

Analysis of Targeting Accuracy of Sembako Programme in Rangkasbitung Sub-district through Logical Framework Approach (LFA)

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p-ISSN: 2808-9529 (Printed)
e-ISSN: 2808-8816 (Online)

Jurnal Ilmu Sosial Indonesia (JISI)
<http://journal.uinjkt.ac.id/index.php/jisi>
VOL. 5, NO. 2 (2024)

Page: 180 – 188

Recommended Citation (APA 7th Edition):

Maulana, A., Harianto, & Sumardjo. (2024). Analysis of Targeting Accuracy of Sembako Programme in Rangkasbitung Sub-district through Logical Framework Approach (LFA). *Jurnal Ilmu Sosial Indonesia (JISI)*, 5(2), 180–188. <https://doi.org/10.15408/jisi.v5i2.41200>.

Available at:

<https://journal.uinjkt.ac.id/index.php/jisi/article/view/41200>

Article History:

Received: September 03, 2024
Accepted: October 16, 2024
Available online: December 27, 2024

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Abstract. Sembako programme is a government programme in reducing poverty, in practice the sembako programme often faces problems, one of which is target accuracy. The inaccuracy of targeting in the sembako programme often results in food assistance that is not appropriate and does not touch the people who really need it, thus hampering the success of the programme. Therefore, this study analysed the Sembako program in Rangkasbitung Sub-district with a focus on the accuracy of targeting using the Logical Framework Approach (LFA). The main objectives of this study were to find the problems of targeting for the Sembako program and to make an improvement plan to improve the accuracy of the targeting of the Sembako program. The results showed that targeting accuracy in the kecamatan was affected by low data quality and weak verification. To ensure that the targeting accuracy is met, this study suggests creating clearer poverty indicators and training human resources. There is also a need for updated and connected data. The results of this study are expected to have an impact on the improvement of the Sembako programme so that it can target the people who really need it.

Keywords: Sembako Program, Targeting Accuracy, Logical Framework Approach (LFA), Data Quality, Verification, Human Resources (HR).

Abstrak. Program sembako merupakan program pemerintah dalam mengurangi kemiskinan pada praktiknya program sembako sering menghadapi masalah salah satunya adalah ketepatan sasaran. Ketidaktepatan sasaran dalam program sembako sering kali mengakibatkan bantuan sembako tidak tepat guna dan tidak menyentuh masyarakat yang benar-benar membutuhkan sehingga menghambat keberhasilan program. Oleh karena itu Penelitian ini menganalisis program Sembako di Kecamatan Rangkasbitung dengan fokus pada ketepatan sasaran menggunakan pendekatan Logical Framework Approach (LFA). tujuan utama penelitian ini adalah untuk menemukan masalah tepat sasaran untuk program Sembako dan untuk membuat rencana perbaikan untuk meningkatkan ketepatan sasaran program Sembako. Hasil penelitian menunjukkan bahwa ketepatan sasaran di kecamatan dipengaruhi oleh kualitas data yang rendah dan verifikasi yang lemah. Untuk memastikan tepat sasaran terpenuhi, penelitian ini menyarankan pembuatan indikator kemiskinan yang lebih jelas serta pelatihan sumber daya manusia. Selain itu diperlukan juga penyempurnaan data yang diperbarui dan terkoneksi. Hasil penelitian ini diharapkan dapat berdampak pada perbaikan program Sembako yang tepat sasaran sehingga sembako dapat menjangkau masyarakat yang benar-benar membutuhkan.

Kata Kunci: Program Sembako, Ketepatan Sasaran, Logical Framework Approach (LFA), Kualitas Data, Verifikasi, Sumber Daya Manusia (SDM).

1. INTRODUCTION

Indonesia still faces a serious poverty problem that has not been resolved properly. Data from the Central Statistics Agency (2023) recorded fluctuations in the number of poor people over the past five years. In the period from March 2018 to March 2023, the poverty rate reached its lowest point of 24.78 million individuals (9.22%) in September 2019 but increased to 26.42 million (9.78%) in March 2020 and 27.55 million (10.19%) in September 2020. One of the contributing factors is the increase in the level of the poverty line. The poverty line (GK) consists of food and non-food poverty lines. In March 2023, the GK reached IDR 550,458 per month, up 2.78% from September 2022 and 8.90% from March 2022. The contribution of the food poverty line (FPL) to the GK reached 74.2%. This shows the dominant role of the food poverty line compared to the non-food poverty line.

The data above shows that poverty levels can be influenced by minimum expenditure on food, where food expenditure has a larger proportion than non-food expenditure. This indicates that the poor are highly vulnerable to food issues and the level of food vulnerability of an individual can be a driving factor of poverty (Mahmud, 2022). Therefore, the main focus in efforts to overcome poverty is to ensure the fulfillment and security of minimum food needs so that poverty reduction can be successfully achieved from the central government to the sub-district level.

One form of the government's seriousness in fulfilling food needs is the distribution of social assistance in the form of sembako to beneficiary families (KPM). This program aims to reduce the economic burden on underprivileged communities and improve food security and social welfare for families below the poverty line. The sembako program, although long-established by the government to address poverty, still faces various obstacles in its implementation. Previous studies (Dini et al., 2018; Engkus et al., 2023; Fitriani MN et al., 2023; Ilosa A et al., 2022; Noor, 2021), show that the sembako program still faces several challenges, including inaccurate and outdated data on beneficiaries, which often means that assistance is not well-targeted. The standards

used by the government in determining beneficiaries are also considered to need improvement. In addition, in the field, it was found that beneficiaries with good economic conditions received assistance and also inactive beneficiaries still received assistance, further complicating this problem. As a result, the program's goal of reducing poverty is often not achieved because the sembako program is often not on target. These empirical facts show that the government still faces many problems in implementing the sembako program. Although various studies have been conducted, there are still gaps in the overall understanding of the factors that influence the targeting accuracy of the Sembako program in various regions. Most previous studies have focused on reviewing the extent of problems in the sembako program, but few have addressed targeting accuracy using the LFA approach, which integrates cause-and-effect analysis in program planning and evaluation. This study contributes to the literature on sembako program management, particularly in the context of evaluating targeting accuracy. By using LFA, this study systematically examines the factors that influence the targeting accuracy of the sembako program and provides a framework for more structured and goal-based improvements.

This study aimed to identify and analyze the problems of targeting accuracy in the implementation of the sembako program in Rangkasbitung Sub-district, and formulate recommendations for improvement based on the Logical Framework Approach (LFA) analysis. In this context, this research aims to examine the improvement strategy of the sembako program that is right on target by using the Logical Framework Analysis (LFA) method. This research will analyze the obstacles faced in the sembako program, especially in targeting, and propose a sembako optimization model that can be widely implemented.

Rangkasbitung Sub-district was chosen because it is the capital of Lebak Regency which has considerable challenges related to extreme poverty. According to the data from the Social Service of Lebak Regency, there were 5,543 families in Rangkasbitung Sub-district who fell into the category of extreme poverty. This research is expected to make a practical

contribution to the local government and the manager of the Sembako program in improving the accuracy of the targeting of aid distribution. From the academic side, this research enriches the literature on the application of LFA in the evaluation of social assistance programs and targeting accuracy management. The results show that the targeting accuracy of the Sembako program is influenced by several factors, including the quality of recipient data, the clarity of poverty indicators, and the ability of human resources in the verification process. These findings form the basis of recommendations for local governments to improve the Sembako program, such as providing training for human resources and improving data quality.

This paper is structured as follows: The first section is an introduction that provides the background and objectives of the study. The second section describes the research methodology which includes the techniques used in this study. The third section presents the research results. The fourth section discusses the policy recommendations. The last section is the conclusion.

2. METHOD

This research uses a logical framework analysis (LFA) approach and case studies to demonstrate the effectiveness of the model. LFA includes integrated tools for analysing, planning and managing solutions with stakeholder participation. Introduced by the United States Agency for International Development in the 1970s, LFA is now used by many organisations. Logical framework analysis (LFA) is used to objectively evaluate the success or non-achievement of a programme and suggest improvement measures (Riswandi & Herlambang, 2019). LFA has proven to be effective for analysing quality problems and suggesting improvement measures objectively (Buttigieg et al., 2016). The approach involves problem analysis, stakeholder analysis, development of a hierarchy of objectives, and selection of implementation strategies. The result is a matrix (logframe) that summarises project objectives, key assumptions, and monitoring and evaluation methods.

Table 2.2 Logical Frameworks Matriks

<i>Level of Objectives/ Activities</i>	<i>Indicators (signs of success)</i>	<i>Means Verification (How to assess the success of indicators)</i>	<i>Assumptions (external factors that influence success)</i>
1	2	3	4
Goals	Indicators of success in achieving the programme's ultimate goal	How to verify programme end goal indicators	Those that affect the achievement of the final goal
Purpose	Indicators of success in achieving programme-specific objectives	How to verify programme-specific goal indicators	That affect the achievement of programme-specific objectives
Result, Output	Indicators of success in achieving outputs and outcomes	How to verify output target indicators, programme results	That affect the achievement of output goals and functions
Activities	Activity success indicators	How to verify activity indicators	Those that affect the implementation of activities or tasks

The table below will show how this research will be conducted until the formation of a logical framework consisting of 8 steps. This framework as a whole is logically able to

solve the problem of improving the sembako program in Kecamatan Rangkasbitung. Here is a brief explanation of each step.

Table 2.3 Stage and process of the study

Stage	Process
1. Problem identification	Identifying the problem
2. Literature study	Understanding the process to be performed
3. Determination of respondents	Determine key informants

Stage	Process
Data Collection	
4. Interview	Conducting interviews with key informants related to how the problem of the right target in the sembako programme in Rangkasbitung Sub-district.
5. FGD	Conduct focus groups with relevant stakeholders to form a logframe
Logframe Creation	
	Analyse stakeholders
6. Analysis	Analyse problems
	Analyse objectives
7. Planning design	Logframe creation
Policy Recommendations	
Conclusions	

3. RESULT AND DISCUSSION

3.1 Analysis of Stakeholders in The Sembako Program

Stakeholders are groups or individuals that can influence or be influenced by organizational goals. Identifying stakeholders is important to understand their interests and relationships (Kusumedi, 2010). In this study, the researcher interviewed kelurahan staff, based on the results of these interviews, the author categorized and analyzed stakeholders in accordance with the Overseas Development Administration (ODA 1995). The analysis showed that there are three main stakeholder categories, namely: *The first*, primary stakeholders, 1) Prospective beneficiary families (KPM) who have a direct interest in social assistance and are directly affected by this policy. They must come to the village or kelurahan office to register themselves and follow the verification and validation process. 2) Sub-district heads who take part in the village/kelurahan deliberation and sign the minutes of the event and are thus directly involved in the process of determining beneficiaries.

The second, secondary stakeholders, 1) The surrounding community, although not explicitly mentioned in this process, they care about who receives social assistance and may participate in the deliberation process or provide input. 2) Key Stakeholders: (a) The social affairs office, which is responsible for data verification and validation as well as household visits, has a great deal of authority in ensuring the accuracy of beneficiaries. (b) Regent/Mayor who authorizes the verification and validation process, giving legal authority to the verified data. (c) Governor and Minister of Social Affairs who receive the validated data and are responsible for further

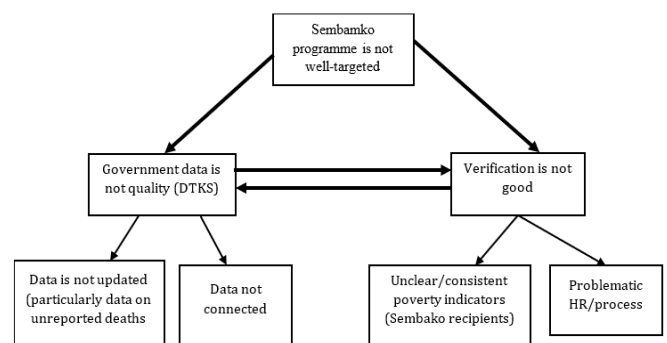
decision-making at a higher level, ensuring the policy is correct and effective.

This analysis highlights the roles and responsibilities of each stakeholder in ensuring the targeted distribution of sembako, as well as the importance of engagement and coordination between them to achieve the program's objectives

3.2 Identification of Factors Causing The Mis-targeting of The Sembako Program

Problem analysis involves discovering the negative aspects of the existing situation and establishing cause and effect relationships between the problems identified in the stakeholder analysis. The purpose of this analysis is to recognize the real obstacles faced by stakeholders, which they then give high priority to overcome (Wisudayati et al., 2019). At this stage, the author conducted interviews with resource persons to identify problem issues related to the right target in the sembako program which the author then presented in a problem tree. The following problem tree is presented in Figure 3.1.

Figure 3.1 Problem tree



The chart above is the result of the analysis of the interviews conducted. The following is a more detailed explanation of the

elements in the problem tree as follows: *The first*, the sembako program is not well targeted, the main problem identified is the inaccurate targeting of the sembako program, where sembako assistance does not reach recipients who are really in need.

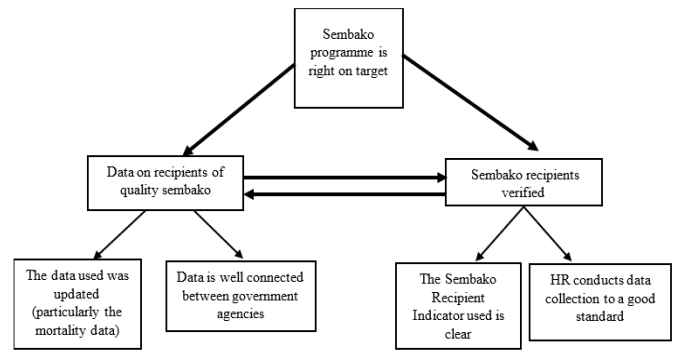
The second, poor quality government data, one of the main factors leading to inaccurate targeting is poor quality government data. Factors that lead to poor data quality include: a) Data is not connected: Lack of integration or connection between databases used by various government agencies. b) Data not updated: The data used in the program is not regularly updated, especially data on deaths that are not reported so that recipients who should no longer be eligible are still registered.

The third, poor data verification, in addition to poor quality data, a poor data verification process is also a cause of inaccurate targeting. Problems related to data verification include: a) Unclear/consistent poverty indicators. The poverty indicators used to determine beneficiaries are unclear or inconsistent, making the verification process difficult. b) Human resources/process problems: The quality of human resources conducting sembako verification is inadequate.

3.3 Goal Formulation in The Sembako program

A goal tree that describes possible solutions to the problems and challenges that have been identified in the previous step (Dey et al., 2006). The purpose of this analysis is to identify possible alternative options or strategies to evaluate feasibility and determine one approved project strategy. The following objective tree is presented in Figure 3.2.

Figure 3.2 Objective tree



The figure above shows the logic structure of the sembako assistance program with the aim of ensuring targeted assistance through LFA. The LFA aims to identify and ensure the quality of data on sembako beneficiaries so that the assistance is effective and measurable. The main objective is “The sembako program is right on target”, with several preconditions that must be met: *The first*, quality sembako recipient data: regular data updates, especially death data and Connected data between government agencies. *The second*, verified data on sembako recipients: use of clear indicators of sembako recipients and competent human resources.

3.4 Logframe Matrix Modelling of The Sembako Programme

The results of the stakeholder, problem, goal, and strategy analysis were used as the basis and preparation for developing the logframe matrix. A logical framework was then formed based on the information contained in the goal tree (Dey et al., 2006; Yuniarti, 2015).

Table 3.1 Logframe matrix

Level of Objective	Project Description	Indicators of success	Means of Verifications	Assumption
1	2	3	4	5
Goal	Recipients of the Sembako programme are well-targeted	Percentage of beneficiary data errors reduced by 30% by 2025 compiled by sub-district governments	Sembako distribution report	Sub-district governments are committed to improving data quality
Outcome/ purpose	1. Quality DTKS data available	DTKS data that contains complete information	Sembako distribution report	The government provides data at any time that has been monitored
	2. Verified data on Sembako recipients available	Percentage of sembako recipient data that has been verified at least 90%	Verified field survey report	Officers conduct verification in accordance with established procedures

Output				
	1.1 Updated data used (especially mortality data)	Data update frequency at least once a month	Monthly report available	Data update schedule
	1.2 Data is well connected between government agencies	Percentage of government agencies that are connected to the sembako data system	Sembako programme data connection report	Coordination between agencies
	2.1 The indicators of social assistance recipients used are clear	Level of interpretation of indicators by officers	Guidelines for the implementation of sembako and evaluation of the interpretation of officer indicators	The government has agreed indicators
Activities	2.2 HR performs verification to a good standard	HR compliance rate with sembako verification guidelines	Report of food recipient families visited at least 90%	Availability of specialised human resources to conduct verification
	1.1.1 Officers conduct regular monitoring	Available data is always updated at least twice a month	Documentation and official written reports	<i>Officers have knowledge and expertise</i>
	1.2.1 Data PIC committee between stakeholders	Establishment of PIC committee	The existence of a collaboration platform	<i>Open and transparent communication between agencies competent</i>
	2.1.1 Development of criteria for social assistance recipients	The level of conformity of recipient data with the field with a target of 95%	Sembako criteria development report	<i>Development team</i>
	2.2.1 HR training and certification	Officers pass the certification exam with a standardised score	Training certificate	<i>Local government commitment and funding availability</i>

In the logframe matrix, each change statement at all levels (objectives, outcomes, and outputs) located in the strategy column must be completed with: 1) indicators/milestones as markers of change outcomes; 2) sources or means of verification for the indicators/milestones set (means of verification); and 3) assumptions and risks on each statement. Logframes have vertical and horizontal logic. Statements in the strategy column follow a vertical logic that describes the cause-and-effect relationship between activities, outputs, outcomes, and goals. Outputs are generated from the implementation of activities, outcomes are the results of implemented outputs, and goals are achieved from successful outcomes.

The following is an explanation of the horizontal logic in this study: a) If there is HR training, assuming funds are available, then HR verifies to a good standard. b) If there is a development of sembako recipient criteria, assuming a competent development team, then the indicators of social assistance recipients used are clear. c) If there is a data PIC committee between stakeholders is formed, assuming open and transparent communication

between agencies is appropriate, then connected data between government agencies will be realized. d) If the officer conducts regular monitoring, assuming the officer has knowledge and expertise. Then the data used is updated (especially death data). e) If human resources carry out verification to a good standard and the indicators of sembako recipients used are clear, assuming that there are specialized human resources who carry out verification and the indicators used have been agreed upon, then the verified sembako recipient data will be realized. f) If the data used is updated and the data is connected, assuming the availability of a data update schedule and coordination between agencies, quality DTKS data will be available. g) If the DTKS data is of high quality and the sembako data has been verified, assuming that the government provides audited data and officers have the ability to use the tools in accordance with established procedures, then the sembako program is right on target.

3.5 Relevance of Findings to Previous Studies

Based on the findings of this study, it shows that the inaccuracy of the targeting of the

sembako programme was caused by problems with the quality of the data used and the verification process of the recipients of the sembako assistance. With these findings, two main causes of inaccurate targeting in Rangkasbitung Sub-district were identified, namely unqualified government data and inadequate verification.

Factors such as inadequate human resources and poorly connected data were the first causes of unqualified government data. These factors are in line with research by Ilosa et al. (2022) that mismatches in the targeting of recipients of sembako programmes are often caused by incorrect data collection. This problem is exacerbated by problematic government standards in determining beneficiaries (Fitriani et al. 2023).

On the other hand, poor data verification is caused by unclear poverty indicators and outdated data, especially regarding death reports. This is in line with Dini's (2018) findings that many people who are more in need do not receive the sembako programme due to unclear poverty indicators. Conversely, many recipients should not be entitled to receive assistance due to their good economic conditions. In addition, the problem of data not being updated also creates a situation where families who are no longer active still receive the sembako programme as suggested by (Noor, 2021).

Overall, the results of this study are in line with Engkus et al. (2023) that the two main factors that hindered the achievement of the sembako programme objectives were the inaccuracy of recipient data and the lack of clarity about the way the programme was run. The results from Kecamatan Rangkasbitung combined with the findings from previous studies underline the government's need to improve the quality of data and the verification process to achieve more effective sembako programme objectives.

3.6 Policy Recommendations for the Sembako Program in Rangkasbitung Sub-District

A series of appropriate policies are very important to improve the accuracy of the targeting of the Sembako Programme in Kecamatan Rangkasbitung. In order for the targeting of the Sembako Programme in

Kecamatan Rangkasbitung to be more targeted, several strategic policies are needed based on the main activities that have been determined in the LFA matrix. First, the development and implementation of HR training and certification programmes should be a top priority. This training should cover various important elements in food verification. With human resources who have updated knowledge and skills, it is expected that the verification collected will be more accurate and reliable, thus helping to better verify and select beneficiaries. This is in line with previous research that HR training and development can improve employee performance and increase organisational productivity (Ameeq-ul-Ameeq & Hanif, 2013; Darmadi et al., 2022; Diab, 2015; Hartomo & Luturlean, 2020; Sulaefi, 2017; Talwar & Thakur, 2016; Veritia & Alvita, 2022).

In addition, it is necessary to establish a data PIC committee that can help all parties to work together, especially in terms of managing and using beneficiary data. This forum can help with coordination, so that the implementation of policies and programmes can run more synergistically and efficiently. With the data PIC, the data will be well integrated. With integrated data, the Rangkasbitung District Government can obtain a broader picture of the needs of the community by combining and analysing data from various sources, such as economic, poverty, and population data simultaneously (Rivani, 2016). The importance of Pic is to form government collaboration so that they can jointly overcome the existing problems so that poverty can decrease significantly (Khasanah et al., 2021; Lawelai & Nurmandi, 2023; Nopriono & Suswanta, 2019; Nurdiani, 2023).

The development of sembako recipient criteria is a very important step. To ensure that the sembako assistance is right on target, in the Kecamatan Rangkasbitung area. The local government should ensure that the group responsible for developing these criteria consists of professionals who understand the local context and have experience in addressing poverty.

To conclude this chapter, tasks related to data monitoring should be carried out routinely and thoroughly. The government needs to create a policy that requires officers to conduct

data monitoring at certain intervals to ensure that beneficiary data is always up-to-date because if the data is not updated regularly, the information used for aid disbursement may become irrelevant and out of date, resulting in delayed assistance (Widyaningsih et al., 2023). If done well, this policy will be very helpful in improving the Sembako Programme in Kecamatan Rangkasbitung, especially in terms of targeting accuracy.

4. CONCLUSION

This research examined the Sembako Programme in Kecamatan Rangkasbitung, with a focus on targeting accuracy using the Logical Framework Approach (LFA). The main objective was to identify problems and formulate improvements to the basic food programme. The study found that low data quality and weak verification processes were the main problems, which were compounded by unclear poverty indicators and inadequate human resources. In addition, outdated and disconnected data further deteriorates targeting accuracy. The study concludes that to improve targeting accuracy, clearer poverty indicators, intensive human resource training, and improved data quality through updating and integration are essential. The LFA approach proved useful in analysing the root of the problem and providing structured solutions.

Theoretically, this research underscores the importance of LFA in social assistance programme management, contributing to the public policy literature. The limitations of this study are limited access to broader data and a focus on one region that may not reflect the conditions of other regions. Future research should expand the scope of the study and explore the role of information technology in aid distribution and community involvement in data verification.

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