International Journal of Economics, Business and Accounting Research (IJEBAR)
Peer Reviewed – International Journal
Vol-6, Issue-3, 2022 (IJEBAR)
E-ISSN: 2614-1280 P-ISSN 2622-4771
https://jurnal.stie-aas.ac.id/index.php/IJEBAR

FINANCIAL PERFORMANCE ON ACTIVITY MANAGEMENT UNIT (UPK) NATIONAL PROGRAM FOR RURAL COMMUNITY EMPOWERMENT (PNPM-MPD) IN PARANGGUPITO, WONOGIRI 2018-2021

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Abstract: This study measures the performance of activity management units (UPK) based on the 2018-2021 financial statements. This research was conducted in Paranggupito subdistrict, Wonogiri Regency. The data used by this study are secondary data conducted with documentation and interview techniques. This study uses 10 financial measurement ratios, namely income ratio, cost ratio, profit/surplus ratio, fund management effectiveness ratio, borrowing risk ratio, profit allocation ratio, capital growth ratio, group growth ratio, risk-return ratio, and collectability ratio. The results of this study show that in 2018, UPK Paranggupito District had good financial performance and was included in the category of healthy finances, with a percentage of 83.32%. In 2019, it was included in the category of quite healthy, in terms of financial performance with a percentage of 74.99%. In 2020, UPK's financial health was at 83.32% and was included in the healthy category. In 2021, financial performance has a percentage of 79.16% categorized as having a healthy financial performance. This research is a new and alternative assessment model in analyzing financial health and fund management at the sub-district level.

Keywords: *Financial Ratio, Activity Management Unit, Financial Performance*

1. Introduction

Poverty is a big problem in a country. For this reason, the state needs to take strategic steps by issuing various policies and community empowerment so that poverty can be overcome (Sackey & Barfi, 2021). The covid-19 pandemic has an impact on hampering people's economic growth due to the weakening of the real industry sector, then accompanied by increasing community needs. In this problem, the government plays a role in meeting the needs of the community, especially in terms of basic needs and health assistance. The government needs to create a healthy environment and build community productivity through various empowerments with its resources (Sackey & Barfi, 2021). The Covid-19 that hit Indonesia in 2020-2021 resulted in increased poverty. The Central Statistics Agency (BPS) noted that the poverty rate in Indonesia increased by 10.19% in September 2020. Based on the BPS survey in 2020, the number of poor people in Indonesia reached 27.5 million people, in the previous year it was 24.8 million people. BPS recorded a decrease in per capita income, in 2019 it fell to IDR 59.1 million down to 56.7 in 2020 (Muhyiddin & Nugroho, 2021).

The government of Republic of Indonesia, through the national community empowerment program (PNPM) makes efforts in order to alleviate poverty. The government with the program prioritizes attention to economic, social and environmental aspects. The government makes empowerment efforts by providing loans to the community in developing businesses, facilitating community skills training and building infrastructure for the implementation of the program (Soesanta, 2013; Muhyiddin & Nugroho, 2021). UPK (Activity Management Unit) is an institution in charge of managing operational activities (PNPM-MPD) at the sub-district level and assisting the BKAD (Inter-Village Cooperation Agency) in organizing all meetings in the sub-district. In carrying out its duties, UPK is required to have good accountability. UPK is required to account for, report, present, and disclose all activities or transactions to interested parties both financially and non-financially (Soesanta, 2013; Susanto et al., 2016). UPK has several types of activities including environmental activities such as road repairs, women's savings and loans (SPP) education and health activities, as well as economic activities which include helping to create businesses. In carrying out each of its agendas, UPK carries out organizational arrangements in maintaining accountability and developing the potential of rural communities (Soesanta, 2013; Susanto et al., 2016).

Financial performance is the activity of assessing financial processing systems or rules that include, reporting and management results. One way to measure financial performance is to use financial ratios. Financial ratio is the process of comparing the numbers in financial statements by dividing between one number and another number (Ramli, 2015). The financial health condition of the activity management union (UPK) can be seen from the calculation of financial ratios (Kemendagri, 2014; Baviga & Abdallah, 2021; lestari et al., 2021).

The government of Paranggupito subdistrict, Wonogiri regency, during the Covid-19 pandemic has made efforts to alleviate poverty and follow up on the central government's policies to empower the community. The government through (UPK) in running the program (PNPM-MPD). For this reason, it is necessary to evaluate financial performance to ensure that the program can run smoothly. In addition, it is necessary to conduct an analysis to determine the financial performance and financial health of the unit to ensure that the poverty alleviation program can run sustainably. Based on the understanding above, this study measures the financial performance of units (UPK) by analyzing financial ratios on unit financial statements (Baviga & Abdallah, 2021; lestari et al., 2021; Soesanta, 2013; and Susanto et al., 2016). This research focuses on aspects of financial management and aspects of loan management carried out by UPK. This study aims to analyze UPK's financial performance in empowering rural communities through the PNPM-MPD Paranggupito program, Wonogiri.

2. Literature Review

Assessment of financial management

a. Income ratio is instrument to measure how much the income level is compared to loans issued by institutions. The calculation is a calculation of total income divided by the average loan balance. Income ratio is a measurement to find out the percentage of income compared to the average balance of a given loan. This ratio is to measure how well an agency is at distributing loans and obtaining income. There are 2 income ratio models in this study. First, the percentage comparison between income and the average loan balance. Secondly, the total income during the measurement period is compared with the average balance of the loan provided (Kemendagri, 2014; Ramli, 2015; and Baviga & Abdallah, 2021)**.**
b. There are 4 forms of cost/expenses measurement ratios. First, the ratio of the comparison between operating expenses and the average loan balance. The ratio looks at how much operating costs compare to the loan balance. Second, the comparison between the total cost and the average loan balance. The ratio looks at the overall cost compared to the loans provided. Third, operating expenses are divided by income on loans provided. Fourth, calculate the total cost divided by the total income of the loan service. The ratio assesses how much costs are

incurred compared to the income received (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015)

c. Profit/surplus ratio. Based on the regulation of the Ministry of Home Affairs Republic of Indonesia, there are 3 comparison ratios to measure the level of profit or surplus in order to assess financial performance. First, the comparison between the difference between operating income and operating expenses is divided by the average loan balance. Secondly, the difference between the total income and the total cost is divided by the average loan balance. Third, it is the percentage of revenue obtained from the difference between total income and total costs divided by the total revenue of the current year(Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).
d. Ratio of the effectiveness of fund management. There are 3 measurement ratios. First, this ratio measures the effectiveness of the cash balance of the rolling fund compared to the average loan balance. Second, effectiveness is measured by comparing between the average bank balances of the rollover compared to the average balance of loans. Third, this ratio measures the comparison between the purchase value of an investment and the profit obtained, in other words, it measures how much profit is obtained from the purchase of an investment (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).
e. Loan risk ratio, this ratio measures the risk of loans with the realization of write-off costs. The loan risk ratio is measured by comparing loan risk and total income, comparing the total realization of write-off costs with loan risk, and the total realization of write-off costs compared to total income (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).
f. Assess the allocation of profits. The profit allocation ratio is measured by the percentage obtained from the ability of retained earnings to make an overall profit. This ratio is measured by comparing retained earnings with total profits (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).

Assessment of loan management

a. Capital growth ratio. Capital growth is a percentage of loan balances and revolving funds, where capital growth is the ratio of changes in capital from year to year (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).
b. Group growth ratio. The group growth ratio is the percentage increase or decrease of the borrower group. Group growth is an assessment in order to manage loans. the higher the growth of the borrower group, the higher the loan management that must be done (Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).
c. Rate of return ratio. This ratio explains how much repayment the community makes compared to the overall loan. This is seen to find out how well the returns are made by the community. this ratio is also an indicator to see the compliance that runs on the organization (Kemendagri, 2014).
d. Loan collectability ratio. This ratio measures the waits made compared to the total balance of poor loan repayments. (Kemendagri, 2014).

3. Research Method

This research uses quantitative descriptive methods (Apuke, 2017). This study calculated the financial ratios that have been determined by the regulations of the Ministry of Home Affairs of the Republic of Indonesia regarding technical operational guidelines. This study used secondary data obtained from documentation techniques and supported by interviews with employees of the activity management unit in Paranggupito sub-district, Wonogiri. This study obtained financial information data on activity management units (UPKs) for four years, from 2018 to 2021. The analysis method used is descriptive quantitative, namely the elaboration of the calculation of financial ratios (UPKs) (Soesanta, 2013; Muhyiddin & Nugroho, 2021; Baviga & Abdallah, 2021; Kemendagri, 2014; Nuswantara, 2017; and Ramli, 2015).

4. Result And Discussion

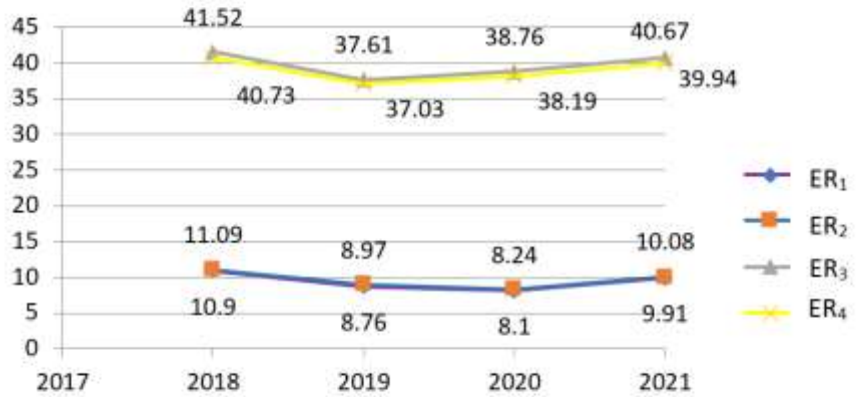
Result of Assessment of financial Management

Based on the results of the calculation of the revenue ratio in UPK from 2018 to 2020, Ratio revenue 2018 (RR_1) UPK Paranggupito District has decreased. In 2018 it was 26.25%, in 2019 it was 23.28% (RR_2), and in 2020 (RR_3) it was 20.92%. Then in 2021, (RR_1) increased to 24.35%. RR_2 also decreased, in 2018 by 27.22%, in 2019 by 24.22%, and in 2020 by 21.58%, but in 2022 it increased to 25.25%. The biggest decrease in (RR_1) over the past four years occurred in 2019, which was 2.97%. Likewise, (RR_2) also decreased in the same year by 3%. The higher the percentage of income ratio, the better it is judged. The decline in the income ratio in 2019 occurred due to the large number of customers who had not made loan installments, plus in 2020 it also experienced a decline due to the Covid-19 pandemic that attacked so that UPK had not dared to collect. As an alternative in overcoming the decline in revenue, UPK formed a special team involving police officers in charge of billing customers.

Figure 1. Revenue Ratio (%)

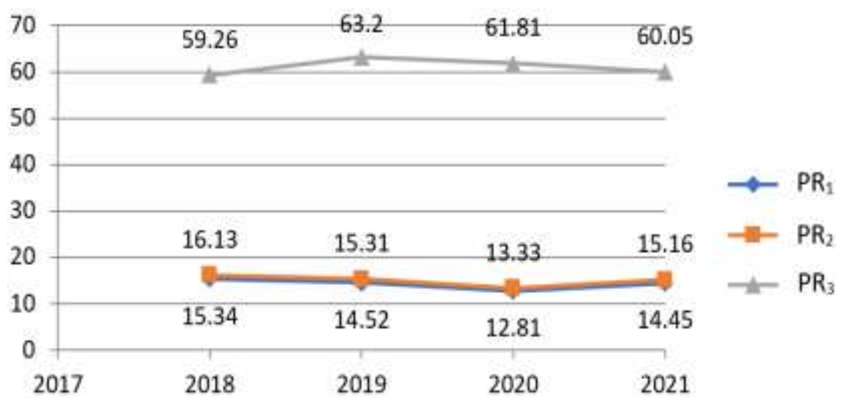
Figure 2 explains of Expenses ratio (ER_1) UPKs in 2018 was 10.9%, then in 2019 it fell to 8.76%, in 2020 it fell again to 8.1%, while in 2021 it rose to 9.91%. In 2018 the percentage of ER_1 was 11.09%, then in 2019 it fell to 8.97%, in 2020 it fell again to 8.24% and in 2021 it only increased to 10.08%. Cost Ratio 3 (ER_3) in 2018 the percentage of costs reached 41.52% then decreased in 2019 to 37.61%. ER_3 experienced an increase again in 2020 and 2021. In 2020 the percentage rose to 38.76% while in 2021 it rose again to 40.67%. The last expenses ratio ER_4 also experienced a trend almost similar to ER_3, where in 2018 the percentage was 40.73% and in 2019 it fell to 37.03%. This is inversely proportional to 2020 and 2021. In 2020 it increased to 38.19% and in 2021 it also increased to 39.94%. The smaller the percentage of the cost, the better.

Figure 2. Financing/expenses Ratio



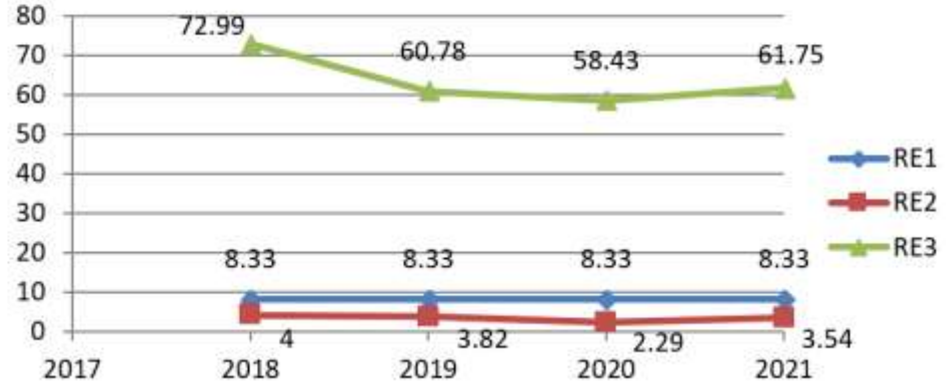
In 2018, profit/surplus Ratio (PR1) reached the point of 15.34% and in 2019 it began to decline to 14.52%, as well as what happened in 2020, RL1 fell by 12.81%. However, in 2021, PR1 rose to 14.45%. The profit/surplus ratio of 2 (PR2) also experienced almost the same trend as PR1. In 2018, PR2 touched the value of 16.13% but in 2019 and 2020 it fell to 15.31% and 13.33%. In 2021, it was inversely up to 15.16%. PR3 UPK Paranggupito District, in 2018 which initially reached 59.26% in 2019 to 63.2%. The following year tended to decline at 61.81% and 60.05%. PR1 and PR2 fell due to the large number of stalled installments, so it also had an impact on the decline in UPK's profit/surplus. As a solution in overcoming the decline in profit/surplus, it is necessary to improve the performance of UPK, especially in maximizing its role in carrying out group-level billing. The profit/surplus ratio is described in figure 3 below.

Figure 3. Profit/surplus Ratio



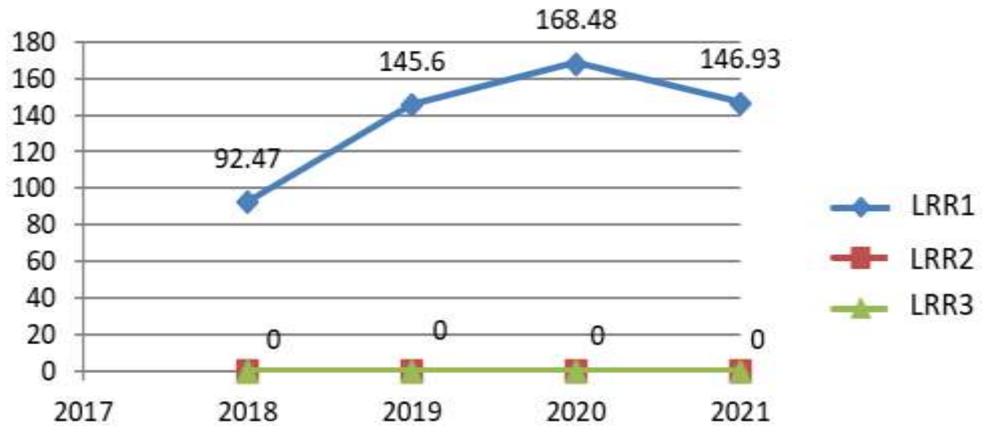
Effectiveness Ratio (RE1) UPK Paranggupito District for the last four years, stagnant in the position of 8.33%, this is due to the UPK activities vacuum constrained by covid so that training, coaching, group meetings are temporarily suspended. For RE2 it experienced an up-and-down cycle like it did in 2019 which was down 0.18% from the previous year. In 2020, it also decreased to the point of 2.29% and the following year it rose again to 3.54%. Similarly, RE3 also experiences almost the same cycle. Originally, RE3 in 2018 was at 72.99% but the following year it actually fell to 60.78%. This figure (figure 4) continued to fall in 2020 to the point of 58.43%, and the following year it rose again at 61.75%. The decrease in RE3 was due to the absence of inventory purchases and the cost of inventory depreciation continued to run.

Figure 4. Effectiveness Ratio

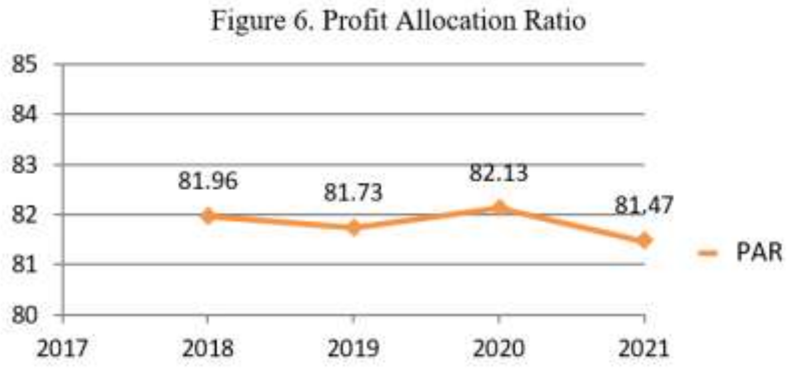


Based on figure 5 about Loan Risk Ratio (LRR), it explains that RRP1 tends to increase and decrease. From 2018 to 2020, RRP1 increased from 92.47%, 145.6%, to 168.48%, this increase was due to the large number of uncollectible loans so that the percentage of uncollectible risks also increased. The decline occurred in 2021 which fell to 146.93%, this was due to the beginning of arrears installments from loans. For RRP 2 and RRP3 tend to stagnate every year from 2018 to 2021, which is worth 0%, this is because there is no cost of writing off UPK loans and remains the responsibility of the heirs of the customer.

Figure 5. Loan Risk Ratio



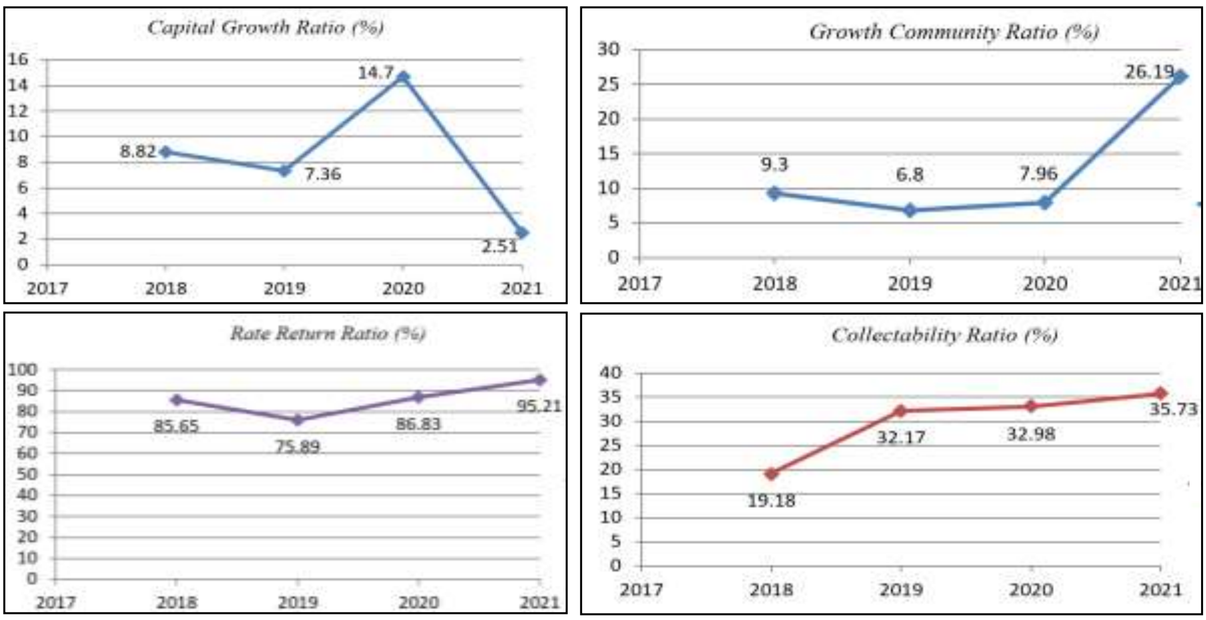
The Profits allocation ratio (PAR) in 2018 reached the point of 81.96%, in 2019 it fell to 82.73%, in 2020 it rose again to 82.13% and in 2021 it again decreased to reach 81.47%. The highest increase over the past four years occurred in 2020 while the lowest decline occurred in 2021. The decline in RAK was due to the decline in revenue, but operating costs remained the same so that the allocation of profits would also decrease. Profits Allocation Ratio (PAR) experienced an increase due to an increase in revenue but was not followed by an increase in operating costs. The solution that can be taken to increase PAR is to increase revenue and reduce operational costs. The higher the profit allocation, the better.



Result of Loan Capability of The Activity Management Unit (UPK)

In 2018 it was at 8.82%, in 2019 it fell to 7.36%. Then in 2020 it began to increase to 14.7%. In 2021, it decreased to 2.51%. The ups and downs of the capital growth ratio are related to income, if the income in the current year is only small, the capital growth will also decrease according to the predetermined percentage of allocation. The percentage of capital growth is shown in the figure below.

Figure 7. Graphic Loan Capability Performance



In figure 7 means that the growth community ratio (GCR) in 2018 is 9.30%, which means that in 2018 there was an increase in the group of borrowers from the previous year. In 2019 decreased by a value of 6.80%. In 2020, it began to increase, namely 7.96%. 2021 experienced a significant increase in the number of borrowers by 26.19% from the previous year. Many groups of borrowers who have paid off their loans do not apply for new loans, which is the cause of the decline in the number of groups. The increase in the number of groups in the GCR ratio in recent years is due to the large number of people who choose to apply for loans at UPK instead of conventional banks. One of the efforts that can be done is to increase the number of borrower groups by improving UPK services, socializing the existence of UPK to the community and the ease of borrowing that does not require guarantees or collateral.

In figure 7 means that the rate return ratio (RR) in UPK Paranggupito District has fluctuated. In 2018 the rate return ratio (RR) reached 85.65%, then in 2019 it decreased by 75.89%. This decrease is due to the limited number of employees to collect so that the returned funds are still not so much. On the contrary, in 2020 and 2021, it actually experienced an increase. In 2020 it rose to 86.83% and in 2021 it rose to 95.21%. UPK has maximized billing and added human resources, so as to minimize bad debts. This is one of the good performances. In addition, in order to increase consumer interest in paying loan installments, namely by providing IPTW (Incentive for Timely Returns) in the form of cashback of 6% of interest. The reward applies to customers who make payments at maturity.

Based on the chart above, the collectability ratio (CR) shows that the UPK collectability rate in 2018 was 19.18%, and 2019 was 32.17%. in 2020 it increased by 32.98%. the increase continued until 2021 of 35.73%. The collectability ratio over the past four years has increased continuously due to the large number of loan arrears, especially above the five-capacity. The lower the percentage of collectability, the better. As an effort to reduce the pressure on collectability that is always rising, it is necessary to maximize collection and reschedule loans so that they will turn into new loans.

Table 1 below shows that the first income ratio (RR1), over the past four years is rated "good". The second income ratio (RR2) from 2018 to 2021 belongs to the "fair" category. Surplus/financing Ratio (SR) is included in the "good" category. Then, the first profit/surplus ratio (PR1) starting from 2018 to 2021 is included in the "fair" category. For the second profit/surplus ratio (PR2) it belongs to the "good" category for four years. This shows that there is an increase in UPK profits.

The first and third fund management effectiveness ratios (RE1 and RE3) are included in the "poor" category, while RE2, from 2018 to 2021, is included in the "good" category. The first loan risk ratio (LR1) over the past four years is in the "poor" category. Then, for LR2 and LR3 it is rated in a "good" state. The last aspect of the financial management ratio is the profit allocation ratio. Starting from 2018 to 2021, the profit allocation ratio (AR) of UPK Paranggupito District is included in the "good" category.

The second aspect is the aspect of loan management, which consists of four types of financial ratios. First, the capital growth ratio (CGR). CGR in UPK Paranggupito District in the last four years is categorized as "fair". Second, the community groub ratio (CGR), starting from 2018 to 2021, is included in the "fair" category. The third ratio is the rate of return ratio (RRR). The RRR in upk Paranggupito District from 2018 to 2021 is also included in the "good" category. The latter ratio is the collectibility ratio (CL). Cl in the UPK paranggupito district in 2018 was included in the "good" category, but the next three years it was included in the "fair" category. In terms of collectability, UPK has decreased, this is due to the Covid-19 pandemic affecting community productivity in developing businesses.

Table 4
Financial and Loan Valuation

Assessment of financial Management		Years				Average (%)	Note
		2018 (%)	2019 (%)	2020 (%)	2021 (%)		
Revenue Ratio	1	26,25	23,28	20,92	24,36	23,70	Good
	2	27,22	24,22	21,58	25,25	24,56	Fair
Financing/expenses Ratio	1	10,90	8,76	8,10	9,91	9,41	Good
	2	11,09	8,97	8,24	10,08	9,59	Good
	3	41,52	37,61	38,76	40,67	39,64	Good
	4	40,73	37,03	38,19	39,94	38,97	Good
Profit/Surplus Ratio	1	15,34	14,52	12,81	14,45	14,28	Cukup
	2	16,13	15,31	13,33	15,16	14,98	Good
	3	59,26	63,20	61,81	60,05	61,08	Good
Effectiveness Ratio	1	8,33	8,33	8,33	8,33	8,33	Fair
	2	4,00	3,82	2,29	4,05	3,54	Good
	3	72,99	60,78	58,43	54,80	61,75	Fair
Loan Risk Ratio	1	92,47	145,62	168,48	146,93	138,87	Poor
	2	0	0	0	0	0	Good
	3	0	0	0	0	0	Good
Profit Allocation Ratio	1	81,96	81,73	82,13	81,47	81,82	Good
Assessment of loan management		Years				Average (%)	Note
		2018 (%)	2019 (%)	2020 (%)	2021 (%)		
Growth Capital Ratio	1	8,82	7,36	14,7	2,51	8,35	Fair
Community Growth Ratio	1	9,30	6,80	7,96	26,19	12,56	Fair
Rate Return Ratio	1	85,65	75,89	86,83	95,21	85,89	Good
Collectability Ratio	1	19,18	32,17	32,98	35,73	30,01	Fair

Source: Tabulation Data (2022)

Based on table 2 below, it is explained that the quantitative health of UPK Paranggupito District in 2018 is included in the healthy category with a value of more than 75, which is 83.32. In 2019 it was included in the sufficient category with a value that ranged from 60 - 75, which was 74.99. Then, quantitative financial health in the UPK of Paranggupito District in 2020 is included in the healthy category with a value of more than 75. In 2020, the health value of UPK has increased from the previous year to 83.32 almost the same as in 2018. UPK's quantifiable health in Paranggupito District in 2021 is included in the healthy category with a value of more than 75, namely 79.16. Financial health in UPK Paranggupito data, explains that there is still a balance in financial management. UPK's financial management has been controlled by the manager and financial collectability can still be controlled. With this good financial management, economic growth, especially empowerment of rural communities, is considered good.

Table 5
The Value of Financial Health

Measurement	**Years**	**Total Value (a)**	**Max (b)**	**Conversion c = (a/b) x 100**	**Value (d)**	**Final Value e = c x d**
Assessment of financial Management	2018	40	48	83,33	50%	41,66
Assessment of loan management	2018	10	12	83,33	50%	41,66
The Value of Financial Health 2018						**83,32**
Assessment of financial Management	2019	40	48	83,33	50%	41,66
Assessment of loan management	2019	8	12	66,66	50%	41,66

The Value of Financial Health 2019						**74,99**
Assessment of financial Management	2020	40	48	83,33	50%	41,66
Assessment of loan management	2020	10	12	83,33	50%	37,5
The Value of Financial Health 2020						**83,32**
Assessment of financial Management	2021	40	48	83,33	50%	41,66
Assessment of loan management	2021	9	12	75	50%	37,5
The Value of Financial Health 2021						**79,16**

Source: Tabulation Data (2022)

5. Conclusion And Recommendations

5.1. Conclusion

The measurement of UPK's financial performance based on financial management aspects is calculated using the income ratio, cost ratio, profit/surplus ratio, fund management effectiveness ratio, loan risk ratio, and profit allocation ratio. In 2018 to 2021, the conversion value of UPK Paranggupito District was 83.33% and was included in the "good" category. After conducting an analysis based on the capital growth ratio, group growth ratio, return rate ratio, and collectability ratio, it can be concluded that the aspects of UPK loan management in Paranggupito District in 2018 the conversion value reached 83.33% including the healthy category. In 2019, the conversion value fell by 66.66% and was included in the category of quite healthy. The next two years went up and down again in the exact same area of 83.33% and 75%. 2020 is included in the healthy category while 2021 is included in the fairly healthy category. From these two aspects, over all it can be concluded that in 2018 and 2021 the final value was 83.32% and included in the healthy category, in 2019 it fell to 74.99% including the fairly healthy category, in 2020 it returned at 83.32% with the healthy category, then in 2021 it fell back to 79.16% and was still in the healthy category.

5.2. Recommendations

The revenue ratio of UPK Paranggupito district can be increased by increasing the amount of revenue by optimizing billing. The cost ratio can be reduced by minimizing operational expenses. The profit/surplus ratio can be increased by maximizing loan collection to customers so that revenue and profit/surplus will increase and reduce the amount of costs. The ratio of effectiveness that is lacking in order to be good can be overcome by increasing profits/surpluses, purchasing inventory efficiently, and maximizing rolling funds. The risk ratio of underwritten loans can be corrected by optimizing the collection of bad loans/loans. The profit allocation ratio can be increased by increasing revenue which will have an impact on the increase in profit/surplus and have a direct effect on the upk profit allocation. The capital growth ratio can be increased in line with the increase in income. If income increases, the capital growth ratio will also increase according to the predetermined percentage of allocation. The growth of the borrower group can be increased by providing convenience in making loans and services. The rate of return ratio can be increased by maximizing loan repayment so that congestion can be minimized. In addition, to encourage customer interest in making timely installment payments, it is necessary to have rewards such as IPTW. As an effort to reduce the collectability ratio, it is necessary to reschedule the loan so that it will turn into a new loan, besides that loan collection must be optimized.

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