

The DKI Jakarta Provincial Government's Strategy is Based on Pro-Poor Policies in The KJMU Program

Mohammad Hardiansyah^{*1}, Tijan²

¹Department of Politics and Civics, Faculty of Social Sciences, Universitas Negeri Semarang, Indonesia

Info Artikel

Article History

Submitted 15 January 2023

Accepted 20 May 2023

Published 29 May 2023

Keywords

KJMU; Poverty; Pro-Poor Policy

Abstract

The main purpose of establishing a state is to provide welfare for the community. However, this condition is difficult to achieve due to the problem of poverty, not least in DKI Jakarta Province. Responding to this condition, the DKI Jakarta Provincial Government then adopted a policy of fundamental poverty alleviation that tries to affirm the poor through the KJMU program. This study aims to describe the strategy and the factors that can influence the DKI Jakarta Provincial Government's improving community welfare based on pro-poor policies in the KJMU program. This study uses a qualitative approach with data collection methods such as interviews, observations, and documentation. The analysis of study data is carried out using an interactive data analysis model with stages of data collection, data reduction, data presentation, and conclusion. The results show that the DKI Jakarta Provincial Government carried out a strategic management process with strategy formulation, strategy implementation, and strategy monitoring and evaluation. All these stages are supported by the application of principles of good governance and pro-poor budgeting. However, some factors influence the strategy in the form of the use of DTKS not being maximized; the accuracy of KJMU recipient data; the lack of human resources for program managers; information on the KJMU program that has not been well received by the community; and the discovery of violations of obligations to the KJMU program.

INTRODUCTION

The creation of welfare for society is the main goal of every state's establishment. This can also be seen in the goal of the establishment of the Indonesian state, in which the founding fathers of the Indonesian nation made public welfare one of the goals of the state to be achieved and then embedded it in the fourth paragraph of the Preamble to the 1945 Constitution. A prosperous society's "well-being", in general, will refer to a state of social welfare in a community that describes the fulfillment of the primary and secondary needs of the community and households.

Article 1 paragraph 1 of Law Number 11 of 2009 Concerning Social Welfare states that social welfare is a condition where the basic needs of citizens, such as material, spiritual, and social, have been fulfilled to be able to live properly and be able to develop themselves so that they can carry out social functions as they should. Not only that, Suparlan in Suud (2006: 5) reveals a similar matter regarding social welfare, which can be understood as a general state of well-being that includes physical, spiritual, and so-

cial conditions and is not only related to the prevention or improvement of limited social inequalities but overall.

However, in reality, the process of achieving the prosperous society we aspire to is not easy. This is because various socio-economic problems surround the community, thus preventing it from achieving prosperity, including poverty. Poverty, according to BPS Indonesia (2020: 4), can be interpreted as a state of being unable in the economic field to meet basic food and non-food needs, which are calculated through household expenditure. The poverty that occurs, in the end, will make it difficult for people to meet their needs, so prosperous conditions will be difficult to achieve.

Poverty in Indonesia has become a fundamental problem experienced by every region, including DKI Jakarta Province, which is the center of economic growth as well as the largest metropolitan area in Indonesia. Jakarta Dalam Angka data say that as of September 2020, there were at least 496.84 thousand poor people or the equivalent of 4.69% of the total population of DKI Jakarta; this figure has increased by 134.54 thousand people, or the equivalent of 1.27% compared to September 2019, which only reached 362.30 thousand poor people, or the equivalent of 3.42% of the total population of DKI Jakarta (BPS DKI Jakarta, 2021).

* E-mail: hardi07@students.unnes.ac.id
Address: Univ. Negeri Semarang, Sekaran, Kec. Gn. Pati, Kota Semarang, Jawa Tengah 50229

In line with this, after the rollout of regional autonomy, which was marked by the promulgation of Law Number 22 of 1999 and now has been changed to Law Number 9 of 2015 concerning the Second Amendment to Law 23 of 2014 concerning Regional Government, as well as Law Number 25 of 1999, which has now been amended into Law Number 33 of 2004 concerning Financial Balance between the Central Government and Regional Governments, Regional Governments have to obligation to the multidimensional and comprehensive process of poverty alleviation following the principle of regional autonomy, which aims to create community welfare.

Not only that, there is a change in development orientation that leads to growth from the inside and has brought a positive correlation to various development policies after the rollout of regional autonomy, including poverty alleviation policies through pro-poor policies. According to Mirzakhanyan, et. al. (2005), the pro-poor policy is a policy developed by the government to strengthen human resource capacity and provide broad opportunities to the poor through a human development approach. Meanwhile, Curran & de Renzio (in Busse, 2006) considers the pro-poor policy a policy aimed at increasing the assets and capabilities of the poor.

Furthermore, Nurhasim, et. al. (2014) revealed that to guarantee the implementation of affirmative policy for poor groups or people through pro-poor policy implemented properly, it is necessary to have policy prerequisites that can be fulfilled through the application of principles of good governance in the form of participation, strategic vision, transparency, similarity, and effectiveness, as well as supported by the implementation of pro-poor budgeting, which is carried out through a consistent process of allocating budgets for poverty alleviation in the State Budget (APBN) and the Regional Budget (APBD), to provide protection and fulfillment of the rights of the poor by the Central Government and the Regional Governments.

Responding to the poverty conditions that occur in DKI Jakarta and based on the obligation to implement regional autonomy, the Provincial Government of DKI Jakarta then, in the Regional Strategic Activities (KSD) as part of the implementation of the Regional Medium Term Development Plan (RPJMD) 2017–2022 of the DKI Jakarta Province, determines regional strategic issues related to poverty and implements an abatement policy of poverty. This is realized through affirmation-based policies for the poor, in the form of financial assistance to improve the quality of education for students from underprivileged families or the Jakarta Excellent Student Card (KJMU) program, which is expected to increase the capacity and capability of the poor and relieve them of poverty.

Nevertheless, the implementation of the KJMU program is still covered by various obstacles, including in the form of public communication of policies that have not worked as expected until in the form of rules in policies that have not been able to fully accommodate the poor as the targets of policy. This condition makes the projections that were previously set in the Panca Upaya Utama Pembangunan Jakarta for 2017-2022 on the Regional Medium Term Development Plan (RPJMD) of the DKI Jakarta Province for 2017-2022, namely that in 2022 there will be at

least 20,000 students from poor families who can continue to pursue higher education through the KJMU program, difficult to achieve.

The presence of various obstacles in the implementation of the KJMU program indicates that the Provincial Government of DKI Jakarta requires a strategy to support the implementation of the KJMU program to achieve what was previously set. According to Kuncoro (2006), strategy is an inseparable series of processes consisting of a set of actions that are interrelated and sequential to form a strategy that has been structured to meet the goals of the organization. Furthermore, Fred R. David says (in Taufiqurokhman 2016:27–28) that to form the right strategy for a program, three stages of strategic management can be used. The three stages are strategic planning, strategy implementation, and strategy monitoring.

This study aims to describe the strategies and factors that influence the DKI Jakarta Provincial Government's strategy based on the pro-poor policy in the KJMU program as a step in improving the community's poor welfare through aspect human development with the support of education. The benefits of this research are: 1) enriching the scientific body of political science; 2) providing input and theoretical discourse on policy development related to improving people's welfare; 3) providing information regarding strategies and influencing factors of DKI Jakarta Provincial Government policies; and 4) becoming a reference in the formulation and determination of pro-poor policy in the future for the Regional Government and the community.

METHOD

This study uses a qualitative research approach. The research background is in DKI Jakarta Province. The focus of the research is on the strategies and factors that influence the DKI Jakarta Provincial Government's strategy for improving community welfare based on the pro-poor policy in the KJMU program, which includes strategy formulation, strategy implementation, strategic monitoring and evaluation, the application of principles of good governance, and pro-poor budgeting, as well as factors that influence strategy. Sources of research data consist of primary and secondary data. Data collection techniques for this study included interviews, observation, and documentation. Testing the validity of the research data is fulfilled through technical triangulation and source triangulation. The research data analysis technique was carried out using the Miles and Huberman interactive analysis model (Sugiyono, 2015: 337–345), which consists of the stages of data collection, data reduction, data presentation, and drawing conclusions based on facts obtained in the field.

RESULTS AND DISCUSSION

The KJMU program is a positive value program presented by the provincial government of DKI Jakarta as an effort to improve the welfare of the people of DKI Jakarta. Throughout its implementation process, which began in 2016, the KJMU program has provided financial assistance to improve the quality of education for 10,445 beneficiaries, and every year, that number continues to increase. These conditions can be seen in Table 1, where at the beginning

of the implementation period of the KJMU program there were only 594 beneficiaries spread across 47 government-owned universities (PTN) and then continued to increase until now there were 10,445 beneficiaries spread over 103 government-owned universities (PTN) and 10 private universities (PTS).

If detailed further, the distribution of education levels of KJMU program beneficiaries is very diverse, where out of a total of 10,445 beneficiaries of the KJMU program, at least 1,431 beneficiaries, or the equivalent of 13.70%, are at the Diploma 3 (D3), 334 beneficiaries or the equivalent of 3.20% are at the Diploma 4 (D4), 8,679 beneficiaries or the equivalent of 83.10%, are at the Undergraduate level of education (S1), and 1 beneficiary or the equivalent of 0.01%, is at the professional education level (Figure 1). This means that the KJMU program is used more by beneficiaries who come from the bachelor's degree level of education than other levels of education.

Not only is the distribution of educational levels among KJMU program beneficiaries diverse, but the coverage of the regional distribution of KJMU program beneficiaries is also very wide. Until 2021, the beneficiaries of the KJMU program will have spread to 33 provinces in Indonesia, making it one of the educational scholarships originating from local governments with the widest coverage of recipient distribution. Based on data compiled by the Technical Implementation Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office, there are 10 provinces with the highest distribution of KJMU recipients, namely: DKI Jakarta, West Java, Banten, Central Java, East Java, Lampung, D.I. Yogyakarta, West Sumatra, Bali, and South Sumatra.

The DKI Jakarta Provincial Government's Strategy in KJMU Program

Implementation of the KJMU program as one of the programs included in the DKI Jakarta Provincial Government Regional Strategic Activities (KSD) for 2017-2021 with the classification "harvest", where according to the instructions of the Regional Secretary of DKI Jakarta Province Number 1 of 2021, the KJMU program is a program with the second priority that has a relatively large short-term impact with the type and number of jobs that tend to be static, so that in the implementation process it is monitored concerning achievements periodically, requiring a strategy to be able to run it. The strategy formed will then be utilized by the Provincial Government of DKI Jakarta to achieve the targets set and resolve the obstacles experienced.

However, as a program that stands on the foundation of affirmative policies for the poor (pro-poor policy), the strategy that will be set in the KJMU program must contain elements that can affirm the poor themselves. For this reason, to be able to accommodate all the elements needed in a policy on based pro-poor in the KJMU program, the Provincial Government of DKI Jakarta has carried out a strategic management process as already disclosed by Fred R. David (in Taufiqurokhman, 2016:27-28). The stages of strategic management carried out by the Provincial Government of DKI Jakarta concerning a strategy-based pro-poor policy in the KJMU program, namely:

Strategy Formulation

The strategic formulation process carried out in the KJMU program is directly handled by the DKI Jakarta Provincial Education Office through the Technical Implemen-

Table 1. Beneficiaries of the KJMU Program for 2016-2020

Information	Year				
	2016	2017	2018	2019	2020
Number of Beneficiaries	594	2.191	4.542	8.790	10.445
Number of PTNs	47	68	85	101	103
Number of PTSs	-	-	-	-	10

Source: UPT P4OP DKI Jakarta Provincial Education Office

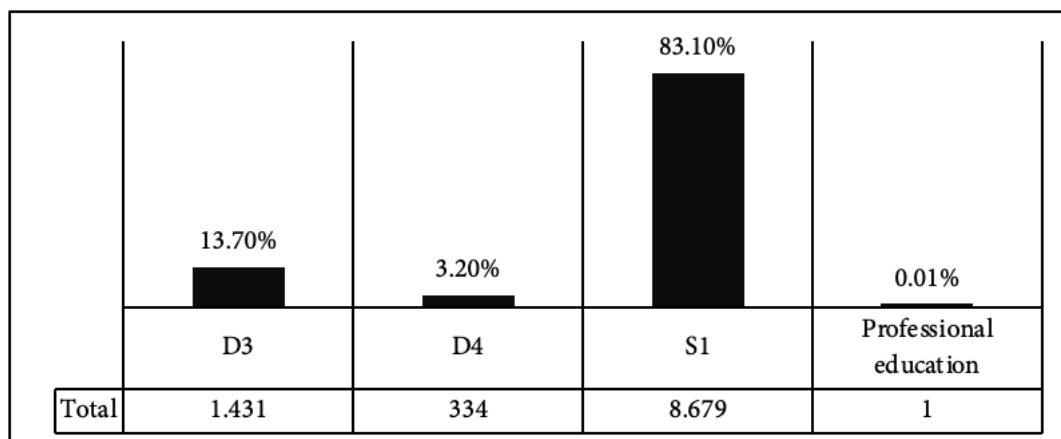


Figure 1. Distribution of Education Levels of KJMU Program Beneficiaries

Source: UPT P4OP DKI Jakarta Provincial Education Office

tation Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office, as the leading sector in the implementation of the program following its functions related to educational personal funding. In this strategic formulation process, there are three stages carried out by the provincial government of DKI Jakarta through the Technical Implementation Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office, which consists of an analysis of the educational needs of the poor, determining the mission of the program, and determining the strategy to be chosen.

The results of the strategic planning process show that concerning the strategy that will be used in the KJMU program, the Technical Implementation Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office has established two strategies related to the KJMU program, namely: first, socialization, which does not only involve schools but also tertiary institutions that have joined and have collaborated with the Provincial Government of DKI Jakarta, as well as the sub-district as the smallest unit in regional government in DKI Jakarta; and second, the use of Social Welfare Integrated Data (DTKS) as a requirement in the KJMU program. The two strategies will then be contained in the KJMU program implementation document.

Strategy Implementation

The strategy implementation process in the KJMU program cannot be separated from the KJMU program registration process. This activity will begin with the issuance

of a circular letter (SE) from the DKI Jakarta Provincial Education Office regarding data collection for prospective KJMU recipients, which contains the flow of the KJMU program registration process. To support the strategy implementation process in the KJMU program, various engagements were carried out with stakeholders from internal education offices such as the Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office, Education Units, and the Implementation Units of Education in Sub-District, as well as externally such as the Social Service through the Center of Social Welfare Integrated Data (Pusdatin Jamsos), equipped with a briefing and inter-coordination of stakeholders.

The flow of the implementation process in the KJMU program itself began with socialization, both directly and indirectly, as the first form of strategy implementation. After the socialization was carried out, the next stage was in the form of data collection activities for prospective KJMU recipients, consisting of registration through educational units; input into the KJMU integrated system; data matching using DTKS as a form of implementation of the second strategy; verification, approval from the educational units, and announcement of temporary beneficiary candidates; verification and approval from the Head of Education Office; and determination through the decision of the Governor of DKI Jakarta Province (Figure 2).

All processes for implementing the strategy in the KJMU program will then be supported by their existing branding process. The branding that was carried out by the Provincial Government of DKI Jakarta was intended so that

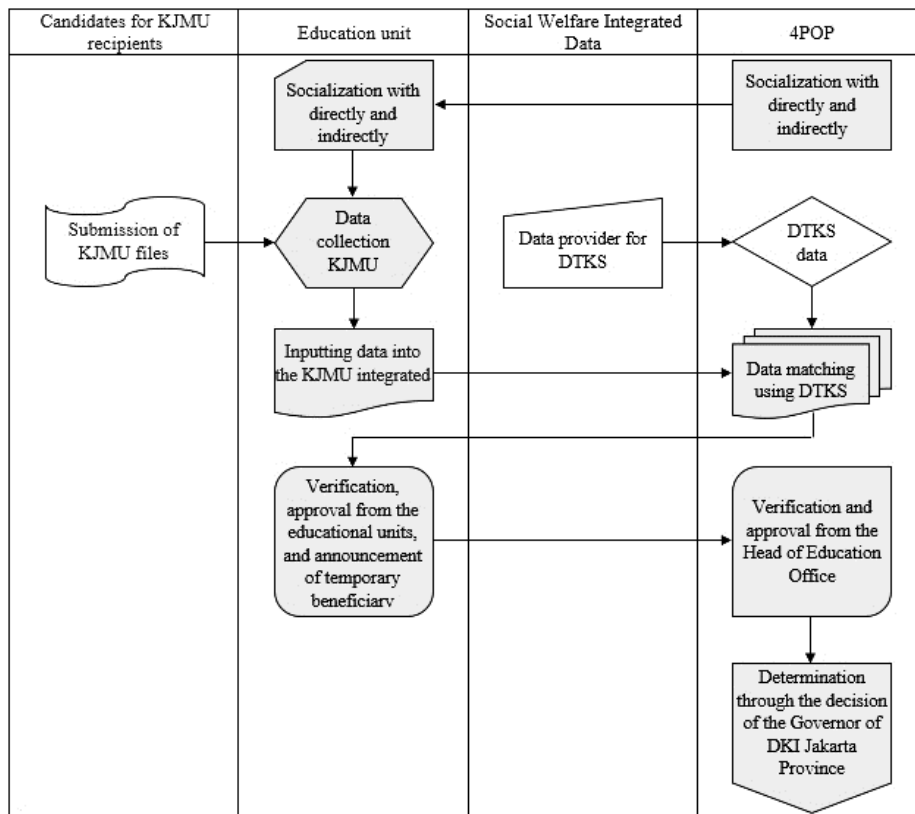


Figure 2. The Flow of The Implementation Process in The KJMU Program
 Source: Interview with Technical Field UPT P4OP For KJMU on 27 September 2021

the KJMU program would be well identified so that later it would stick in people's memories and be able to attract far more participation from the poor in DKI Jakarta. Some forms of branding are carried out by the DKI Jakarta Provincial Government, namely forming a forum for alumni and active recipients under the name Naramuda Jakarta, organizing social-environmental activities, organizing job training, and organizing job fairs.

Strategy Monitoring and Evaluation

The process of monitoring and evaluating the strategy carried out in the KJMU program by the Provincial Government of DKI Jakarta is carried out twice in one year, namely in the middle of the semester and at the end of the year. In its implementation, the process of monitoring and evaluating strategies for the KJMU program will be carried out by the Education and Mental-Spiritual Bureau of the DKI Jakarta Provincial Secretariat. The form of implementation of the monitoring and strategy evaluation process in the KJMU program itself has differences between before and after the COVID-19 pandemic in Indonesia.

Before the COVID-19 pandemic, the implementation of monitoring and evaluation strategies in the KJMU program was carried out through direct visits by the Education and Mental-Spiritual Bureau of the DKI Jakarta Provincial Secretariat team to tertiary institutions. The visit was carried out by taking samples from several universities in the Jabodetabek area, such as the University of Indonesia, Jakarta State University, Syarif Hidayatullah State Islamic University Jakarta, and the Bogor Agricultural Institute. Meanwhile, after the COVID-19 pandemic, monitoring and evaluation were carried out through the distribution

of questionnaires in the form of Google Forms and collaboration with the Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP) DKI Jakarta Provincial Education Office related to data, the SMERU survey agency related to the content of the questionnaire, as well as universities that joined in related to the distribution of the questionnaire.

The results of monitoring and evaluating the implementation of the strategy in the KJMU program, which had been carried out by the Provincial Government of DKI Jakarta through the Education and Mental-Spiritual Bureau of the DKI Jakarta Provincial Secretariat, were then used as material for evaluating the strategy that had been implemented and became the basis for taking various corrective steps. At least based on the results of the monitoring and evaluation that has been carried out, the Provincial Government of DKI Jakarta is taking corrective steps related to changes to the Governor's Regulation currently in use and the socialization activities of the KJMU program that have been carried out.

Meanwhile, as previously explained, as a program tries to improve community welfare through an affirmation process for the poor, the implementation of strategic management activities related to the strategy in the KJMU program run by the Provincial Government of DKI Jakarta is required to accommodate the prerequisites of the pro-poor policy. This can will be fulfilled through the application of the principles of good governance in the forms of participation, strategic vision, transparency, similarity, and effectiveness, supported by the consistent application of the principles of pro-poor budgeting, as stated by Nurhasim, et. al. (2014).

Concerning the implementation of principal good

Table 2. Implementation of Elements of Good *Governance* in the KJMU Program Strategic Management Stages

No	Element of Good Governance	Element of Implementation in Good Governance
1.	Participation	Involving various Regional Work Units (SKPD) in every process of implementing the KJMU program, involving the community through discussion rooms to be able to provide input regarding the KJMU strategy or program, and involving the community in controlling the implementation of the KJMU program in the field.
2.	Strategic vision	There is a desire of the DKI Jakarta Provincial Government to make higher education something that can be felt and also accepted by all levels of DKI Jakarta society, especially those who come from poor families.
3.	Transparency	Disclosure of information regarding the number of applicants for each stage, notification letters to universities, stages of the registration process that can be tracked through the KJMU website, and notification letters to education units regarding cancellation of recipient status if a participant violates KJMU program obligations.
4.	Similarity	Proportionality between regions in DKI Jakarta is not implemented in the KJMU program, which means that every poor person who meets the requirements can take part in the program without having to be limited by proportionality between regions in DKI Jakarta.
5.	Effectiveness	There is a study conducted before the strategy formulation process is carried out to see the conditions experienced by the poor and the impact felt by the beneficiaries and alumni of the KJMU program recipients.
6.	Accountability	Obligation to make a letter of accountability related to the results of a study for one semester by the beneficiary and the obligation to report on the results of monitoring and evaluation activities carried out either through the system or in the form of a written report to the DKI Jakarta Provincial Assistant for People's Welfare.

governance in strategic management activities in the KJMU program. The Provincial Government of DKI Jakarta has implemented various elements of good governance as mentioned by Nurhasim, et. al. (2014) well and consistently in every stage that has been passed, starting from the strategy formulation process, the strategy implementation process, and the strategy monitoring and evaluation process in the KJMU program. In addition, in the implementation of good governance, the Provincial Government of DKI Jakarta also added one other element in the form of accountability to complete and perfect the various elements of good governance, as described in Table 2.

Meanwhile, in terms of the application of the principle of pro-poor budgeting, the Provincial Government of DKI Jakarta has regulated it in a government regulation that is used as the legal protection for implementing the KJMU program. According to the Regulation of the Governor of DKI Jakarta Province Number 97 of 2019, the financing of the KJMU program is borne by the regional budget of DKI Jakarta Province through the Budget Implementation Document (Dipa). Regional Financial Management Agency (BPKD) of DKI Jakarta Province in the indirect expenditure group and types of social assistance spending. The basic rules also state that budgeting for the KJMU program is intended to facilitate the poor so that they can increase their capacities and capabilities.

The implementation of principles of pro-poor budgeting has been carried out by the Provincial Government of DKI Jakarta can also be seen in the budgeting process. In this budgeting process, the use of Social Welfare Integrated Data (DTKS) as a database in calculating the KJMU program budget every year makes budgeting for the KJMU program clearer and more on target. Moreover, in each process that is passed, the Provincial Government of DKI Jakarta also involves related Regional Work Units (SKPD) according to their duties and functions, such as Education Office as a KJMU recipient data provider, Regional Development Planning Agency (Bappeda) as a budget entry for KJMU, and Regional Financial Management Agency (BPKD) as a budget disbursement for KJMU.

The Factors Influencing The DKI Jakarta Provincial Government's Strategy in KJMU Program

The implementation of a strategy in a program is intended to help that program later achieve its goals and achieve the expected results. However, it should be noted that some factors in the implementation strategy there will ultimately affect the strategy's implementation. The implementation of the strategy in the KJMU program carried out by the Provincial Government of DKI Jakarta is no exception, where there are various factors both internal and external that ultimately influence the implementation of the strategy in the KJMU program so that it will have an impact on the implementation of the KJMU program directly or indirectly.

There are at least five factors that influence the implementation of the strategy in the KJMU program carried out by the Provincial Government of DKI Jakarta. These five factors are:

The use of DTKS has not been maximized

In the KJMU program, DTKS is an important component as well as one of the two strategies set by the DKI Jakarta Provincial Government concerning KJMU program registration to support the accuracy of program targets. However, the use of Social Welfare Integrated Data (DTKS) cannot be maximized because there are still people who are classified as poor but whose personal data has not been registered with Social Welfare Integrated Data (DTKS). This is in line with the rules regarding KJMU membership which requires recipients to be registered in the Social Welfare Integrated Data (DTKS) whose data comes from the Center of Social Welfare Integrated Data (Pusdatin Jamsos) of the DKI Jakarta Provincial Social Service.

In addition, the establishment of the Social Welfare Integrated Data (DTKS) by Social Services, which requires quite a long and time-consuming stage without being followed by good socialization of the Social Welfare Integrated Data (DTKS), further adds to the problems related to the utilization of the Social Welfare Integrated Data (DTKS). Moreover, the implementation of the KJMU program has a maximum semester limit for someone to register, namely a maximum of two semesters. This condition will become a new problem when people who have registered for the Social Welfare Integrated Data (DTKS) but for whom the community determination only occurs when the community concerned has entered the third semester will automatically be unable to join the KJMU program.

KJMU receiver data accuracy

As with other pro-poor programs that rely on community data accuracy as the key to program implementation, this also applies to the KJMU program. The database is the main key in every stage of the DKI Jakarta Provincial Government's work, including strategy formulation, implementation, monitoring, and evaluation. However, 128 people were detected who should not have been registered as beneficiaries of the KJMU program because they were known to have violated the prohibition, did not meet the requirements, or had been declared passed, but their data were still listed as beneficiaries. Of course, this affected the accuracy of the targeting of the KJMU program, which had a later impact on the bias of the KJMU program objectives.

Lack of program management human resources

As one of the components in the implementation of a program, sufficient human resources for program managers is something that must be fulfilled so that the ongoing program is implemented properly. Concerning the KJMU program, conditions show that during the implementation of the KJMU program, the Provincial Government of DKI Jakarta is still experiencing a shortage of human resources to be able to manage the program. This condition ultimately disrupted the implementation timeline of the KJMU program, and the timeline has not gone according to plan. One example of this problem is the late distribution of KJMU program funds.

KJMU program information that has not been well received by the community

As is the case with program management and human resources, the completeness of the information regarding programs received by the community is also something that must be fulfilled so that ongoing programs get the attention of the community and have an impact on increasing participation from the community. However, in the KJMU program, conditions show the opposite, where there are still some people who wish to register as beneficiaries of the KJMU program but do not know various information or requirements regarding KJMU program registration. Of course, these conditions will affect the implementation of the KJMU program.

Violations of obligations to the KJMU program were found

In the implementation of a program, of course, some obligations must be fulfilled by every participant; this can also be seen in the KJMU program, where there are obligations that must be fulfilled by beneficiaries as absolute things that must be carried out. Even so, data from university verification carried out by the UPT P4OP Education Office and contained in letter number 4378/-1.851.91 concerning Notification of KJMU Recipients with Attached Higher Education Information Stage Two shows that there are still violations of obligations to the KJMU program.

There are at least six forms of violation, for a total of 325 violators of obligations. This condition is of course very detrimental to the Provincial Government of DKI Jakarta because it can disrupt the objectives of the KJMU program itself as well as the community, in this case, the beneficiaries of the KJMU program, who have violated their obligations toward the KJMU program. Eventually, violators of obligations will lose a huge opportunity for themselves that was obtained from the implementation of the KJMU program, which had been formed by the provincial government of DKI Jakarta as a step to increase the capacity and capability of the poor in DKI Jakarta.

CONCLUSION

The assistance program for improving the quality of education, known as the Jakarta Excellent Student Card (KJMU), is a positive value program presented by the DKI Jakarta Provincial Government in the context of improving people's welfare through the poverty alleviation process by increasing the capacity and capability of the poor, which in its implementation requires strategy. To form this strategy, the Provincial Government of DKI Jakarta then formulates through strategic management activities consisting of strategic planning processes, strategy implementation, and strategy monitoring and evaluation assisted by various relevant stakeholders such as the Education Office, Technical Implementation Unit for the Personal and Operational of Education Funding Service Center (UPT P4OP), Education Units, the Implementation Units of Education in Sub-

District, Social Service, Center of Social Welfare Integrated Data (Pusdatin Jamsos), Regional Development Planning Agency (Bappeda), and Regional Financial Management Agency (BPKD).

In line with this, as a program that seeks to affirm the poor "pro-poor" and which is expected to increase the capacity as well as capability of the poor so as to relieve them of poverty, the Provincial Government of DKI Jakarta also accommodates policy prerequisites pro-poor through the implementation of good governance and supported by pro-poor budgeting in every strategic management process that is carried out. However, in practice, five factors ultimately influenced the implementation of the strategy on the KJMU program itself, namely: the use of DTKS was not maximal; the accuracy of KJMU recipient data; lack of human resources managing the program; KJMU program information had not been well received by the community, and violations of obligations to the KJMU program had been found.

REFERENCES

- Badan Pusat Statistik Provinsi DKI Jakarta. 2021. *Berita Resmi Statistik: Kemiskinan DKI Jakarta Kembali Meningkatkan*. Jakarta: Badan Pusat Statistik Provinsi DKI Jakarta.
- Badan Pusat Statistik. 2020. *Data dan Informasi Kemiskinan Kabupaten/Kota Tahun 2020*. Jakarta: Badan Pusat Statistik.
- Busse, Stefanie & Kate Bird. *Pro-poor policy An Overview*. The poverty-wellbeing by the Swiss Agency for Development and Cooperation, and operated by Intercooperation and Overseas Development Institute.
- Instruksi Sekretaris Daerah Provinsi DKI Jakarta Nomor 1 Tahun 2021 tentang Penyusunan Rencana Aksi Percepatan Kegiatan Strategis Daerah Provinsi Daerah Khusus Ibukota Jakarta Tahun Anggaran 2021.
- Kuncoro. Mudrajadi. 2006. *Ekonomika Pembangunan: Teori, Masalah, dan Kebijakan*. Yogyakarta: UPP STIM YKPN.
- Mirzakhanyan, Astghik. et. al. 2015. *Human Poverty and Pro-poor Policies in Armenia*. Armenia: Informational-Analytical Center for Economic Reforms.
- Nurhasim, Moch. et. al. 2014. *Model Kebijakan yang Memihak Kelompok/Orang Miskin Berbasis Good Governance*. Jakarta: LPI Press.
- Peraturan Gubernur DKI Jakarta Nomor 97 Tahun 2019 Tentang Bantuan Biaya Peningkatan Mutu Pendidikan Bagi Mahasiswa Dari Keluarga Tidak Mampu.
- Peraturan Gubernur DKI Jakarta Nomor 91 Tahun 2020 Tentang Perubahan Atas Peraturan Gubernur Nomor 97 Tahun 2019 Tentang Bantuan Biaya Peningkatan Mutu Pendidikan Bagi Mahasiswa Dari Keluarga Tidak Mampu.
- Provinsi DKI Jakarta. *Rencana Pembangunan Jangka Menengah Daerah (RPJMD) Provinsi DKI Jakarta Tahun 2017-2022*. Jakarta: Provinsi DKI Jakarta.
- Sugiyono. 2015. *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung: Alfabeta.
- Suud, Mohammad. 2006. *3 Orientasi Kesejahteraan Sosial*. Jakarta: Prestasi Pustaka.
- Taufiqurokhman. 2016. *Manajemen Strategik*. Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Prof. Dr. Moestopo Beragama.
- Undang-Undang Nomor 11 Tahun 2009 Tentang Kesejahteraan Sosial.