increases, and income also increases. With this condition, it changes their standard of living, from previously having economic difficulties in terms of meeting basic needs, but with the results of SAF management they are able to properly access all their needs. And the most important thing is their access to basic needs, namely, education and good health. The objectives of this program can be achieved with the impact felt by the community...." (District Government Element).

The long-term impact has not been seen because the program was only implemented in 2019 and ended in 2022, but from observations and interviews conducted with informants, the short-term impact has been felt, especially for the target beneficiaries.

When viewed more broadly, the macroeconomic growth picture can explain the impact, although the achievement is not solely due to the SAF policy intervention, but at least the contribution is there. This is illustrated in the following excerpt from an interview delivered by an element of the kabupaten government:

".....So if we want to see the size, we look at several indicators, for example, we look at macroeconomic development indicators. Our HDI is moving up. From 61 points, it is now 62.25 points. Then the poverty rate can be reduced from the previous 22.9%, 2021, down again, in 2022 to 20.25%. This is the impact of the intervention of various program policies that indirectly affect economic growth...." (District Government Element).

This statement provides a clear picture that the SAF allocation had a good impact on productive economic businesses, which was directly felt by the local government through the appearance of improved local macroeconomic conditions. Although this condition is not solely the direct impact of the SAF policy, its contribution is still there.

b. Elements of Community Leaders

Similar statements to the interview results delivered by government elements were also delivered by community leaders. However, there were some criticisms conveyed in relation to several points that need to be considered by the government in relation to the SAF policy. This was conveyed in the following interview excerpt:

"..... The impact is very good where there is a change in the lifestyle of the community. In terms of financial capability, it has also increased and is more independent. This program is quite good, it can have a positive impact, hopefully, it can be continued. If it is continued, it is necessary to pay attention to things that have been neglected in each stage of the process, as previously stated...." (Community Leader).

The hope for this program to continue was also conveyed, but with a note of correction that was conveyed and needed to be the government's attention, namely on the flow of process stages that occurred from inputs to outcomes. It is hoped that the obstacles found can be a point of attention for the government to improve the program in the future.

c. Elements of the Poor

Interviews with target households found that the assistance provided had a positive impact on them. Although it cannot be denied that there were obstacles encountered along the way, they tried to solve them and the results they obtained were very helpful in improving their standard of living. This is conveyed in the following interview excerpt:

".....SAF has increased our income and enabled us to fulfill our household needs, pay for our children's school fees, and buy other necessities. If possible, there is an additional allocation for a successful business....." (Target Households).

This study found that the positive impact of the program was felt by the community directly, namely increased income and being able to meet household needs, pay for children's schooling, and buy other necessities. The program has also made it easier to access basic needs such as better education and health.

Along the way, there were also **obstacles** in the process of implementing the SAF policy by the local government of Alor Regency, referring to barriers or obstacles that could affect the effectiveness of the program. These constraints are in the form of internal factors (from the local government) or external factors (from the community). Identifying and handling these obstacles is important so that the capital assistance program can run well and have a positive impact.

The results of field observations found various obstacles and challenges faced by local governments, which were then categorized into two aspects, namely internal aspects and external aspects, as follows:

- Internal aspects, related to limited resources, including limited budget allocations that are unable to cover all business actors. In addition, there are important stages of the process that are not carried out by the government, including socialization, training and mentoring. The government's lack of assertiveness towards beneficiaries who use the SAF allocation inappropriately is also an obstacle. On the other hand, the policy of local governments in the region to apply the principle of equity to avoid social turmoil in targeting SAF has led to the neglect of the main criteria that beneficiaries must meet.
- External Aspects: This is an aspect outside the government, namely the level of community understanding of the program, which is very minimal, and affects their responsibility for the program. In addition, the lack of goodwill from a small number of beneficiaries in managing the SAF and the limited human resources of the beneficiaries mean that business management, especially with regard to business and financial management, is not optimal. The topography of Alor Regency in some areas with a fairly high level of difficulty, is also a challenge for beneficiaries who conduct business in areas with long reach and difficult access to transportation and communication.

4. Conclusion and Recommenadation

The results of the study and data analysis carried out based on the data and facts found in the field have been described in the discussion. Based on the results of the discussion, the conclusion that can be obtained from the results of this research related to the evaluation of the impact of the special financial assistance policy is that the SAF policy allocation from 2019 to 2022 has been realized to 4350 low-income families, with details of 2027 low-income families for urban villages and 2323 low-income families for villages. Of the total, 3941 poor families have succeeded in managing their businesses according to their respective business types, while there are 409 poor families with various types of businesses who have failed in their businesses due to various factors. The indicators that determine success are development in terms of additional products, business development, and increased turnover.

The direct impact felt by the beneficiaries is an increase in production, both in terms of quantity and quality, and variety of goods. The business has become more productive due to the addition of new production equipment to support productivity. Business turnover has increased due to business development. Profits increased due to improvements in product quality and the addition of the number and variety of products, and increased sales. Many businesses have developed, resulting in an increase in the circulation of money within the village/ kelurahan. The existence of new business actors encourages the development of other businesses outside SAF beneficiaries and has a positive effect on other supporting business environments.

Another impact is that the beneficiary community in terms of financial capacity increases and is more independent. Increasing the purchasing power of the community, encouraging economic growth, as one of the instruments of the decline in poverty. Increased community ability to access better basic needs, especially education and health, due to increased income.

The SAF policy has quite an impact on the development of the economic businesses of the Alor Regency community, therefore it is considered to be continued by paying attention to the accountability pattern so that there is a bond for the targeted PH to continue to try to develop their business and still have a sense of responsibility for what they receive. In addition, it is necessary to optimize the resources supporting program implementation, and cross-sectoral coordination continues to be carried out both within the government bureaucracy and with stakeholders outside the government bureaucracy for program success.

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