

# The Evaluation UPK Performance Managing PNPM Revolving Fund In Banyudono (2015-2017)

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## Abstract

*The revolving fund of community-based awareness programs aims to provide capital access for the poor that is expected to stimulate economic activity. The districts of Banyudono has 15 sub-districts which received this funding program. There are 4 ratios to assess UPK's performance in managing revolving loan funds they are LAR, PAR, CCr, and ROI. In the LAR ratio showing loan arrears more than three months the average assessment during 2015 to 2017 has a value of 66.5% which means suspend. PAR ratio shows the number of KSM members who are at risk of having arrears more than three months has an average value of 52.2% which means suspend. The CCr ratio showing the ability of UPK to finance its operational activities with its revenue has an average value from 2015 to 2017 about 289.9% which means that it is adequate. The ROI ratio shows the ability of UPK to generate profit from their revolving loans has an average value of -10.1% means delayed. In general, the performance of UPK in Banyudono sub-district still has not met expectations*

**Keywords:** *Revolving Loan Fund, Effectiveness, Poverty, Activity Management Unit*

## Abstrak

*Program dana bergulir berbasis kesadaran masyarakat bertujuan untuk memberikan akses modal bagi masyarakat miskin yang akan mendorong aktifitas ekonomi. Kabupaten Banyudono memiliki 15 Kecamatan yang menerima program pendanaan ini. Ada 4 rasio assest UPK kinerja dalam mengelola dana pinjaman bergulir mereka adalah LAR, PAR, CCr dan ROI. Dalam rasio LAR menampilkan pinjaman tunggakan lebih dari tiga bulan rata-rata penilaian selama tahun 2015*

untuk 2017 memiliki nilai 66.5% yang berarti menanggukkan. Rasio NOMINAL menunjukkan jumlah anggota KSM yang beresiko memiliki tunggakan lebih dari tiga bulan memiliki nilai rata-rata 52.2% yang berarti menanggukkan. Rasio CCR menampilkan kemampuan UPK untuk membiayai kegiatan operasional dengan pendapatan memiliki nilai rata-rata dari 2015 sampai 2017 sekitar 289.9%, yang berarti bahwa hal itu memadai. Rasio ROI menunjukkan kemampuan UPK untuk menghasilkan keuntungan dari pinjaman bergulir mereka memiliki nilai rata-rata-10.1% berarti tertunda. Secara umum, pelaksanaan UPK Kecamatan Banyudono masih belum memenuhi harapan

**Kata kunci:** Bergulir dana pinjaman, efektivitas, kemiskinan, Unit manajemen kegiatan

A. Introduction

Central Bureau of Statistics (BPS) in 2015 issued a report that in Indonesia as many as 28, 51 million lives in poverty line.<sup>1</sup> The price fluctuation of nine basic commodities, fuel prices are effecting the society expends, especially those in the poverty line. Boyolali district is one of the districts in central java which still includes high poverty rate compared to surrounding cities / regencies.<sup>2</sup>

**Table 1.**  
**Poverty in Boyolali and surrounding areas 2015**

No	Regency	Poor family
1	Magelang	94.458
2	Boyolali	83.700
3	Klaten	52.689
4	Sukoharjo	28.698
5	Wonogiri	43.096

<sup>1</sup> Bps.go.id. *buletin statistik indikator ekonomi Oktober 2015*.Badan Pusat Statistik Jakarta.ISSN.0126-2319

<sup>2</sup> Boyolali.bps.go.id.2017. *Boyolali dalam Angka 2016*. Badan Pusat Statistik Kabupaten Boyolali.ISSN.33090,1620

6	Karanganyar	27.548
7	Sragen	86.111
8	Semarang	67.657
<b>No</b>	<b>Municipality</b>	<b>Poor family</b>
1	Magelang	2.919
2	Surakarta	8.665
3	Salatiga	4.482
4	Semarang	32.821

Source : BPS 2015

One of the government efforts to reduce the poverty in Indonesia is by held an community empowerment program such as PNPM Mandiri Perkotaan. The stages to implementate this program is conducting baseline data collection by the community institution in the village called Badan Keswadayaan Masyarakat (BKM). Monitoring and evaluation are undertaken periodically to ensure accuracy, quality, and objectives of the activities that will help to accelerate of the slums handling.<sup>3</sup>

Capacity-building activities for local governments and communities will be undertaken in conjunction with the activities stages. Including encouraging behavioral changes in the utilization and maintenance of basic housing infrastructure facilities. This program financing source come from the donor's foreign loans such as the World Bank, the Islamic Development Bank, and the Asian Infrastructure Investment Bank. In addition, the contribution of local governments through APBD. Banyudono District in Boyolali consisting of 15 sub-district is one of the target of this community empowerment program will reach 15,538 poor people in Banyudono.<sup>4</sup>

<sup>3</sup> Wira, Variyetti dan Benny Chandra. *Evaluasi Kinerja Pinjaman Bergilir PNPM Mandiri Perkotaan di Kecamatan Koto Tengah*. Politeknik Negeri Padang :Padang, 2013. P, 35.

<sup>4</sup> Chairunnisa, I Wayan Suwendra dan Gede Putu A.J.S. *Efektifitas Program Dana Pinjaman Bergilir PNPM Mandiri Perkotaan Dalam Meningkatkan Pendapatan Masyarakat*. *E-Journal Bisnis Universitas Pendidikan Ganesha*, 2016. P, 20.

**Table 2**  
**Number of poor people in Banyudono district 2015**

No	Sub District	Family	Persons
1	Dukuh	300	960
2	Jipangan	323	954
3	Jembungan	393	1.187
4	Sambon	501	1.542
5	Kuwiran	224	775
6	Cangkringan	157	427
7	Ngaru-aruru	256	771
8	Bendan	307	923
9	Ketaon	407	1.193
10	Banyudono	398	1.314
11	Batan	259	821
12	Denggungan	235	1.476
13	Bangak	288	1.004
14	Trayu	336	1.056
15	Tanjungsari	360	1.135
	<b>2015</b>	<b>4.944</b>	<b>15.538</b>

Source : Boyolali's BPS 2015

Community Empowerment Program such as PNPM MP is very important in the effort of Boyolali district to reduce poverty rate. This program has the general objective to improve the welfare and employment opportunities for the poor by themselves. It is expected to bring a streak effect to bring greater employment opportunities in the village, the increase of economic business activities both in services, small industries and households in the village so that increase welfare in the village.<sup>5</sup>

Disbursement activities are managed by the Financial Management Unit (UPK), which serves as a micro-credit management institution assigned to provide capital access to the poor in the local urban village. Because of the importance of this UPK's duties, the performance as a manager of revolving funds needs to be paid attention to its effectiveness so as to give a picture of the success that has been achieved, whether the management of revolving loan funds is effective or not. In assessing whether the revolving loan is

<sup>5</sup> PNPM perkotaan – MK/KM online (2014). (<http://www.p2kp.org>, accessed januari 10th, 2018)

effective or not the Coordinating Ministry for Social Welfare (2014) uses 4 financial ratios of LAR, PAR, CCR, and ROI. These four financial ratios aim to measure the readiness of the UPK in accepting a sustainable revolving loan fund next year.<sup>6</sup>

## B. Literature Review

### 1. Poverty

The problem with Poverty is a problem that is not only related to economic issues but also a multidimensional problem because it also deals with non-economic issues (social, political, cultural). The World Bank defines poverty “the denial of choice and the most basic objective for human development to lead a long healthy, creative life and enjoy a decent standard of living freedom, self esteem and the respect of other”.<sup>7</sup> The dimensions of poverty are seen in forms such as: malnourished children, lack of clean water, inadequate housing, difficult access to good health, and low levels of education. Poverty dimensions are interrelated either directly or indirectly. There are five kinds of poverty : absolute poverty, relative poverty, natural poverty, cultural poverty and structural poverty.<sup>8</sup>

### 2. Empowerment Program

In effort to reduce poverty, the process empowerment offers a development planning process with a focus on the role, ability in local communities.<sup>9</sup> Participation of local communities is very important in achieving the success and sustainability of development programs. Empowerment is generally aimed at groups or layers of people who are left behind. Community empowerment always involves two interrelated groups, ie the community as the empowered and the concerned party as the empowering party.<sup>10</sup>

<sup>6</sup> Tim Pengelola SIM PNPM Mandiri Perkotaan 2017. *MK/KM Online*. downloaded at [kotaku.pu.go.id/datapnpm/m/](http://kotaku.pu.go.id/datapnpm/m/).

<sup>7</sup> [www.worldbank.org](http://www.worldbank.org). accessed januari 10th, 2018.

<sup>8</sup> Departemen Pekerjaan Umum Republik Indonesia. *Modul Khusus Komunitas – Pinjaman Bergulir*. Jakarta. P, 65.

<sup>9</sup> Huzein, Fariz. Analisis efektifitas program pemberdayaan masyarakat (studi kasus: Persepsi masyarakat miskin terhadap program nasional pemberdayaan masyarakat mandiri pedesaan di kecamatan Tegalampe kabupaten Bondowoso). *Skripsi*, 2013, Jember: Universitas Jember. P, 40-45.

<sup>10</sup> Ramli, Anwar. The Analysis of Revolving Fund’s Returning through the National Program for Community Empowerment (Pnpm) Mandiri in Makassar

### C. Research Method

This research is descriptive research using quantitative approach.<sup>11</sup> This study aims to evaluate the financial performance of Financial Management Unit (UPK) in Banyudono district during 2015 to 2017. The object of this research is UPK's annual financial report of PNPM Revolving Loan Program in Banyudono district 2015-2017. In this research is a kind of quantitative data. Quantitative data is data whose units can be measured in general data in the form of numbers. In this study the quantitative data is the Financial Report of PNPM Activity Management Unit of Banyudono Sub-district in 2015-2017.

Data collection technique used in this research is quantitative descriptive.<sup>12</sup> Based on this research method, the research data is secondary data that comes from the annual financial report of Banyudono District Management Unit in 2015 until 2017 which is analyzed to assess UPK performance

### D. Discussion

The purpose of this research is to know the financial performance of Financial Management Unit (UPK) in Banyudono sub-district in 2015 - 2017. Assessment indicator used by World Bank in evaluating the performance of revolving fund using 4 ratio of Loan At Risk (LAR), Portfolio At Risk (PAR), Cost Coverage Ratio (CCr), Return On Investment (ROI). LAR or loan at risk is the ratio used to determine the ability of UPK to generate profits from capital used for revolving loans. This figure is derived from the results comparing the earnings obtained by UPK with capital used for revolving loans. UPK LAR performance is categorized as satisfactory if UPK can earn a minimum of 10% per year.<sup>13</sup>

#### 1. LAR / Loan At Risk

LAR is the ratio used to indicate what percent of borrowers are delinquent. This figure is derived from comparing the results of what KSM borrowers are delinquent for more than 3 months

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<sup>11</sup> Sugiyono. *Metode Penelitian Kuantitatif Kualitatif dan R & D*, Alfabeta: Bandung. (Yogyakarta: Grafindo, 2011), P. 12.

<sup>12</sup> Syamsuddin, dkk. *Metode Penelitian Pendidikan Bahasa*. (Bandung: PT.Remaja Rosdakarya, 2011), P. 36.

<sup>13</sup> Asyraf Wajdi Dusuki. Banking for the poor: the role of islamic banking in microfinance initiatives. *Humanomics journal*. Vol.24.Iss.1. 2008, P.49-66

compared to all KSM borrowers who still have loan balances. LAR is said to be in satisfactory condition if the value is less than 10%, which means from Rp 100.000.000, - funds that are tolerated in arrears of more than 3 months up to Rp 10,000,000.

**Table 4**  
**LAR's formula**

Indicator	Formula	Satisfactory	Minimum	Suspend
LAR	amount KSM in arrears $\geq$ 3 month amount of KSM's loaner	<10%	<20%	$\geq$ 20%

**Table 5**  
**LAR in Banyudono 2015**

Village	Jan-15	Feb-15	Mar-15	Apr-15	Mei-15	Jun-15	Jul-15	Agust-15	Sep-15	Okt-15	Nop-15	Des-15	Aver.
Dukuh	66,7	68,1	68,1	73,3	66,7	68,1	66,7	66,7	64,6	64,6	64,6	64,6	66,9
Jipangan	36,2	34,0	36,7	36,7	38,6	38,6	38,6	38,6	38,6	38,6	45,2	45,2	38,8
Jembungan	42,9	42,9	42,9	28,6	50,0	20,0	20,0	20,0	20,0	20,0	20,0	20,0	28,9
Sambon	73,3	73,3	73,3	73,3	74,2	74,2	74,2	82,1	82,1	82,1	82,1	82,1	77,2
Kuwiran	22,6	25,9	29,6	28,8	28,6	28,6	33,3	35,7	32,1	32,1	32,1	32,1	30,1
Cangk- ringan	40,0	50,0	50,0	50,0	50,0	43,5	43,5	47,6	50,0	50,0	47,6	47,6	47,5
Ngaru aru	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Bendan	22,8	22,8	23,6	23,6	23,6	23,6	29,8	30,4	26,8	28,6	29,3	29,3	26,2
Ketaon	77,4	77,4	79,0	77,8	77,0	72,7	70,8	77,2	72,9	75,0	75,0	74,2	75,5
Banyud- ono	20,0	20,0	21,2	21,2	36,0	36,0	38,5	39,1	36,0	36,0	42,9	42,9	32,5
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Denggu- ngan	6,5	4,7	4,7	4,7	4,8	4,8	4,8	4,8	5,1	5,1	0,0	0,0	4,2
Bangak	71,7	71,7	71,7	70,5	72,7	72,7	72,7	72,7	72,7	79,1	79,1	79,1	73,9
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Tanjung- sari	73,5	73,5	88,0	84,8	81,8	77,6	77,6	77,6	75,0	75,0	75,0	84,0	78,6

Source: Data processed 2018

**Table 6**  
**LAR 2016**

Village	Jan-16	Feb-16	Mar-16	Apr-16	Mei-16	Jun-16	Jul-16	Agust-16	Sep-16	Okt-16	Nop-16	Des-16	Aver.
Dukuh	75,0	75,0	75,0	75,0	75,0	78,7	78,7	80,4	80,4	80,4	78,7	82,2	77,9
Jipan- gan	76,6	76,6	76,6	76,6	75	74,4	79,1	79,1	73,9	68,3	68,3	68,4	74,4

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Jembungan	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0
Sambon	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Kuwiran	57,1	57,1	60,7	60,7	60,7	60,7	63,0	66,7	73,3	79,2	79,2	73,1	66,0
Cangkringan	63,6	63,6	63,6	63,6	66,7	66,7	65	65	61,9	61,9	61,9	61,9	63,8
Ngaru aru	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	0,0	92,7	91,1
Bendan	40,5	39,0	39,0	39,0	39,0	39,0	47,4	47,4	47,4	38,5	36,8	37,1	40,8
Ketaon	73,3	74,6	74,6	76,7	75,4	74,2	73,4	76,7	76,7	76,7	76,7	76,7	75,5
Banyudono	45,5	45,5	42,9	40,9	40,9	40,9	40,9	40,9	40,0	40,0	38,1	38,1	41,2
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Denggungan	33,3	33,3	33,3	33,3	17,1	17,1	17,1	17,1	17,1	17,1	17,1	17,1	22,5
Bangak	83,3	83,3	80,6	80,6	76,5	76,5	74,3	74,3	74,3	74,3	74,3	74,3	77,2
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Tanjungsari	84,0	87,5	84,0	85,7	84,0	84,0	84,0	86,0	86,0	91,7	91,7	91,7	86,7

Source: Data processed 2018

**Table 7**  
**LAR 2017**

Village	Jan-17	Feb-17	Mar-17	Apr-17	Mei-17	Jun-17	Jul-17	Agust-17	Sep-17	Okt-17	Nop-17	Aver
Dukuh	73,9	73,9	73,9	73,9	80,6	78,1	82,1	82,5	80,2	80,4	81,6	71,8
Jipangan	69,2	60,5	60,5	59,9	75,6	77,3	83,3	81,3	77,6	84,6	80,6	67,5
Jembungan	28,6	28,6	28,6	76,9	76,9	76,9	32,4	33,3	33,3	33,3	33,3	40,2
Sambon	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	91,7
Kuwiran	64,0	64,0	64,0	64,0	91,7	92,3	91,7	91,7	100,0	84,0	91,5	74,9
Cangkringan	65,3	65,3	70,3	70,3	70,3	70,4	72,7	76,2	80,9	75,0	74,8	66,0
Ngaru aru	94,1	94,1	94,1	94,1	91,0	90,1	89,3	89,3	97,6	90,5	90,1	84,5
Bendan	33,7	31,1	30,3	28,2	30,2	28,9	32,6	35,3	35,3	35,7	35,0	29,7
Ketaon	76,2	77,0	82,0	82,0	82,0	82,0	92,1	90,5	87,7	87,4	87,2	77,2
Banyudono	30,8	30,8	30,8	30,5	30,5	33,3	36,4	38,1	36,1	36,1	36,1	30,8
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	91,7
Denggungan	21,7	21,7	21,7	48,9	58,9	75,1	66,7	61,5	58,6	58,4	45,5	44,9
Bangak	75,1	37,3	24,5	24,5	0,0	0,0	0,0	0,0	0,0	75,5	72,3	25,8
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	91,7
Tanjungsari	92,5	92,5	91,1	92,7	89,5	89,2	89,2	89,2	61,4	92,7	92,7	81,0

Source: Data processed 2018



**Table 8**  
**The Average LAR 2015 – 2017**

Year	Average Value	Classification
2015	58,7	Suspend
2016	70,5	Suspend
2017	64,6	Suspend

*Source: Data processed 2018*

LAR / loan at risk in Banyudono during 2015 to 2017 is known to have a value > 20% which means in the suspend classification, this means that UPK's performance on LAR ratio is less than expected.

2. PAR is an indicator to indicate what percent of loans are in arrears. This figure is derived from comparing the amount of loan overdue for more than 3 months with the actual total amount of outstanding loan in UPK. PAR shows the number of KSMs who are at risk of overdue more than 3 months. UPK classified Satisfactory in a healthy condition if PAR less than 10%, this means if the revolving funds disbursed to 22 KSM, the troubled KSM must be less than 2 KSM

**Table 9**  
**PAR's formula**

Indicator	Formula	Satisfactory	Minimum	Suspend
PAR	Total Loan overdue $\geq$ 3 months Actual total amount of outstanding loan	<10%	<20%	$\geq$ 20%

**Table 10**  
**PAR 2015**

Village	Jan-15	Feb-15	Mar-15	Apr-15	Mei-15	Jun-15	Jul-15	Agust-15	Sep-15	Okt-15	Nop-15	Des-15	Aver.
Dukuh	46,1	46,0	50,1	61,7	41,2	40,7	31,6	34,3	34,2	42,0	41,2	40,5	42,5
Jipangan	28,4	25,1	27,0	26,4	22,2	24,0	38,0	32,8	32,2	44,7	29,3	35,9	30,5
Jembungan	29,1	25,0	27,7	31,9	52,3	4,1	4,6	4,6	5,1	6,6	7,7	9,3	17,3

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Sambon	73,6	75,9	63,1	66,2	82,5	85,2	85,2	82,5	90,8	90,8	90,8	96,4	81,9
Kuwiran	16,2	17,6	22,4	21,2	29,2	26,3	22,7	28,7	26,3	30,8	25,6	15,1	23,5
Cangkringan	22,7	22,5	24,5	27,1	29,6	27,3	30,5	35,2	26,9	29,2	28,4	22,0	27,2
Ngaru aru	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Bendan	17,2	16,5	16,2	13,4	14,8	17,7	18,4	20,7	20,7	19,2	20,9	16,8	17,7
Ketaon	51,5	49,4	54,5	55,5	58,2	45,5	45,8	47,6	45,4	43,7	50,3	46,2	49,5
Banyudono	8,8	8,9	7,4	7,3	10,0	10,1	9,7	12,2	10,2	12,7	11,3	9,1	9,8
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Denggungan	2,6	2,0	1,9	1,8	1,7	1,7	1,7	1,7	1,2	0,7	0,0	0,0	1,4
Bangak	69,0	73,6	80,8	84,8	72,5	75,3	68,4	72,3	78,1	83,1	79,6	81,5	76,6
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Tanjungsari	60,4	66,9	82,4	72,1	58,6	55,5	56,4	77,6	56,7	61,0	70,2	78,9	66,4

Source: Data processed 2018

**Table 11**  
**PAR 2016**

Village	Jan-16	Feb-16	Mar-16	Apr-16	Mei-16	Jun-16	Jul-16	Agust-16	Sep-16	Okt-16	Nop-16	Des-16	Aver.
Dukuh	44,7	51,2	55,6	43,4	46,3	39,8	44,9	47,8	54,7	66,1	49,3	52,1	49,7
Jipangan	47,0	40,8	38,7	48,9	47,2	48,4	59,0	59,9	56,0	48,2	50,6	46,4	49,3
Jembungan	21,5	29,2	45,2	6,9	7,6	8,5	9,5	10,8	12,3	14,9	16,0	24,8	17,3
Sambon	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Kuwiran	21,5	23,2	31,1	33,2	35,1	41,1	33,3	50,9	73,6	74,6	79,6	58,6	46,3
Cangkringan	31,1	63,6	35,0	33,6	49,3	51,5	26,8	28,7	27,5	23,4	25,3	24,9	35,1
Ngaru aru	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	83,7	85,1	97,4
Bendan	15,5	14,6	14,4	17,9	17,5	18,7	22,6	28,3	26,1	21,8	15,4	13,2	18,8
Ketaon	37,6	40,8	43,5	46,1	36,4	36,5	37,5	37,4	40,2	43,5	42,1	45,7	40,6
Banyudono	10,8	10,9	8,9	8,0	8,0	8,1	10	9,2	9,4	7,1	7,3	7,4	8,8
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Denggungan	30,2	22,8	23,2	23,5	6,9	9,1	15,2	12,0	11,9	11,6	11,1	10,6	15,7
Bangak	75,8	66,9	61,9	47,1	62,1	64,4	62,8	63	71,3	69,4	75,8	70,7	65,9
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0
Tanjungsari	80,2	85,9	73,4	75,4	73,3	62,7	62,9	73,3	79,5	91,7	87,7	86,1	77,7

Source: Data processed 2018

**Table 12**  
**PAR 2017**

Village	Jan-17	Feb-17	Mar-17	Apr-17	Mei-17	Jun-17	Jul-17	Agust-17	Sep-17	Okt-17	Nop-17	Aver.
Dukuh	55,2	55,5	63,7	69,7	42,3	44,0	50,1	51,6	43,9	46,9	50,0	47,7
Jipangan	40,5	39,5	44,7	42,9	55,9	54,5	62,3	63,3	58,0	66,3	61,5	49,1
Jembungan	26,4	40,0	52,0	54,5	32,3	4,5	5,1	5,7	6,6	7,9	9,6	20,4
Sambon	100,0	100,0	100,0	100,0	100,0	0,0	0,0	0,0	0,0	100,0	100,0	58,3
Kuwiran	38,5	42,6	40,3	36,6	6,0	6,5	6,6	6,0	6,8	72,3	71,9	27,8
Cangkringan	46,0	57,5	52,8	53,5	58,0	49,6	46,9	49,5	53,5	48,1	39,0	46,2
Ngaru aru	86,5	88,0	89,5	91,1	87,2	87,2	90,8	93,0	95,4	80,9	82,7	81,0
Bendan	9,5	9,7	11,4	10,8	10,7	10,3	15,1	15,5	16,2	16,3	17,7	11,9
Ketaon	49,3	44,9	49,1	52,8	50,0	37,2	62,9	63,1	58,4	58,7	54,4	48,4
Banyudono	7,0	6,2	6,3	6,2	6,3	6,5	7,0	6,2	5,7	6,8	5,2	5,8
Batan	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	91,7
Denggungan	8,3	7,3	7,4	76,2	71,0	76,9	75,4	70,0	61,4	66,7	46,5	47,3
Bangak	74,4	1,0	0,6	0,6	0,0	0,0	0,0	0,0	0,0	55,3	63,0	16,2
Trayu	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	100,0	91,7
Tanjungsari	90,4	88,2	92,6	93,7	82,0	85,2	79,0	79,7	6,1	92,5	93,3	73,6

*Source: Data processed 2018*

**Table 13**  
**PAR 2015-2017**

Year	Average Value	Classification
2015	49,6	Suspend
2016	54,8	Suspend
2017	47,8	Suspend

*Source: Data processed 2018*

During the year 2015 - 2017, it is known that the average value of PAR is > 20%, which means that the risk of KSM in related UPK is at risk of missing or delinquent for more than 3 months, this means Banyudono general classification in suspend. in the future the related UPK can minimize the risks by being more selective in granting revolving funds to KSM members and more overseeing the work of KSM.

3. CCR

Cost Coverage Ratio is a financial ratio that shows UPK capability to cover the cost of revenue obtained. This figure is derived from comparing the total revenue generated by the Activity Management Unit (UPK) with all costs incurred by the UPK. If CCR is high then that means UPK is quite independent and able to finance its operational activities, if UPK dare to spend Rp 100 then UPK must be able to get income at least Rp 125.

**Table 14**  
**CCr Formula**

Indicator	Formula	Satisfactory	Minimum	Suspend
CCr	$\frac{\text{Total Revenue}}{\text{Total Cost}}$	>125%	>100%	≤100%

**Table 15**  
**CCR 2015**

Village	Jan-15	Feb-15	Mar-15	Apr-15	Mei-15	Jun-15	Jul-15	Agust-15	Sep-15	Okt-15	Nop-15	Des-15	Aver.
Dukuh	342,8	322,8	302,1	299,6	301,9	315,8	312,6	315,5	314,9	317,7	319,7	321,2	315,6
Jipangan	234,6	246,8	240,2	251,5	255,0	253,6	255,9	257,3	249,2	284,8	283,3	256,0	255,7
Jembungan	5722,8	343,0	342,1	341,9	300,5	311,3	309,4	316,3	310,5	319,3	318,1	316,6	771,0
Sambon	316,9	552,9	611,4	1056,9	1269,2	1254,3	1254,3	1271,1	289,0	287,5	284,5	427,4	739,6
Kuwiran	234,9	237,1	248,8	244,1	253,5	249,2	247,8	252,0	256,1	263,5	262,0	263,7	251,1
Cangkringan	259,2	260,8	228,3	240,2	248,0	255,3	260,3	264,8	262,1	264,0	267,8	264,3	256,3
Ngaru aru	132,5	132,5	129,4	187,0	327,3	208,9	292,3	281,0	271,5	268,4	261,3	244,3	228,0
Bendan	284,3	284,2	283,0	284,0	285,9	284,7	285,3	287,1	287,1	285,1	285,9	285,3	285,2
Ketaon	338,0	328,2	324,0	312,8	322,0	316,9	313,4	306,4	309,4	311,3	313,3	316,1	317,7
Banyudono	216,7	213,2	192,6	211,9	203,8	204,3	212,4	291,1	205,7	215,1	211,6	232,0	217,5
Batan	138,0	137,7	134,7	135,6	135,4	135,9	136,0	138,3	139,3	139,8	140,5	140,9	137,7
Denggungan	198,1	125,9	124,5	133,8	136,6	156,4	156,1	146,6	146,4	152,7	153,8	157,5	149,0
Bangak	246,9	208,6	216,4	145,4	133,6	135,8	142,4	141,2	145,8	148,7	144,9	216,7	168,9
Trayu	296,4	296,4	292,5	293,5	293,3	293,3	293,8	325,3	391,4	385,9	314,7	222,0	308,2
Tanjungsari	281,9	229,5	266,5	245,3	248,5	247,1	249,7	252,1	255,5	257,1	256,5	247,5	253,1

Source: Data processed 2018

**Table 16**  
**CCR 2016**

Village	Jan-16	Feb-16	Mar-16	Apr-16	Mei-16	Jun-16	Jul-16	Agust-16	Sep-16	Okt-16	Nop-16	Des-16	Aver.
Dukuh	284,8	301,2	319,4	316,3	318,2	316,9	315,5	314,8	311,6	314,1	326,4	326,4	313,8
Jipangan	59,7	225,6	350,8	347,6	353,7	346,5	340,5	330,3	427,4	409,2	394	475,1	338,4
Jembungan	311	301,6	271	277,9	281,1	284,7	27,4	363,3	394,5	303,4	304	336,9	288,1
Sambon	0,0	1638,9	1271	636,7	577,2	528	489,9	475,9	412,2	449	441,9	482,5	616,9
Kuwiran	257,8	285,6	298,7	298,8	307,3	309	354,4	349,6	345,6	382,9	383,5	397,9	330,9
Cangkring	218,9	266,5	314,6	308,3	318,9	317,4	336,6	334,6	327,6	316,6	317,5	318,6	308,0
Ngaru aru	164,5	123,2	167,8	143,8	144,7	144,7	144	143,9	143,9	143,5	143,5	346,4	162,8
Bendan	280,2	338,9	328	320,9	328,1	351,5	341,7	333,6	346,1	354	346,4	343,4	334,4
Ketaon	331,5	32,1	322,4	325,4	326,7	326,8	329,6	332,7	335	43,5	337,8	339,2	281,9
Banyudono	317,7	261,6	358	301	289,3	277,7	291,2	272,9	262,7	258,2	261,9	258,4	284,2
Batan	148	148	141,8	152,2	150,6	139,7	139	138,2	137,3	136,8	136,2	127,3	141,3
Dengungan	190,7	148,7	144,5	143,1	128,1	115,3	111,3	109,4	118,5	118,5	121,4	132	131,8
Bangak	547,5	142,6	139,2	157,3	141,6	148,6	150,7	135,5	151,2	150,5	152,8	155,5	181,1
Trayu	656,5	656,5	502	344,4	343,6	349,4	345,1	201	176,7	178,5	158	155,9	339,0
Tanjung-sari	244	244,1	231,7	178,6	195,3	199,9	204,4	201,4	200,2	194,1	194,7	197,8	207,2

Source: Data processed 2018

**Table 17**  
**CCR 2017**

Village	Jan-17	Feb-17	Mar-17	Apr-17	Mei-17	Jun-17	Jul-17	Agust-17	Sep-17	Okt-17	Nop-17	Aver.
Dukuh	266,2	291,2	297,1	296,2	237,3	239,7	224,9	209,6	219,0	223,6	227,5	227,7
Jipangan	519,8	501,0	349,4	335,8	321,9	314,1	309,4	303,0	296,1	292,1	287,7	319,2
Jembungan	29,6	650,0	457,2	193,4	333,5	208,5	230,5	245,8	254,1	259,7	264,0	260,5
Sambon	177,8	1.525,2	1.525,2	505,8	433,4	489,4	478,4	278,3	178,2	92,9	290,4	497,9
Kuwiran	558,1	360,1	442,8	415,2	703,5	699,2	662,2	646,1	629,3	349,1	345,6	484,3
Cangkring	44,2	73,2	99,7	118,2	159,4	160,4	161,8	169,4	169,3	174,3	177,9	125,7
Ngaru aru	342,8	641,6	825,8	592,9	505,5	494,4	424,6	403,6	389,5	354,2	349,3	443,7
Bendan	250,2	292,4	285,8	297,0	303,1	159,9	175,7	186,3	194,3	199,5	205,0	212,4
Ketaon	371,2	355,5	352,6	341,9	337,7	345,7	332,1	334,6	335,3	335,7	312,5	312,9
Banyudono	272,0	160,2	172,3	176,2	183,6	185,5	189,9	185,0	187,6	195,8	209,6	176,5
Batan	127,3	301,1	301,1	301,1	221,1	120,3	103,9	105,4	106,4	106,9	104,3	158,2
Dengungan	173,0	121,9	37,7	121,4	97,5	106,0	98,2	108,5	128,3	134,0	131,5	104,8

Bangak	181,8	130,9	93,1	113,0	135,1	128,4	149,1	213,2	132,3	116,5	120,0	126,1
Trayu	221,4	292,6	292,6	292,6	281,9	235,0	147,4	135,6	99,6	78,6	290,7	197,3
Tanjungsari	127,1	135,6	170,8	173,4	155,6	147,3	147,0	146,3	195,8	149,0	148,3	141,3

Source: Data processed 2018

**Table 18**  
**CCR 2015-2017**

Year	Average Value	Classification
2015	310,3	Satisfactory
2016	284,0	Satisfactory
2017	252,6	Satisfactory

Source: Data processed 2018

CCR is derived from comparing UPK Total Revenue to Total UPK cost will be assessed Satisfactory if > 125%, rated Minimum if > 100%, and conditioned Suspend if <100%. In the CCR ratio analysis results it is known that all villages receiving revolving funds in Banyudono sub-districts in 2015 - 2017 have an average value of CCR > 125% which means UPK has a revenue capability that is capable of covering all operational costs.

4. ROI

ROI is the financial ratio to know the ability of UPK to generate profits from capital used for revolving loans. This figure is derived from the results comparing the earnings obtained by UPK with capital used for revolving loans.

**Table 19**  
**ROI Formula**

Indicator	Formula	Satisfactory	Minimum	Suspend
ROI	$\frac{\text{Earnings}}{\text{Capital}}$	>10%	>0%	≤0%

**Table 20**  
**ROI 2015**

Village	Jan-15	Feb-15	Mar-15	Apr-15	Mei-15	Jun-15	Jul-15	Agust-15	Sep-15	Okt-15	Nop-15	Des-15	Aver.
Dukuh	4,9	4,3	4,3	4,1	4,5	5,1	4,6	5,3	5,1	5,3	5,3	5,1	4,8
Jipangan	7,7	7,5	6,9	7,4	7,4	6,8	6,8	6,9	6,8	7,3	7,3	6,5	7,1
Jembungan	2,4	2,1	1,8	1,8	1,5	1,4	1,5	1,4	1,5	2,0	2,0	2,1	1,8
Sambon	1,6	1,9	1,6	2,5	2,4	2,2	2,2	2,1	1,4	1,3	1,2	1,2	1,8
Kuwiran	6,0	5,7	5,9	6,0	6,5	6,5	6,3	6,4	7,0	7,9	7,6	7,8	6,6
Cangkringan	8,7	9,2	8,1	8,6	8,8	9,2	9,5	9,9	9,7	9,7	10,2	10,2	9,3
Ngaru aru	0,0	0,0	0,0	0,1	0,2	0,2	0,3	0,2	0,2	0,2	0,2	0,2	0,2
Bendan	10,8	11,3	10,7	10,5	10,6	10,1	9,9	10,1	10,0	9,8	10,2	10,3	10,4
Ketaon	8,7	9,1	9,0	8,9	9,0	8,9	8,8	8,8	8,9	8,8	8,8	8,9	8,9
Banyudono	7,2	7,4	7,1	7,7	7,2	7,0	7,1	7,3	6,6	7,1	7,0	8,9	7,3
Batan	0,0	0,0	0,0	135,6	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	11,3
Denggun- gan	12,0	3,0	2,8	4,0	4,5	7,2	7,4	6,2	6,3	7,1	6,7	7,3	6,2
Bangak	6,7	4,9	5,4	3,0	2,2	2,2	2,3	2,2	2,3	2,3	2,1	5,4	3,4
Trayu	0,3	0,3	0,3	0,3	0,3	0,3	0,3	0,3	0,5	0,4	0,4	0,3	0,3
Tanjungsari	7,4	3,2	3,0	3,2	3,5	3,5	3,4	3,4	3,5	3,5	3,3	3,1	3,7

*Source: Data processed 2018*

**Table 21**  
**ROI 2016**

Village	Jan-16	Feb-16	Mar-16	Apr-16	Mei-16	Jun-16	Jul-16	Agust-16	Sep-16	Okt-16	Nop-16	Des-16	Aver.
Dukuh	-172,9	-83,6	-52,4	-38,1	-29,2	-23,9	-20,5	-17,1	-14,7	-12,5	-10,8	-9,3	-40,4
Jipangan	-357,7	-178,2	-111,2	-81,6	-63,7	-53,2	-44,9	-38,4	-29,4	-25,6	-22,6	-16,4	-85,2
Jembungan	-16,2	-6,5	-4,0	-2,4	-1,6	-0,9	-0,6	0,6	0,9	0,6	0,6	1,1	-2,4
Sambon	-515,8	-257,3	-171,5	-128,6	-102,8	-85,7	-73,4	-64,2	-57,1	-51,3	-46,6	-45,6	-133,3
Kuwiran	-149	-70,6	-43,6	-35,1	-26	-21,9	-15,6	-14,1	-13,6	-10,0	-7,8	-5,6	-34,4
Cangkrin- gan	-247,8	-116,4	-70,6	-49,9	-39,3	-30,8	-23,3	-19,4	-15,9	-13,2	-11,1	-9,2	-53,9
Ngaru aru	-892,2	-446,1	-297,3	-223	-178,4	-148,7	-127,4	-111,5	-99,1	-89,2	-81,1	-74,1	-230,7
Bendan	-10,1	-50,5	-29,6	-19,7	-13,1	-9,4	-7,7	-5,5	-2,6	-0,1	1,5	4,4	-11,9
Ketaon	9,4	8,8	8,3	8,2	9,2	8,2	8,4	8,7	8,9	9,2	9,1	8,9	8,8
Banyudono	-11,3	-1,4	10,7	10,1	10,3	10,1	11,0	9,7	9,3	9,6	9,7	9,7	7,3
Batan	0,0	0,1	0,0	0,1	0,1	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Denggun- gan	13,5	7,0	6,3	6,1	3,9	2,1	1,6	1,4	2,6	2,6	2,8	4,1	4,5

Bangak	5,4	0,6	1,4	2,7	1,7	2,2	2,4	2,3	2,3	2,3	2,2	2,4	2,3
Trayu	1,0	0,5	0,6	0,4	0,4	0,4	0,4	0,2	0,1	0,1	0,1	0,1	0,4
Tanjungsari	1,9	2,7	2,4	1,3	1,6	1,7	1,6	1,4	1,4	1,2	1,0	1,1	1,6

Source: Data processed 2018

**Table 22**  
**ROI 2017**

Village	Jan-17	Feb-17	Mar-17	Apr-17	Mei-17	Jun-17	Jul-17	Agust-17	Sep-17	Okt-17	Nop-17	Aver.
Dukuh	0,2	0,5	0,8	1,0	1,5	1,6	1,8	2,5	2,8	3,0	3,2	1,6
Jipangan	0,4	0,7	1,3	1,5	1,8	2,0	2,3	2,5	2,8	3,2	3,5	1,8
Jembungan	0,1	0,0	0,1	0,2	0,2	0,6	0,9	1,1	1,3	1,5	1,6	0,6
Sambon	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Kuwiran	0,4	0,8	1,0	1,3	2,0	2,1	2,5	2,9	3,4	3,1	3,6	1,9
Cangkring	2,4	3,5	4,1	4,6	5,0	5,2	6,4	6,8	6,8	7,2	7,6	4,9
Ngaru aru	0,1	0,1	0,1	0,2	0,2	0,2	0,4	0,5	0,6	0,7	0,8	0,3
Bendan	0,8	1,4	1,8	2,4	2,9	6,4	7,2	7,9	8,5	9,1	9,8	4,8
Ketaon	0,3	0,6	0,9	1,2	1,6	1,6	2,0	2,4	2,7	3,0	3,5	1,7
Banyudono	0,6	1,8	2,4	3,0	3,5	4,0	4,6	5,4	6,0	6,3	7,1	3,7
Batan	0,1	0,0	0,0	0,0	0,0	0,1	0,1	0,1	0,1	0,1	0,1	0,0
Dengungan	0,9	1,7	2,5	2,8	3,1	3,2	3,4	3,7	4,3	4,7	6,2	3,0
Bangak	0,4	0,9	1,5	1,8	2,2	2,7	3,0	3,0	4,5	4,7	5,0	2,5
Trayu	0,0	0,0	0,0	0,0	0,0	0,0	0,1	0,1	0,1	0,1	0,1	0,0
Tanjung-sari	0,2	0,3	0,5	0,6	0,9	1,0	1,1	1,2	1,6	1,4	1,5	0,9

Source: Data processed 2018

**Table 23**  
**ROI 2015-2017**

Year	Average Value	Classification
2015	5,5	Minimum
2016	-37,8	Suspend
2017	1,9	Minimum

Source: Data processed 2018

From the calculation of ROI ratio can be concluded ROI ratio in sub-district Banyudono average reaches > 0% which means ROI in the minimum classification, except in the year 2015 that ROI value is at <0% which means suspend.



## E. Conclusion

In conclusion Community empowerment programs such as PNPM MP are government efforts to reduce poverty. In the evaluation of the revolving loan program in Banyudono sub-district throughout 2015-2017 using indicators CCR, LAR, PAR, and ROI. The performance of the CCR ratio has a Satisfactory performance but in general is still very less in the LAR Ratio, PAR majority of the villages receiving revolving loan funds are Suspend conditions. For ROI to be improved from 2016 the suspend classification becomes minimum by 2017. Many things need to be further improved by UPK related to its performance, such as the need to further intensify the collection of revolving loan funds to the members of the KSM beneficiary. The need to strengthen cooperation with the local village government or local RT / RW as this can be a positive loan in terms of collection and also counseling the interest of this loan funds keep rolling so that all villagers feel the impact. For further research can add indicators of the effectiveness of revolving loan funds such as adding how effective the penetration of revolving loan funds to the poor

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