



## POLICY EVALUATION OF EMPOWERMENT OF COASTAL POOR COMMUNITIES THROUGH INTEGRATED PEOPLE'S SALT BUSINESS DEVELOPMENT WITH GEOMEMBRANE TECHNOLOGY IN 2018-2019 (Study in North Aceh District)

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### Abstract

Indonesia is an archipelagic country surrounded by oceans. Aceh is the westernmost province of Indonesian territory. A number of districts are located on the coast of the Indian Ocean, most of the population lives in coastal areas. When viewed from the perspective of their livelihood, they are included in the category of poor people. The average livelihood of them is as a farmer and fisherman. Development of the People's Salt Business (PUGAR) as a national program was made with the aim of increasing the welfare of the Indonesian people, especially salt farmers. The purpose of this study was to evaluate the Empowerment Policy for the Coastal Poor through the Development of Integrated People's Salt Businesses with Geo-Membrane Technology in North Aceh District, the constraints and obstacles in implementing the policy. This study used a descriptive research method with a qualitative approach, technical data collection was carried out through interviews, observation, and documentation. The research findings were evaluated using William N. Dunn's policy evaluation theory with 3 (three) evaluation criteria, namely Effectiveness, Efficiency and Responsiveness. The results of the study show that the evaluation of the policy of developing people's salt businesses in Aceh district is the government's effort to empower poor communities in coastal areas to improve their welfare through the provision of facilities and infrastructure, land integration and salt business institutions (KUGaR). The aspect of duties and authority shows that it is dominated by the Maritime Affairs and Fisheries Service, while the technical team is more on the number of team personalities for fulfilling procedures only. Many technical tasks are carried out in Marine and fisheries. In addition, the technical team has not implemented its capacity according to the main duties and functions of the SKPD. Meanwhile PUGaR is comprehensive in nature covering all aspects of people's lives, including education, health and economic endeavors. Aspects of the distribution of aid for facilities and infrastructure and disbursement of the budget have been carried out optimally. While the tasks and functions of institutions (cooperatives) have not been able to motivate people to join salt business groups under the auspices of cooperatives, this shows that institutionally cooperatives have not made a significant contribution in increasing people's salt businesses. The resource aspect shows that the involvement of human resources in general in the development of the people's salt business has shown adequate results, but in terms of quality it is not optimal both at the group level and at the management institutional level. While the aspects of facilities and infrastructure and budgeting look quite convincing in accordance with the needs for developing the potential of the salt business.

Keywords: *Evaluation, Policy, Empowerment of the Poor, PUGaR*

### 1. INTRODUCTION

Community empowerment is often difficult to distinguish from community development because it refers to the overlapping meanings used in society. In this study, community empowerment and community development are intended as community empowerment which is deliberately carried out by the government to facilitate local communities in planning, deciding and managing their resources. The success of empowerment in improving community welfare is

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inseparable from the role of the government or institutions in the empowerment process to be able to increase people's income, (Jose' M. D'iaz-Puente, at all, 2007, Njoroge, NN, 2016, Burhanuddin, and Bernardus Seran Kehik, 2018),

The difference in meaning and purpose of community empowerment between the government, cooperatives and NGOs, causes the program to not fully benefit local communities to improve their welfare, (Neliyanti and Meyzi Heriyanto, 2013, Efri Novianto, 2012 Yenida, Mohamad Arsad Rahwarin, 2015, Elni Sumiarti, 2016) . The poor are often a group that is powerless both because of internal barriers within themselves and external pressures from their environment. Therefore, community empowerment is one of the most important policy pillars in poverty alleviation.

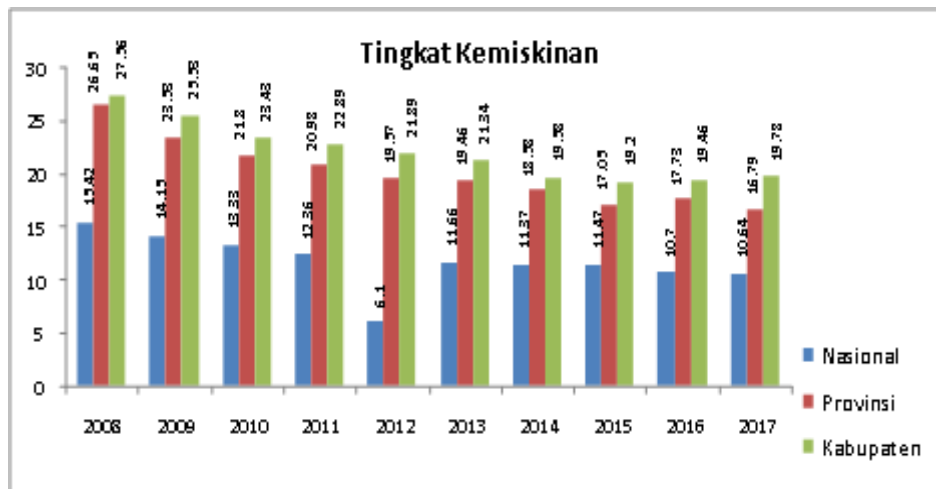
In a broader context, community empowerment means that people who are powerless are given power through empowerment so that the community becomes powerful. Concretely, community empowerment involves increasing the strengths of the people's weaknesses.

Study of poverty alleviation policies in Kutai Karta Negara Regional regulations are not effective in eradicating poverty. This is caused by the quality of the Regional Regulations which are not good enough because they only regulate technical and operational issues. TKPKD as a coordinating forum for poverty alleviation does not play its role and function optimally; there are still sectoral egos from each SKPD in implementing the program, the poverty data used is the data and the budget allocated for poverty alleviation is very low and not comparable to the number of poor people in Kutai Karta Regency (Efri Novianto, 2012).

Poverty is a classic problem that has not been able to be overcome until now. Various policies have been implemented by the government with the aim of reducing poverty rates both nationally and regionally. In order to create a community that has the power and ability to improve socio-economic quality independently and continuously, the community empowerment model is the PNPM-MP program which aims to develop the community's productive economy. Village Community Development and Empowerment Program (P3MD), Cities Without Slums (KOTAKU), Community-Based Water Supply and Sanitation (PAMSIMAS), and Family Hope Program (PKH) and Community-Based Total Sanitation (STBM). In reality, based on the final evaluation, the results did not meet expectations and were still far from the target.

North Aceh Regency is 3,296.86 km<sup>2</sup>, or 329,686 Ha. Administratively, North Aceh District consists of 27 districts, 70 settlements, 852 villages. Each district is divided into 1 (one) to 4 (four) settlements. the population of North Aceh District was recorded at 593,492 people with a growth rate of 2.00 percent per year. With an area of 3,296.86 km<sup>2</sup>, the population density reaches 180 people/km<sup>2</sup>.

The percentage of poverty in North Aceh District is still above the average Aceh Province has reached 16.79 percent and also for the national poverty rate it has reached 10.64 percent, the open unemployment rate for North Aceh district is the highest compared to urban districts in Aceh province, namely of 7.97 percent.



Source: BPS Indonesia 2018

**Figure 1. Number and Percentage of Population Development Poor in Indonesia, 1999-2016**

Likewise, Aceh Province is not immune from the problem of poverty, most people in Aceh Province remain below the poverty line. The percentage of the poverty level of the people of Aceh is higher than the national level. In 2008, the percentage of poor people was 26.65, falling to poverty around 16.79 percent in 2017, while the percentage of the national population was 10.64 percent. Comparison of the national poverty rate, Aceh Province and North Aceh District is shown in table 1.1 below:

**Table 1. National Poverty, Aceh Province and North Aceh District Period 2008 to 2017 (%)**

Year	Poverty National	Poverty Province Aceh	Poverty in North Aceh District
2008	15,42	26,65	27,56
2009	14,15	23,53	25,53
2010	13,33	21,80	23,43
2011	12,36	20,98	22,89
2012	11,96	19,57	21,89
2013	11,66	19,46	21,34
2014	11,37	18,58	19,58
2015	11,47	17,05	19,20
2016	10,70	17,73	19,46
2017	10,64	16,79	19,78

Source: BPS Indonesia 2018

Table 1. illustrates that poverty in 2008 reached around 15.42 percent, then in 2017 it decreased but was still in position 10.64 percent. The annual trend trend shows that the poverty rate continues to shrink until the end of 2017. However, Aceh is positioned as a priority area with a poverty percentage greater than the national level which is above 16.79 percent in 2017.

Even though the poverty rate for North Aceh District continues to decrease, the Regional Revenue and Expenditure Budget for North Aceh District continues to increase from year to year.

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When compared with the APBD of 23 districts/cities in Aceh Province, North Aceh has the highest APBD. Comparison of the highest APBD of the 4 (four) Regencies/Cities, namely Pidie District, Bireuen District, North Aceh District and Nagan Raya District. Even though North Aceh District's income is among the highest in Aceh Province, this income is still dominated by balancing funds disbursed by the Central Government. In 2011, the total balancing funds received by North Aceh reached 80.54% of the total income followed by other legal income of 15.67% and regional original income (PAD). In 2015, the balancing funds received amounted to 60, 55% of total income followed by other legal income 29.40% and local revenue (PAD) 10.05%. As for the details of the realization of the North Aceh District APBD.

Community empowerment can be carried out by many elements: government, universities, non-governmental organizations, the press, political parties, donor agencies, civil society actors, or by local community organizations themselves. The government bureaucracy is of course very strategic because it has many extraordinary advantages and strengths compared to other elements: it has funds, a lot of apparatus, the authority to make legal frameworks, policies for providing public services, and so on. The empowerment process can take place stronger, comprehensive and sustainable if these various elements build partnerships and networks based on the principles of mutual trust and respect (Sutoro Eko, 2014).

Based on the background of the problem above, the research question is why the policy on empowering the poor in North Aceh District has not been effective. The North Aceh District Government has legal authority in making policies to provide public services and has advantages in the field of funding, but has not been able to empower the poor. This difference is a challenge for researchers to evaluate policies for empowering the poor in North Aceh District.

## **2. IMPLEMENTATION METHOD**

### **Research Approach**

The approach used in this study uses a descriptive qualitative approach, namely a study that is included in the type of qualitative research. According to Moleong (2007), qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions, etc. holistically, and by means of descriptions in the form of words and language, in a context. naturally and by utilizing various natural methods. In other words, descriptive research, researchers want to describe a symptom (phenomena) or certain characteristics, not to find or explain the relationship between variables, Sanjaya, (2013). Therefore, the data of this study are stated in reasonable circumstances.

### **Research focus**

To get good research results from a very broad study, it is necessary to determine the research focus. The research focus has two objectives, first, by establishing a research focus, it means limiting the extent of the study, thus determining the research site is more focused. Second, determining the focus will streamline the information received. The focus in this research is:

1. To evaluate the coastal poor community empowerment policy through the development of people's salt businesses integrated with geomembrane technology in North Aceh District.



2. To analyze and identify supporting and inhibiting factors for the success of the coastal poor community empowerment policy through the development of people's salt businesses integrated with geomembrane technology in North Aceh District.
3. To formulate a policy model for empowering coastal poor communities through the development of people's salt businesses integrated with geomembrane technology in North Aceh District.

### **Time and Place of Research**

The research location was carried out in North Aceh District. The research was carried out over a period of one year from January to December to November 2017.

### **Research Informants**

In order to obtain information on the determination of the informants used, a purposive technique was used, namely determining in advance the informants or sources to be interviewed relating to the problems under study.

The reason researchers used purposive aims to take samples objectively, with the assumption that the informants taken are inverse (representative) for researchers, so that data collection directly at the source of the data can be done proportionally for the sake of research accuracy.

### **Method of collecting data**

Data collection techniques are the most important step in research, because the main purpose of research is to get data. according to Sugiyono (2015) when viewed in terms of methods or techniques of data collection, data collection techniques can be carried out by observation, interviews, questionnaires and documentation.

### **Data analysis technique**

Data processing and analysis using descriptive analysis was carried out to identify policies for empowering the poor in North Aceh District. Descriptive research is research based on qualitative data from the status, circumstances, attitudes, relationships or systems of thought of a problem that is the object of research. After obtaining the data obtained in this study, the next step is to process the collected data by analyzing the data, describing the data, and drawing conclusions. To analyze this data using qualitative data analysis techniques, because the data obtained is a collection of statements. The process of data analysis begins by examining all available data from various sources, namely through observation, interviews, and documentation.

## **3. RESULTS AND DISCUSSION**

### **Integrated PUGaR Development Policy**

Food security and self-sufficiency is a serious problem faced by every country. Indonesia, which is blessed with natural resources and fertile land, is experiencing problems with food security and self-sufficiency. Salt is one of the important basic needs. This commodity has a strategic role because it is included in the nine basic needs of society.

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Indonesia needs 4.3 million tons of salt/year, which includes industrial salt and consumption salt. A total of 1.8 million tons of which were supplied domestically. Along with the increase in economic activity and population growth, the need for salt is increasing.

Given Indonesia's enormous need for salt, and its potential, it is time for the government to improve the national salt industry in order to accelerate salt production towards true self-sufficiency in salt. Solving various problems faced by the world of salt, both land and production techniques and institutions is extra work for the government which is manifested in the form of policies.

The People's Salt Business Empowerment Policy (PUGAR) is part of the National Maritime and Fisheries Independent Community Empowerment Program (PNPM Mandiri-KP). Salt is not only used for household consumption needs, but also for industrial needs. Therefore it is very important for the government to guarantee its availability.

### **Supporting Factors and Inhibiting Factors**

#### **1. Supporting factors**

The success of the People's Salt Business Development Policy (PUGaR) itself can be realized if all the supporting elements can run optimally according to their functions. (1) The active role of PUGaR assistants, who are the main actors in this program. Where the active role of assistance in this program will make community empowerment more quickly carried out. (2) The active role of the local government, the participation of the local government in the PUGaR program is needed as a support and complement. Where regional governments with their budgets can hold various activities that are beneficial to participants, both in increasing human resource capacity, providing additional business capital, and other additional assistance. (3) The willingness of PUGaR Participating Communities is a very important factor in supporting this program. Where the community wants to change or not is a direct decision for PUGaR participants. No matter how good the government's program for poverty alleviation is, if it is not matched by a willingness to change from the beneficiary, it will remain the same as before receiving assistance.

#### **2. Obstacle factor**

There are inhibiting factors found in research in the field, namely (1) Readiness of the rules governing this program, where the program rules are still changing which makes implementation in the field difficult. This is because empowerment for the community in the PUGaR program is still a pilot project in North Aceh District (2) The readiness of stakeholders in the implementation of community empowerment, the readiness of these stakeholders may be the impact of the unpreparedness and clarity of the regulations that have been made. Like a sale that has no purpose to whom it will be sold. So that the stakeholders must quickly adjust to the existing conditions.

### **Research Informants**

This section explains who is the source of research information. This section is the most important part to see the suitability of the informants with the research themes discussed. In general, research informants consist of:



- a. Ministry of Maritime Affairs and Fisheries
- b. PUGaR extension worker (facilitator).
- c. Village Officials
- d. Cooperatives receiving the PUGaR program, and
- e. Salt farmer

### **Policy Evaluation Approach William N Dunn**

As the nature of the evaluation itself is as an effort to describe, obtain and present information that is useful for formulating an alternative decision. Policy evaluation is an important part of doing to determine the extent to which the level of success of an activity.

Functionally, evaluation functions to formulate alternatives to decisions taken, find a way out of the saturated conditions that are being faced. If the decision is deemed to have deviated greatly from the expected basic values, no longer in line with what has been aspired to, then an evaluation needs to be carried out to recall and even find the right policy.

While the evaluation of the policy itself can be understood as an effort to explore whether the policies that have been implemented are still in line with the expected value, to ascertain whether the expected goals have been achieved as a whole, in part or not at all.

The results of the research related to Policy Evaluation for the Empowerment of Coastal Poor Communities through the Development of Integrated People's Salt Enterprises (PUGaR) in North Aceh District focused on several articles contained in Law No. 7 of 2016, namely: Tasks and authorities of the Aceh Utara District government, implementation of empowerment, input, out put and out come People's Salt Business Development (PUGaR). William Dunn's evaluation model is used to see how far the level of success of the policy has been determined by referring to five evaluation criteria, namely: accuracy, effectiveness, efficiency and responsiveness.

### **Duties and Authorities of North Aceh District Government**

Authority or authority in terms is often equated with the Dutch term "bevoegdheid" which means authority or power. In the Big Indonesian Dictionary as quoted by Kamal Hidjaz, the word authority is equated with the word authority which is defined as the right and power to act, the power to make decisions, govern and delegate responsibility to other people/agencies (Hidjaz, 2010)

Nugraha et al (2008) stated that authority is the power to carry out all public legal actions. So authority is power over a certain group of people or power over a field of government based on statutory regulations. In order to avoid arbitrariness, the authority possessed must be based on valid law. Authority is the power to carry out a public legal action. The entire implementation of government authority is carried out by government organizations. Without government authority, legal decisions will not be issued, so that authority contains legal defects.

Referring to the expert opinion above, duties are obligations that must be carried out regarding a person's responsibilities according to their respective positions while authority indicates a person's freedom to carry out something that is mandated based on the applicable laws and regulations.

Authority or authority in the context of a business organization can be defined as the power and rights of a person to use and allocate resources efficiently, to make decisions and give orders in

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order to achieve organizational goals. Louis A. Allen argues that authority is a number of powers and rights delegated to a position.

As a KPA, the Maritime Affairs and Fisheries Service of North Aceh Regency carries out its duties and authorities based on Article 8 of Government Regulation Number 45 of 2013 governing the duties and authorities of the KPA in the context of implementing the budget in detail:

- a. Compile DIPA;
- b. Establish PPK and PPSPM;
- c. Determine committees/officials involved in implementing activities and budgets;
- d. Determine the activity implementation plan and fund disbursement plan;
- e. Take actions that result in the expenditure of the State Budget;
- f. Testing invoices and payment orders at the expense of the state budget;
- g. Provide supervision, consultation, and control of the implementation of activities and budget;
- h. Supervise the administration of documents and transactions related to the implementation of activities and the budget; And
- i. Prepare financial and performance reports in accordance with laws and regulations

The Head of the Maritime Affairs and Fisheries Service as the Authorized User of the People's Salt Enterprises Development Policy Budget (PUGaR) is integrated in carrying out the budget disbursement process delegating the authority set out in 8 PP No. 45 of 2013 delegate partauthority For Facilitate activities in order to achieve goals organization. The powers delegated include the determination of the PPK, the Determination of the PPSPM and the TreasurerExpenditure.

**Guidance, Control and Supervision**

Guidance at the village level is carried out by the village head as the coordinator of PUGAR implementation, while at the district level it is carried out by the Maritime Affairs and Fisheries Service of North Aceh Regency which provides guidance to KUGAR Matang Tunong both in 2018 and in previous years so that the salt business remains sustainable. PUGAR implementation guidance at the Matang Tunong Village level as follows:

- a. Guidance on the implementation of the PNPM PUGAR policy, aims to find out whether the implementation of the program can run smoothly or vice versa, salt farmers do not understand it.
- b. Development of assistance capital, aims to run smoothly and on time according to the members who are entitled to receive.
- c. Technology development, aims to ascertain whether the technology provided can already be used by salt farmers or has not been used. It is hoped that the implementation of the guidance carried out by the coordinator/village head will direct salt farmers to the successful implementation of the PUGAR policy in Matang Tunong.

Control of the implementation of the PUGAR policy in Matang Tunong aims to ensure that the implementation of PUGAR policy activities is in accordance with the implementation time and is running according to the guidelines (technical instructions) and planning of Matang Tunong salt farmers. control at the Matang Tunong Village level is carried out by the coordinator, a team of facilitators, village officials, salt farmers and the local community.





## People's Salt Business Development Resources

### 1. Land

Land is land used for agricultural business. However, not all land is agricultural land and vice versa, all agricultural land is land. In an agrarian country like Indonesia, land is the most important production factor compared to other production factors because the remuneration received by land is higher than other factors. The area of agricultural land affects the scale of farming which in turn affects the level of efficiency of the farming business being run.

**Table 2.** Land area in the Salt Production Center of North Aceh Regency

No.	Subdistrict	Production Area (Ha)	Potential Land Area	Total Production(Tons)
1.	Dewantara	10	20	58.0
2.	Syamtalira	9	20	52.2
3.	Roomy	21	42	121.8
4.	Seunuddon	20	35	116.6
Amount		60	117	348.0

*Source: Maritime Affairs and Fisheries Office of North Aceh District, 2018*

The research results show that North Aceh has 117 hectares of productive ponds and about 60 hectares of production ponds, while 348 hectares of potential land are spread over several districts. However, land ownership is not wholly owned by the salt farmers themselves. salt farmers generally rent land owned by other people, or cooperate with a profit sharing system. Salt farmers as workers and landowners get their share every time the harvest is carried out with a mutually agreed upon distribution.

Ownership of land that is not owned by most of these farmers has an impact on increasing business capital outside of regular production capital. In general, they pay for the lapak (according to the amount of land owned by the landowner) according to an agreed rate without a clear standard of measurement. Salt farmers have no choice but to rent, because generally they are poor salt farmers who do not have sufficient capital. The limited main facilities and infrastructure in terms of the people's salt business production process and the lack of other supporting facilities are the causes of the lack of self-sufficiency and an increase in people's salt production.

As an effort to support and realize the construction of facilities and infrastructure for the empowerment and development of salt farming communities, the Maritime Affairs and Fisheries Service of North Aceh Regency for 2018 carried out activities namely Integrated Utilization of Salt Lands using Geomembranes located in Matang Tunong Village, Lapang District, North Aceh Regency . The selection of this location was based on the provisions and requirements that for an integrated salt land area there must be a minimum land area of 15 Ha and that prior to the implementation of activities it had been verified from elements of the Ministry of Maritime Affairs and Fisheries of the Republic of Indonesia.

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## **2. Human Resources**

Nawawi divides the understanding of HR into two, namely macro and micro understanding. The definition of human resources at a macro level is all human beings as residents or citizens of a country or within certain regional boundaries who have entered the age of the workforce, both those who have or have not obtained a job (employment).

The definition of human resources in a simple micro sense is humans or people who work or are members of an organization called personnel, employees, employees, labor workers and others. According to Veithzal Rivai HR is someone who is ready, willing and able to contribute to efforts to achieve organizational goals.

Thus it can be concluded that HR are people who are involved in work, talent, creativity, and enthusiasm for the organization. Therefore, human resource difficulties are a source of problems in organizations. and implementing program activities.

Its connection with the role of human resources in efforts to empower people's salt, this aspect will be closely related to the existence of salt processing communities, government officials, such as technical services, R&D, management professionals and the technology used. Some of the people involved in the salt business have the status of cultivating salt farmers who always have the title of "poor".

Based on the observations of researchers in the field, women are the main workers in the traditional salt sector, where in one salt production kitchen employs 3-4 workers and on average all of them are women or boys who only help and are not the main workers. The business of making people's salt in Aceh, based on the oral history of several salt makers, has been going on since ancient times, passed down from generation to generation.

For the manufacture of salt using boiling technology, it shows the characteristic that it is women who play the most role in each stage of the production process and if men are involved they are only helpful in carrying out the transport of old drained salt water to be placed in the boiling area. The role of women in the salt business is not limited to certain types of work. They handle every job in every stage of salt making. Among the salt farmers in Pidie it seems that there is no division of labor between men and women.

Generally, the women involved in the salt-making business are elderly, most are over 50 years old and some are even in their 70s. However, in the process of making salt they generally look very agile and strong to handle jobs that actually require a lot of energy.

## **3. Capital**

Agricultural activities as well as industry require capital to run their business (Luffy, 2009). According to Sadono (2002) capital means everything issued by the company to generate production factors that will be used in the company's production process.

The important role of capital because it can help increase production. Capital is an important thing in a business that will be built (Jember Ni Made Dwi, 2019). The greater the capital used will affect the amount of production produced, the higher the level of use of the process required for production (Ningsih and Indrajaya 2015). Less capital will affect the smooth running of the business and can further affect the income earned (Ardika and Budhiasa 2017).



Communities who do not receive assistance from PUGaR are the main source of capital from themselves as business actors. Meanwhile, salt farmers who are affiliated with an integrated salt system benefit quite a lot, because salt farmers do not need to spend large enough capital to build the main and supporting infrastructure for their business and can access capital from the banking world to obtain further and better business development capital. Meanwhile, traditional salt farmers have very little access to capital in the official banking sector.

Meanwhile, the problem faced by most salt farmers in North Aceh District is the lack of supportive capital. The weak knowledge of salt farmers about capital from banks and non-banks has caused most salt farmers to borrow capital from middlemen so that they become entangled with these middlemen and skippers. Because they are trapped in the capital forest, the farmers return to selling their salt to the stoker at low prices so that the income or profits of these salt farmers can be said to be small and this has an impact on the lives of salt farmers who remain far from prosperous.

Referring to the Regulation of the Director General of Marine Spatial Management number 11/KEP-DJPRL/2018 concerning technical guidelines for the development of the people's salt business in 2018 in CHAPTER III there are provisions for the types of assistance provided to groups of salt farmers who are organized in cooperatives or BUMDEs that have PUGaR programs . Amount of budget assistance provided asfollowing :

**Table 3.**Realization of Cot Meunarek Cooperative Facility Assistance Budget in 2018

Main Activities	Forms of activity	Budget
Facilities and infrastructure assistance	Procurement of 1 unit mini excavator	735,000,000
	Pond integration	278,935,000
	Procurement of geomembranes	221,065,000
	Geomembrane installation	31,635,000
	Portable salt test kit	35,000,000
	Salt truck	368,769,953
	Three-wheeled vehicles 3 pieces	101,595,000
		<b>1,771,999,953</b>
Facilitating the facilities and infrastructure of the people's salt business	Procurement committee honor	2,550,000
	Procurement officials honor	5,440,000
	Honor of the examining committee	6,000,000
	Land planning consulting services pond	20,000,000
	Land supervision consulting services pond	20,000,000
		<b>53,990,000</b>
		2,325,989,953

Source: 2019 North Aceh District KP Service Documentation

#### 4. CONCLUSION

Evaluation of the Empowerment of Coastal Poor Communities Policy through the Development of Integrated People's Salt Businesses with Geomembrane Technology in North Aceh District using the Wilam Dunn evaluation model, the authors can conclude:

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**1. Duties and authorities of the North Aceh District Government.**

**a. Effectiveness**

*Effectiveness* comes from the word effective which implies the achievement of success in achieving the goals that have been set.

In accordance with the duties and authorities as stated in Article 8 PP No. 45 of 2013. forming PUGaR implementing organizations, Budget Teams, Coordinating Teams, determining assistants, determining aid recipient cooperatives.

By utilizing existing resources, the budget disbursement process is carried out according to plan, on time and on target. Determination of Cot Meunarik Industrial Cooperative as PUGaR Cooperative Distribution of facilities and infrastructure assistance to cooperatives receiving aid. Realization of monitoring and evaluation as well as reporting according to a predetermined schedule.

Distributed facilities and infrastructure assistance which became business capital for salt farmers. The establishment of a Salt Business Cooperative (KUGaR) which handles the salt business activities of farmer groups, starting from the supply of equipment to marketing the products of salt farmers.

**b. Efficiency**

*Efficiency* if the use of resources empowered optimally so that a goal will be achieved.

The North Aceh District Maritime Affairs and Fisheries Service carries out budget disbursement, aid distribution, monitoring and evaluation as well as timely and targeted reporting in accordance with technical guidelines and applicable laws and regulations not detrimental to the state.

**c. Responsiveness**

*Responsiveness* in public policy can be interpreted as a response from an activity.

A policy success can be seen through the response of the public who respond to implementation after predicting the effect that will occur if a policy will be implemented, also the response of the community after the impact of the policy has begun can be felt in a positive form in the form of support or in a negative form in the form of rejection.

The community's response was not too high, they responded mediocly and there was no rejection either. The availability of land is an obstacle for them to become members of the group under the auspices of the cooperative. Most of them do not have land, their status is as tenant farmers and tenant farmers.

**2. Implementation of People's Salt Business Development (PUGaR)**

**a. Effectiveness**

*Effectiveness* comes from the word effective which implies the achievement of success in achieving the goals that have been set. Welfare Improvement society is the goal of the People's Salt Business development policy. District Government Responds policy by forming a TeamCoordination, Assistance, Availability of Recovery Development Resources, Salt Business Group. Goals will be achieved if this team works optimally and is supported by the availability of available resources.



The fact that the existence of this team has not been able to improve the welfare of salt farmers in North Aceh district, in other words the existence of this team has not been effective. The availability of integrated land, supporting facilities and infrastructure is a motivating factor for salt business groups under the auspices of cooperatives in carrying out their business more effectively.

## b. *Efficiency*

Coordination between stakeholders has not been carried out as it should, both in terms of their respective duties and functions. The existence of this team is only a formality, in other words the existence of this team is for the completeness of procedures without being accompanied by the burden of duties and responsibilities to achieve the goals of the policy. Thus the implementation of coordination between stakeholders has not been carried out optimally (coordination between stakeholders is not efficient).

The existence of a companion team was not sufficient for the 4 salt-producing districts with a considerable distance, only 2 two institutional assistants and 1 technical assistant handled them. The limited number of assistants affects the results of the mentoring process that is carried out (inefficient).

## c. *Responsiveness*

The mentoring process carried out by the companion has not been able to:

- 1) Fostering poor community groups into a common goal and activities oriented towards improving life.
- 2) Mobilizing the formation of community groups and mentoring the development of group activities. In an effort to realize the autonomy and independence of society. These two problems lead to low public responsiveness to policies.

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