

EVALUATION OF NEW ENTREPRENEUR (WUB) PROGRAM IN BANDUNG CITY USING CIPP MODEL

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Abstract. Entrepreneurial activity is the wheel of economic development at local, regional and national levels. Bandung government has a target to create new entrepreneur in accordance with Middle Term Regional Development Plan (RPJMD) for the period 2013 to 2018. To achieve this target, a new entrepreneurship training program is being held. In order to maximize the program's impact, continuous improvement on the program is necessary. The key of continuous improvement is to do an evaluation. This study used CIPP Model Evaluation to breakdown the whole program into context, input, process, and product. Each part (context, input, process, and product) consists of data which discuss about it. Each part will have its own evaluation based on the data. The context evaluation assessing needs, problems, and assets in creation of the program. The assessment in input evaluation are strategies, planning, and budgeting. Process evaluation is checking if the program execution runs according to plan by monitoring, document and activity checking. After the program is over, product evaluation started by checking if the goal of the program is achieve or not. The design of this research uses descriptive studies, which means information is collected without adding any perception involved. This research also uses qualitative approach to process the data in order to evaluate the new start- up entrepreneurship program in Bandung city. The result of this study shows that this program has been quite successfully from the context, input and product, although there are still some shortcomings in implementation (process), which need improvement.

Keywords: Entrepreneurship, Training program, CIPP Model, Bandung City, Evaluation

Category: Entrepreneurship, Performance Management

Introduction

Entrepreneurship has a significant role in Indonesia's economy. Therefore, Indonesia needs to improve the entrepreneurship ecosystem in order to make our economic development greater. Bandung has target to create new entrepreneurs that has been set on Middle Term Regional Development Plan (RPJMD) for the period 2013 to 2018. According to Bandung Mayor Regulation (*Perwal*) number 1090 year 2015, stated to create hundred thousand new entrepreneurs in five years. All the program that has been implemented need an evaluation to make continuous improvement, in order to reach maximum potential result of the program. According to target achievement of create new entrepreneur, government of Bandung City need program evaluation to improve future new entrepreneurship program. This research focus on evaluate new entrepreneurship program that has been conducted from *Dinas Koperasi dan UKM*, with the total amount of target is 35.000 new entrepreneur in five years.

Literature Review

There are some opinions of experts on entrepreneurship. According to Onuoha (Onouha, 2007), "is the practice of starting new organizations or revitalizing mature organizations, particularly new businesses generally in response to identified opportunities." (Schumpeter, 1965) Defined

"entrepreneurs as individuals who exploit market opportunity through technical and/or organizational innovation". For (Knight, 1921) and (Drucker, 1970) "entrepreneurship is about taking risk". Based on businessdictionary.com entrepreneurship defined as the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make a profit.

CIPP model's core concepts are denoted by the acronym CIPP, which stands for evaluations of an entity's context, inputs, processes, and products. Context evaluations assess needs, problems, assets, and opportunities to help decision makers define goals and priorities and help the broader group of users judge goals, priorities, and outcomes. Input evaluations assess alternative approaches, competing action plans, staffing plans, and budgets for their feasibility and potential cost-effectiveness to meet targeted needs and achieve goals. Decision makers use input evaluations in choosing among competing plans, writing funding proposals, allocating resources, assigning staff, scheduling work, and ultimately in helping others judge an effort's plans and budget. (I see input evaluation as the most neglected, yet critically important type of evaluation.) Process evaluations assess the implementation of plans to help staff carry out activities and later help the broad group of users to judge program performance and interpret outcomes. Product evaluations identify and assess outcomes—intended and unintended, short term and long term—both to help a staff keep an enterprise focused on achieving important outcomes and ultimately to help the broader group of users gauge the effort's success in meeting targeted needs (Stufflebeam, 2003)

The framework used in this research can be seen in Figure 1. The activity which became the base of this study is the implementation of CIPP model evaluation. The input of the activity, or the one which CIPP evaluation being implemented on is the new entrepreneurship (WUB) Bandung program. By implementing the evaluation on the program, it is hoped that improvement can be made so that the next program will be better.

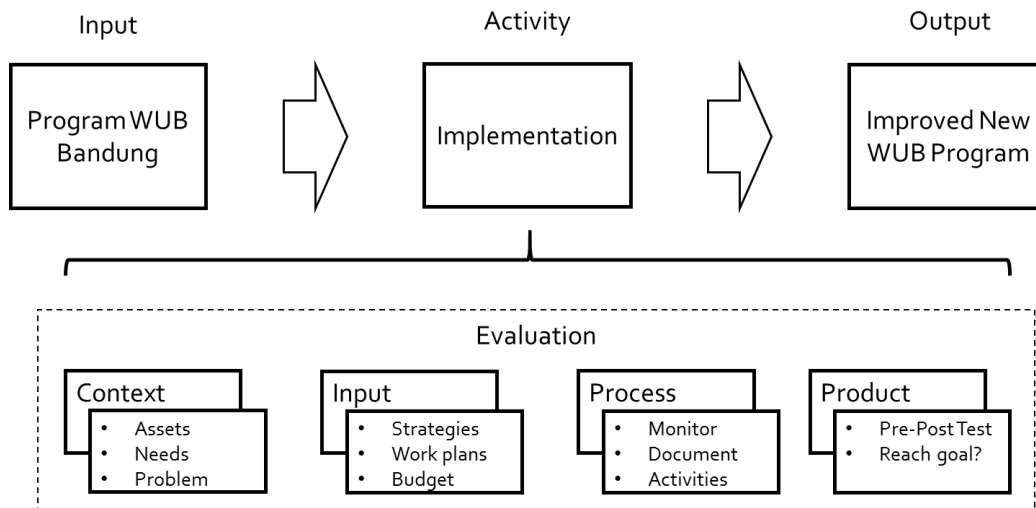


Figure 1 Conceptual Framework

The activity is implementation of CIPP model evaluation. The evaluation itself separated into Context, Input, Process, and Product following the model that being used. The context evaluation assess needs, problems, and assets involved in the creation of the program. The assessment involved in input evaluation are strategies, planning, and budgeting of the program. Process evaluation is checking if the program execution according to plan, by monitoring, document checking, and activity checking. After the program is over, product evaluation is done by checking if the goal of the program is achieve or not. One tool that used in this program is pretest-posttest.

Methodology

The design of this research is using descriptive studies, which means that information is collected without adding any perception involved. This research uses qualitative approach to process the data in order to evaluate the new start-up entrepreneurship program in Bandung city.

A descriptive study is one in which information is collected without changing the environment (i.e., nothing is manipulated). Sometimes these are referred to as "correlational" or "observational" studies. The Office of Human Research Protections (OHRP) defines a descriptive study as "Any study that is not truly experimental." In human research, a descriptive study can provide information about the naturally occurring health status, behavior, attitudes or other characteristics of a particular group. Descriptive studies are also conducted to demonstrate associations or relationships between things in the world around you (Module 2: Research Design, 2017).

Data Collection

Document review is a way of collecting data by reviewing existing document. The document may be internal or may be external to a program. The document may be hard copy or electronic and may include reports, program log, log performance rating, funding proposal, meeting minutes, newsletter, and marketing materials. In this research the document were collected from *Dinas Koperasi dan UKM*, also from *Balai Latihan Koperasi dan UKM* Bandung City. The document type collected are in the form of report, program log, and performance evaluation.

Interview is verbal conversation between interviewer and interviewee in order to collect information which important to this research. Researcher conduct the interview with the former of *Kepala Seksi Usaha Mikro Kecil dan Menengah* and with *Kepala UPTD Balai Latihan Koperasi dan UKM*. The questions which has been asked around the entrepreneurship training program in Bandung City were starting from the background, planning, execution and the result of program.

In this research, Questionnaire was spread to survey the participant of this training program. It was designed in two pages with various kinds of questions related to this research. The language used on the questionnaire is Bahasa Indonesia since the populations of the sample are domicile in Bandung, West Java. This research also used direct observations on field.

Observation as a data collection method have specific characteristics compared to the others. Sutrisno Hadi (1986) argued that the observation is a complex process, a process which composed by a variety of biological and psychological processes. The most important in observation are the memorizing process and data record. Observation used when researcher need to describe human behavior, work process, environment and situation. Observation is necessary in this research as additional data to mention some real condition on field.

Finding

Context Evaluation

The data collected about context of the program is as follow

Table 1 Context Indicator Criteria

Indicator	Compared with existing Condition		Explanation
	Yes	No	
Background Ideation (needs and problems)	√		UU No 20 2008, RPJMD, and Perwal Bandung 1090 are exist as background
Staff Availability (assets)	√		Balai Latihan Koperasi dan UKM, Dinas, and district staff
Budget availability (assets)	√		Dewan Pertimbangan Agung (DPA) in Budget Year 2016.

Reducing poverty and overcome unemployment is indeed needed in order to improve prosperity. Besides that, Bandung needs to prepare for ASEAN Economic Community. Those two are the reason why this program is needed to be done. Entrepreneur play a significant role in reducing unemployment rate because they successfully created many jobs. Giving training and motivation to new entrepreneur will most likely to improve the entrepreneur growth. Besides that, the skill and motivation gained from such training program will empower Bandung citizen to be more prepared to face ASEAN Economic Community.

The background ideation of this program stated on the *Perwal* document is a political promise made by the Mayor. The target decided by the promise which is one hundred thousand for 2013-2018 on *Perwal*.

The availability of the support unit *Balatkop dan UKM*, and the availability of budget suggest that this program should be held in order to fully utilize the potential assets. The conclusion of context evaluation shows on this matrix with three indicator. First there is needs and asset covered by law and regulation, then Bandung government have staff availability, and the last is availability of budget allocated in DPA 2016. So, WUB Bandung program have a good context to hold this program.

Input Evaluation

The list of input based on data collected are as follows

Table 2 Input Indicator Criteria

Indicator	Availability	
	Yes	No
Stakeholder		
• Organizing Committee	√	
• Expertise/instructors	√	
• Participant	√	
Budget	√	
Time and Place	√	
Timeline and scheduling	√	
Material and Syllabus	√	

Viewed from strategic planning was made, all the indicators on the matrix are available. Assesses from the input data, strategic planning of the program was planned well. Actually, this program has a limited time to make the planning program because it should be implemented in 2016 after the regulation of *Perwal* put in order with a target of 35,000 that was supposed to be 4 years 5 years. The program has made a maximum effort if its look from organizing committee and expertise (stakeholder) side. Also from the material, syllabus and timeline can be concluded that the work plan of this program is good.

Process Evaluation

The realization on the process of this program describe by the Table below.

Process evaluation is talk about the activity, the implementation of the program, how the program implemented and align with the planning on input. From the matrix above, shows that the implementation of this program has not worked align with the planning. The one that does not realized with the planning is the target of participant and make the budget allocated are not absorb.

The target of participants cannot reached due to several factors as those mentioned above based on Department of Cooperatives and SMEs report evaluation. Lack in publicizing the program to the community that many people are not aware of this program is also the factor. The results of interviews conducted by the Department of Cooperatives and SMEs also stated for 2017 budgeted funds will be reduced, and the target of new entrepreneurs will be lowered.

Table 3 Indicator Process realization

Indicator	Realization		Explanation
	Yes	No	
Stakeholder <ul style="list-style-type: none"> Organizing Committee Expertise/instructors Participant 	✓ ✓	✓	<ul style="list-style-type: none"> Organizing committee and expertise/instructors have good performance. -Target participant in Perwal 8.376 -Participant registered 2.404 -Attend the training 2.120
Budget		✓	<ul style="list-style-type: none"> Budget: 14.669.381.650 Realization: 3.448.053.385
Time and Place	✓		<ul style="list-style-type: none"> suitable with the planning
Timeline and scheduling	✓		<ul style="list-style-type: none"> suitable with the planning
Material and Syllabus	✓		<ul style="list-style-type: none"> the material and syllabus are compatible with the needs of participants

The data from interview, and questionnaire mentioned that participant less satisfied because the program is not allocated the budget for transportation and pocket money. This complain is reasonable because the training location is far away from the city center. *Balatkop* still trying to request the budget allocation in order to solve this issue for next participant in 2017.

Base on stakeholder side, accordance from the interview result with Mr Herna, organizing committee and expertise have good performance. This result is based on the questionnaire that has been spread to the participant by *Balatkop*. This data is not very accurate because based on one part of parties. Researcher cannot put the exactly number or percentage because the result of the questionnaire unfinished constructed.

However, the implementation of time, place, timeline and scheduling is aligned with the planning. The last one, according from the survey result, material and syllabus are compatible with the needs of participants. Process evaluation that have been mentioned on matrix almost same with the planning but lack on the amount of participant and budget was not realized.

Product Evaluation

Below is the data about product/impact that has been collected

As stated before, the improvement between pretest score and posttest score was noticeable, that means the training activity succeed in improving participants' skill and knowledge. Although the data cannot be concluded with certainty. The IKM score of the program from the participants' form shows that the participant is satisfied with this program Based on interview. The questionnaire from the researcher shows that the participant is motivated to start a business, this means the program goal to give motivation is achieved.

Despite not having a thorough follow-up after training, some of the participant already start their business. Even better they made a community and cooperation for themselves. Even though there are no concrete data, intuitively the objective of creating new entrepreneur somehow achieved by this program

Table 4 Product Indicator Criteria

Indicator	Fulfillment		Explanation
	Yes	No	
Participants' motivation improvement	√		<ul style="list-style-type: none"> • Participants motivated after training • Participants create a community among them • Set up a co-joint store at Cihapit (Gallery WUB, 2017)
Participants' satisfactory	√		Participants satisfied Data based on questionnaire and interview
Product/Impact output	√		Participants create cooperative community and work together

Conclusion

Reducing poverty and overcome unemployment is the outcome that Bandung City's government must be expected. Those are the background ideation of new entrepreneurship program in Bandung city. Which translate into Regional Medium Term Development Plan, state that the target for new entrepreneur is one hundred thousand in Bandung City for 2013-2018 based on political promise made by Bandung Mayor. In order to implement the program, the budget for the program was already prepared with total of fourteen billion Rupiah. *Balai Latihan Koperasi dan UKM (Balatkop)* is a support unit under the *Dinas Koperasi dan UKM* that responsible for execute the training program. The availability of asset, problem and needs has been adjusted so, WUB Bandung program have a good context to hold this program.

According to the context that this program need to held, so the organizing committee is constructed. *Dinas Koperasi dan UKM* in charge to construct the strategic plan of this program and *Balatkop* as an executor that have responsibility to conduct the entrepreneurship training program. Then the facilitator and participants also have been selected. To conduct this program all the strategic plan such as budget, time and place, timeline, and syllabus for the training are already constructed. Viewed from strategic planning that was made in input side, it can be stated that WUB Bandung program has been successful in construct the plan.

Unfortunately, although the input is already good, but there still have some planning does not realized in the field. The target of participant is too high and not achievable. Lack in publicizing the program to the community that many people are not aware of this program is also the factor why the target is not reached. Therefore, the budget that has been allocated are not absorbed. Out of those fact, shows from the other indicator this program has not worked well implemented align with the planning.

The goal of new entrepreneurship program in Bandung city 2016 can be seen through posttest-pretest, that there is improvement score between posttest and pretest result. It is means the training activity have some impact in participants' skill and knowledge, although the data is not really accurate. Then, from the Participant's testimony based on questionnaire and interview stated that participants somewhat satisfied with the program.

From the interview, the interviewee said that there are more product/impact from the program. Even though the program ended after the training, but the participant create a community among them. Some community even proactively set up a co-joint store at Cihapit (Gallery WUB, 2017) supported by Mayor to sell their products and set up cooperative to help each other financially. Those effect are not planned and facilitated by the organizer, but purely initiated by the alumni themselves. Based on the objective and purpose of this program stated on *Perwal*, which is want to motivated to be entrepreneur and improving skill and knowledge the participant in order to create new entrepreneur, than intuitively the objective of creating new entrepreneur somehow achieved by this program.

Based on CIPP model, after analyze and make evaluation on each part (context, input, process, product /impact). It can be concluded that this program has been quite from the context, input and product, although there are still some shortcomings in implementation (process), which need improvement.

Recommendation

- 1) Improve publication of the training program. It is very necessary to make the citizen of Bandung get more information. First by expanding the media publication not only through head of public notices but also through posters that spread directly to the citizen and post on social media. The second is extending durations in term of socialization, for example of a few months before program implementation.
- 2) Cooperate and synergies with the other departments that have the same goals in order to conduct the program. The training program will have more human resources to organize with same target participant, if managed by several departments. So that the implementation can achieve the optimal result.
- 3) Set the strategic location for the training program. It would be better if the training was held close to where the target of participants. Therefore, with easy access of location, the citizen get more interest to participate the training program. In case if that is not possible, then it can be anticipated by adding pocket money for transportation given to the participant.
- 4) Improve the program by adding the phase that follow up the participant progress and give them guidance to make sure the business growth. So that the benefits of the program are not only felt by the citizen in the short term, but lead to long-term to successes their business.

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