



Evaluation of the Community Association Empowerment Program in Accelerating Development in Sukabumi City

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Abstract

This study evaluates the Rukun Warga Empowerment Program (P2RW) in Sukabumi City to assess the effectiveness of implementation and its impact on the community. Problem phenomena identified included challenges in program implementation, such as a long bureaucracy and lack of socialization of the new SIPD system, as well as variability in implementation in different areas. The purpose of the study is to evaluate the program implementation process, outputs, and outcomes of P2RW to identify the strengths, weaknesses, and impacts of the program on infrastructure development and community empowerment. The research method used is the CIPP (Context, Input, Process, Product) model evaluation approach, with data collection through interviews, observations, and document analysis. The results showed that the P2RW program successfully improved physical infrastructure and empowered local communities, by involving them in project planning and implementation. However, there are challenges in socializing the SIPD system and bureaucratic constraints that affect implementation efficiency. The program contributes to improving the quality of life of residents and accelerating development at the RW and RT levels, although there is a need for improvement in technical support and socialization to optimize program implementation. This study recommends further research to explore these aspects in more depth.

Keywords: Evaluation, Community Association Empowerment Program, Accelerating Development

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INTRODUCTION

Development is essentially an integrative process, both at the level of planning, implementation and control which is carried out continuously in order to realize the welfare of the community. given the very broad scope, development activities are not solely the responsibility of local governments, but must be carried out and supported by all components of society. therefore, the partnership relationship between local government and society is a very strategic keyword and must be the focus of attention, especially to solve various problems in development.

The regional autonomy policy, as stipulated in Law No. 23/2014 on Regional Government, provides broad authority to local governments to manage various interests and improve the welfare of local communities in accordance with the needs and potential of the region. Improving community welfare is at the core



of national development. The level of community welfare reflects the quality of life of a family. A family with a higher level of welfare indicates that it has a better quality of life, so that in the end the family can create better conditions to improve their welfare.

A person is considered prosperous when he or she can fulfill his or her needs from various aspects. In the context of the modern world, welfare can be defined as a condition in which a person is able to fulfill his basic needs, such as food, clothing, shelter, clean water, education, and decent work to improve his quality of life as well as a social status that is equal to that of other citizens. Therefore, the National Bureau of Statistics in 2023 uses eight indicators as welfare standards, namely Population, Health and Nutrition, Education, Employment, Consumption Levels and Patterns, Housing and Environment, Poverty, and Other Social, as a guide to improve the quality of life.

Poverty is a challenge in development. In this context, the active participation of the community is very important to understand their needs in order to improve their welfare. Therefore, forums such as the Development Planning Deliberation (Musrenbang) are important because they allow communities to convey their aspirations in planning development activities according to their needs.

Law number 25 of 2004 concerning the national development planning system explains that the Development Planning Consultation (Musrenbang) is a forum among actors to prepare National and Regional Development plans. The purpose of the musrenbang is to involve community participation in knowing the development plans that will be carried out, as explained in article 2 paragraph 4 letter d which states that one of the objectives of the National Development Planning System is to optimize community participation. Musrenbang is an important public space to accommodate the aspirations and complaints of the community regarding future development, starting from identifying problems, needs, external challenges, existing potential, to solutions to problems faced by the community.

Musrenbang is part of the forum used in preparing planning documents. In the process of preparing development plans, there are several different timeframes, namely long-term development plans, medium-term development plans, government work plans, and local government work plans. This is regulated in Law number 25 of 2004 concerning the national development planning system. Article 1 paragraph 4 explains that the long-term development plan (RPJP) is a document for a 20-year period. Article 1 paragraph 5 explains that the medium-term development plan (RPJM) is a document for a 5-year period. In addition, article 1 paragraphs 8 and 9 explain the government work plan (RKP) as the national annual development plan and the regional government work plan (RKPD) as the regional annual development plan.

The process of preparing planning documents begins with the preparation of the RPJP, RPJM, RKP, and RKPD. The process of preparing the RKPD (Local Government Work Plan) involves community participation. In the preparation of the RKPD, which functions as an annual document, local governments hold musrenbang forums in stages, in accordance with the joint circular of the Ministry of National Development Planning/BAPPENAS and the Ministry of Home Affairs number 8 of 2007. The forum starts at the

kelurahan/village, kecamatan, kota/kabupaten, and provincial levels for the following year's implementation.

Musrenbang at the village level is an annual forum at the lowest level that aims to gather proposals from the community in determining the direction of development. These proposals then become inputs for the following year's RKPD. On the other hand, the musrenbang at the sub-district level is a deliberative forum among stakeholders to discuss the steps for handling priority programs listed in the list of proposed sub-district development activity plans that are adjusted to the required development priorities, coordinated by Bappeda and executed by the Camat. Meanwhile, musrenbang at the regency/city level is a forum that gathers regional stakeholders to explore the aspirations of various parties related to development in the region. The results of this forum become input for the preparation of the Regional Government Work Plan (RKPD).

In order to support the implementation of Law Number 23 of 2014 concerning Regional Government, as a form of concern for the Sukabumi City Government, which refers to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 130 of 2018 concerning Activities for Village Facilities and Infrastructure Development and Community Empowerment in Villages, the Sukabumi City Government launched a program with a Bottom Up approach planning called the Community Association Empowerment Program (P2RW).

Based on Sukabumi Mayor Regulation Number 87 of 2019 concerning procedures for budgeting, administration, accountability, and reporting, as well as monitoring and evaluation and social assistance. The Neighborhood Empowerment Program (P2RW) can be interpreted as a local government initiative rooted in the belief that dynamic transformation in society can be effectively achieved through the active involvement and broad participation of all community members. This can be achieved through participation starting from the lowest level, especially in decision making to solve various problems through community empowerment methods, starting from planning, implementation, supervision of implementation, accountability, operationalization to maintenance, so as to foster a sense of ownership of the results that have been built.

The Neighborhood Empowerment Program (P2RW) has been implemented in all sub-districts in Sukabumi City, with an ever-increasing budget. This program includes the construction of basic physical and supporting facilities of a simple nature needed by the community, in accordance with applicable requirements such as priorities for community environments and or slums. The Rukun Warga Empowerment Program (P2RW) in the city of Sukabumi has been running for approximately 10 years but in its implementation it still faces obstacles such as:

With the funding of Rp.25,000,000/RW/year, it is still not sufficient to fulfill all development needs, due to the absence of funding contribution from the private sector. Limited community participation in the Rukun Warga Empowerment Program (P2RW) in several RWs is still a challenge, even though community participation is very important for the successful implementation of this P2RW program. Furthermore, Sukabumi Mayor Mr. Ahmad Fahmi through the website kdp.sukabumi.go.id. written by Novianti (2023) said that there is still a lack

of awareness from the surrounding community of the importance of maintaining the infrastructure that has been built. Based on the above statement, it can be concluded that in the Rukun Warga Empowerment Program (P2RW) the costs for construction are there but not for maintenance costs. This condition can have an adverse impact on the future of the infrastructure, causing faster damage and requiring greater repair costs.

Although it faces obstacles in its implementation, the Rukun Warga Empowerment Program (P2RW) can help reduce the level of slums in Sukabumi City. The following data table recapitulates the location of slum areas based on verification results.

Table 1. Recapitulation of Slum Reduction Achievements in 2017-2018 Sukabumi City

No .	District	Village	Slum Area (2017) (Ha)	Slum Reduction Achievements in 2017-2018	Remaining Unresolved Slum Area
1	Gunungpuyuh	Gunungpuyuh	2.78	0.89	1.89
		Karamat	2.78	1.9	0.88
		Sriwedari	5.87	3.78	2.09
		Karang Tengah	2.37	1.42	0.95
Total		4 Village	13,8	7.99	5.81
2	Cikole	Cikole	5	3.1	1.9
		Selabatu	5.05	3.61	1.44
		Gunungparang	0.63	0.52	0.11
		Kebonjati	5.43	3.14	2.29
		Cisarua	7.53	5.69	1.84
		Subangjaya	3.14	1.78	1.36
Total		6 neighborhoods	26,78	17.84	8.94
3	Citamiang	Citamiang	5,49	2.2	3.29
		Tipar	9.84	6.25	3.59
		Nanggeleng	3.89	2.7	1.19
		Gedongpanjanng	6.44	4.1	2.34
		Cikondang	9.27	7.98	1.29
Total		5 neighborhoods	34.93	23.23	11.7
4	Warudoyong	Warudoyong	9.65	9.63	0.02
		Nyomplong	9.29	5.51	3.78
		Dayehluhur	1.05	1.05	0
		Sukakarya	1.36	1.36	0
		Fortress	7.18	4.978	2.202
Total		5 neighborhoods	28.53	22.528	6.002
5	Baros	Baros	2.92	1	1.92
		Jayaraksa	4.09	2.69	1.4
		Jayamekar	5.75	4.49	1.26
		Sudajaya Hilir	5.64	4.43	1.21
Total		4 Village	18,4	12.61	5.79
6	Lembursitu	Cipanengah	2.78	0.61	2.17
		Situmekar	2.81	1.57	1.24
		Lembursitu	1.2	0.87	0.33
		Cikundul	1.51	0.347	1.163
		Sindangsari	1.69	1.69	0

Total		5 neighborhoods	9.99	5.087	4.903	
7	Cibereum	Lower Cibereum	3.88	0.31	3.57	
		Babakan	2.41	0.6	1.81	
		Sindangpalay	1.02	1.02	0	
		Limusnunggal	2.99	0.38	2.61	
Total		4 Village	10.3	2.31	7.99	
Total		33 neighborhoods	142,73	91,595	51.135	

Source: Processed by researchers, 2024 (RP2KPKP document).

Based on table 1 above, the slum areas spread across seven sub-districts of Sukabumi City have an area of 142.73 hectares. From the results of intervention activities carried out in 2017-2018, 91.595 hectares of slum areas have been successfully completed. Thus, there are 51.135 hectares of slum areas that need to be resolved. The remaining unresolved slum areas are Citamiang Sub-district with 11.7 hectares, Cikole Sub-district with 8.94 hectares, Cibereum Sub-district with 7.99 hectares, Warudoyong Sub-district with 6.002 hectares, Gunungpuyuh with 5.81 hectares, Baros Sub-district with 5.79 hectares, and Lembursitu Sub-district with 4.903 hectares.

From the phenomena that have been described, it shows that the implementation of the Community Association Empowerment Program (P2RW) in Sukabumi City has been implemented but not fully optimal. Therefore, the researcher concluded that an evaluation study related to this program was needed. The researcher believes that this topic has significant importance as research material, especially in the context of program evaluation for community welfare in the Sukabumi City sub-district area. Therefore, the researcher took the title "Program Pemberdayaan Rukun Warga (P2RW) in Accelerating Development in Sukabumi City".

RESEARCH METHOD

To achieve the research objectives and find out how the implementation of the Community Association Empowerment Program (P2RW) in Accelerating Development in Sukabumi City and the extent of the achievement and accuracy of the Community Association Empowerment Program (P2RW) in Accelerating Development in Sukabumi City, researchers used qualitative research methods. In this research, the unit of analysis is the Sukabumi City Regional Development Planning Agency (BAPPEDA), Sukabumi City Government Administration (Tapem), Citamiang Sub-district Government, Cikole Sub-district Government, and Cibeureum Sub-district Government of Sukabumi City. The reason why the researcher chose these three sub-districts is seen from data table 1 which shows that of the seven sub-districts in Sukabumi City, these three sub-districts have the largest remaining slum area, namely Citamiang Sub-district with an area of 11.7 hectares, Cikole Sub-district with an area of 8.94 hectares, Cibereum Sub-district with an area of 7.99 hectares. Then in this research, the technique taken in determining informants is using *purposive sampling* technique which is a *non-probability sampling* technique, where this technique does not provide equal opportunities or opportunities for data sources.

The data collection techniques used in this research are observation, interview, and documentation. This research applies triangulation techniques to

validate research data (Creswell, 2010: 286-287). In this study, the data analysis techniques were carried out in accordance with what is described by Miles & Huberman (2014:18) namely data reduction, data presentation, and drawing conclusions and verification.

RESULTS AND DISCUSSION

Description of Research Results

At this stage, the researcher will discuss the research results obtained through direct data collection, including observations in the field and interviews with a number of informants, in accordance with the theory used. The results of initial observations found by researchers related to the evaluation of the Community Association Empowerment Program (P2RW) in Accelerating Development in Sukabumi City, researchers found that the budget of 25,000,000 / RW could not accommodate all development needs because there was no contribution of funds from the private sector in this program, limited community participation in the P2RW Program in several Community Associations (RW) was still a challenge, there were costs for development but no costs for maintenance. The aforementioned conditions may affect the implementation of the Community Association Empowerment Program in Accelerating Development in Sukabumi City.

Based on the results of initial observations found by researchers, researchers are interested in knowing how the Evaluation of the Community Association Empowerment Program in Accelerating Development in Sukabumi City. To examine this, researchers used the theory of the CIPP (*Context, Input, Process, Product*) evaluation model according to Stufflebeam in the Sukabumi City. Ananda & Rafida, (2017: 45-48) because this theory can describe the evaluation of the P2RW program. In addition, it is also supported by Sukabumi Mayor Regulation Number 87 of 2019 concerning Amendments to Sukabumi Mayor Regulation Number 18 of 2016 concerning Procedures for Budgeting, Administration, Accountability, and Reporting as well as Monitoring and Evaluation and Social Assistance (Berita Daerah Kota Sukabumi Tahun 2019 Number 87); which is poured into the technical guidelines for implementing the P2RW program in Sukabumi City.

The following are the results of the explanation of the research conducted by the researcher:

1. Neighborhood Empowerment Program (P2RW) in Accelerating Development in Sukabumi City

The government of Kota Sukabumi is committed to realizing equitable development for all its citizens. One of the steps taken is by creating a program whose planning starts from the lowest level (bottom up), aiming to identify shortcomings in each area, especially at the Rukun Warga (RW) level. This program is called the Rukun Warga Empowerment Program (P2RW).

The Rukun Warga Empowerment Program (P2RW) is a stimulant program that aims to enable communities to gradually learn to plan, implement, supervise, be accountable for, operate, and maintain development results. Thus, this program is expected to foster a sense of ownership of the results they have built. In addition, P2RW is also designed to answer the community's needs for development

in the surrounding environment that have not been accommodated by programs and activities from related agencies.

In planning, the community compiles proposals for activities through deliberations or community meetings while taking into account the list of priority scales, harmony, and sustainability of development in accordance with the results of the village development plan deliberation (Musrenbang) and the city-level development plan. Likewise, implementation, accountability, and maintenance are carried out jointly. In addition to carrying out development, this also aims to maintain the culture of gotong-royong which is the hallmark of our nation.

In this study, researchers will analyze the evaluation of the Community Association Empowerment Program (P2RW) in Accelerating Development in Sukabumi City based on the theory of the evaluation model according to Stufflebeam in Ananda & Rafida, (2017: 45-48) namely CIPP (*Context, Input, Process, Product*).

a. *Context Evaluation*

Context evaluation assists in planning decisions, establishing the needs that the program seeks to achieve, and formulating program objectives. (Tayibnapis, 2000:14).. The main purpose of a context evaluation is to identify strengths and weaknesses. By knowing these strengths and weaknesses, the evaluator can provide the necessary direction for improvement. Context evaluation is also concerned with describing and explaining the environment of unmet needs, the population and sample served, and the objectives of the project (Arikunto & Jabar, 2009). (Arikunto & Jabar, 2009:48).. In the context evaluation dimension, researchers asked questions about the background of the P2RW program implementation and the objectives of the P2RW program in Sukabumi City.

It is known that the Rukun Warga Empowerment Program (P2RW) is an initiative of the local government of Sukabumi City that serves as a program to encourage communities to gradually learn and become familiar with various aspects of development. Through this program, the Sukabumi local government seeks to provide space and opportunities for communities to actively participate in the development process. Thus, the community is not only the beneficiary of development results, but also part of the planning, implementation and maintenance process. This is expected to encourage a sense of ownership and responsibility for the facilities built, as well as ensuring that the development carried out is truly beneficial and in accordance with the real needs in the field.

The P2RW policy is basically a political decision taken to ensure equitable development in all areas of Sukabumi City. This program emerged in response to the fact that there are some areas that often do not get attention or are not touched by agencies, sub-districts, and other related agencies. This inequality has led to development gaps between regions.

To overcome this problem, the local government provides assistance in the form of a stimulant program to Rukun Warga (RW) heads. This assistance is intended to enable RW heads to more quickly fulfill the priority needs in their respective areas. With this stimulant program, it is hoped that previously neglected areas can soon catch up and enjoy more equitable and fair development results.

The local government of Sukabumi seeks to mobilize the community to actively participate in the development process, from planning, implementation,

supervision, to maintenance. The main objective is to ensure that development is in line with the needs and desires of the community, so that it can provide maximum benefits for all residents of Sukabumi. Thus, the neighborhood empowerment program is not only a practical solution for equitable development, but also a means to strengthen social cohesion and improve the quality of life of the community as a whole.

The Rukun Warga Empowerment Program (P2RW) is a manifestation of the government's concern for community empowerment at the Rukun Warga (RW) level. The main objective of this program is to improve the condition of slum areas and improve the quality of public facilities in various areas. The program originated from the idea of the mayor who wanted to accommodate the ideas and aspirations of the community from various levels, especially the lower community, so that development could be carried out more evenly and according to their specific needs.

The P2RW program targets based on the guidelines and technical guidelines are expected to implement *Good Governance* because the implementation of its activities is directed at:

1. Increased community participation at every stage of development;
2. A more detailed and integrated set of directions and restrictions on the use of funds;
3. Increased relevance to local needs and issues;
4. Improved reporting, monitoring and evaluation systems;
5. Compatibility with the regional financial management system;
6. Increased role and authority in urban villages for community empowerment;
7. Increased role of sub-districts in facilitator, monitoring, and evaluator functions.

Increasing community participation at every stage of development aims to increase the active role of residents in carrying out development in their neighborhoods, so that they are more independent and able to manage development in their own areas. Community participation in the P2RW program varies greatly depending on the area and characteristics of each village.

The issue of self-help or community contribution in development projects is greatly influenced by the unique conditions and characteristics of each neighborhood. Each neighborhood has different levels of participation, resources, and community engagement. For example, Kelurahan Kebon Jati is a positive example where the community is very active and eager to contribute, so it was able to achieve and even exceed the self-help target of 100%. However, not all neighborhoods showed the same results. In some other urban villages, the level of community participation and contribution still did not meet the set targets, such as in RW 05 Nanggeleng and RW 02 Sindang Palay.

In general, the results of the program implementation can be said to be quite satisfactory. However, on closer inspection, the level of direct participation from community members is still low. The majority of the work in this development project was carried out by builders or professional workers who were paid to perform these tasks. This means that active involvement from residents in the form

of voluntary labor contributions is still very minimal. Only a handful of residents voluntarily involve themselves in the development process.

Self-help from the community is very important in the implementation of the Rukun Warga Empowerment (P2RW) program, because the budget provided by the government alone is not enough to meet all development needs. Therefore, self-help or contribution from the community is a key factor in achieving the success of this program. as for community participation in the P2RW program is not only limited to material or monetary contributions. The community is also expected to contribute in the form of labor, where they can help in the implementation of development projects directly. In addition, the community can also donate food for the workers or other forms of assistance needed in the development process.

Community participation in the program was very diverse, encompassing material donations such as cement and food, as well as labor. This participation involved both men and women, with mothers in particular contributing to the provision of food. The program was truly run by and for the community, ensuring the involvement and contribution of various parties in the community.

Based on the implementation guidelines (guidelines and technical guidelines) in general, the forms of activities that can be financed through P2RW grants include basic physical environmental development activities and simple supporting facilities. This activity must be able to explore high community participation, be needed by the community and meet applicable requirements such as priority for poor neighborhoods and / or slum neighborhoods, the usefulness of the results of activities, the number of users of the benefits / results of activities, the area coverage of the results of activities and so on that are not accommodated in activities in regional devices. For further details, please refer to chapter 2 page 33.

However, if the community environment is already good, then P2RW can be utilized for other activities such as the creation of an elderly garden as carried out by Puri Cibeureum Permai 2 Puri Cibeureum. The P2RW program aims to increase citizen participation in improving and building basic infrastructure that is important for the comfort and welfare of the community, such as roads, drainage channels, concrete rebates and others. These public facilities are essential to support residents' daily lives and improve the quality of their living environment. However, the P2RW program also has flexibility in its application. If a neighborhood already has adequate basic infrastructure and there is still vacant land, the program can be directed to utilize the land in ways that benefit the community. One example is the creation of an elderly park in the PCP 2 Puri Cibeureum area. This elderly park not only beautifies the environment, but also provides a place for elderly residents to do activities, socialize, and enjoy their free time in a comfortable and safe atmosphere. Thus, the P2RW program does not only focus on physical development, but also on improving the quality of life of the community through the use of existing land for social and recreational purposes. This reflects the program's commitment to creating a better and healthier environment.

Based on the statement regarding the context evaluation above, researchers can interpret that the Community Association Empowerment Program (P2RW) in Sukabumi City is well implemented in accordance with the approved guidelines. Covering the construction of basic physical environment and simple

supporting facilities aimed at accelerating equitable development that has not been covered by related agencies. The realization of development such as the construction of roads, concrete rebates, drainage, posyandu, septic tanks, soil retaining walls, connecting bridges, elderly parks and other public facilities that have more functions and benefits for the community in the neighborhood. However, in terms of community participation in several Rukun Warga (RW), it has not been fully implemented properly depending on the area and characteristics of each village. For example, in RW 06 Kebonjati, community self-help is very high, reaching 100%, but in RW 05 Nanggeleng, and RW 02 Sindang Palay the self-help is less so that they rely more on professional labor.

b. Input Evaluation

Input evaluation focuses on the various elements involved in the implementation of a program. The purpose of this evaluation is to assist in decision-making, identifying available resources, planning strategies to achieve goals, and establishing appropriate work procedures. Elements included in this input evaluation include: Human resources and budget or funds. The following is an explanation of these elements:

1. Human Resources (HR)

Human Resources (HR) is a crucial factor that cannot be separated from an organization, be it an institution or a company. Basically, HR refers to individuals employed in organizations to plan and carry out various tasks in order to achieve the goals of the organization. The human resources in the Rukun Warga Empowerment Program (P2RW) in Kota Sukabumi consist of beneficiaries and program implementers. The following is an explanation of human resources:

1) Beneficiaries

The beneficiaries of the Rukun Warga Empowerment (P2RW) program are the Rukun Warga (RW) administrators and the community in the neighborhood who directly experience the results of the program implementation. The RW administrators are groups that have been formed and officially designated through a lurah decree, so they have the responsibility and authority to manage and supervise various development projects carried out within the framework of the P2RW program. In addition to the RW administrators, the community in the neighborhood are also the main beneficiaries of this program. They are the individuals and families who will utilize and enjoy the development outcomes produced through the P2RW program. The planning for the implementation of the P2RW program is carried out using a participatory approach, where the entire planning process is carried out together with the community through a deliberation forum or rembuk warga. In this deliberation, the community together with RW administrators have an in-depth discussion to determine the priority scale of development in their neighborhood. The main objective of this deliberation is to ensure that the selected projects truly reflect the needs and urgency of the local community, so that the development results can provide maximum benefits and are right on target.

P2RW programs are prioritized based on the results of deliberations with local communities. These deliberations aim to identify and determine the most pressing needs in their neighborhoods. This approach ensures that decisions reflect the aspirations and real needs of the community, focusing on one location that really needs urgent attention rather than dividing funds to several locations with less than optimal results. This decision was made even though ideally P2RW development is expected to be evenly distributed in all RTs, but due to budget constraints, this choice became the best strategy. With a limited budget of only 25 million, neighborhood associations must make wise and targeted decisions. Neighborhood associations need to prioritize the areas that need the most attention so that the available funds can be used effectively and deliver maximum results. This approach is expected to result in a more significant and beneficial impact for the community in the selected location, although there may be other neighborhoods that will have to wait their turn to receive development attention in the next period.

Based on the above statement, the researcher can interpret that the beneficiaries of the P2RW program are the administrators of the community association and the surrounding community who utilize the development results. This program is implemented through community meetings to determine the priority of urgent needs in an area. Although ideally this program should be evenly distributed across all RTs, with a budget of only 25 million, the focus is on development at one point for optimal results. As such, the program seeks to produce a more significant and beneficial impact on the community in the chosen location.

2) Program Implementer

Based on the implementation guidelines (juklak-juknis), the membership of the Rukun Warga Empowerment Program management team is divided into:

- Rukun Warga Management

The Rukun Warga (RW) management in question is the management that has been formed and determined through a lurah decision.

- Facilitator, Monitoring and Evaluation Team (Tim Fasmonev) at Kelurahan and Kecamatan Levels:

1) The fasmonev team at the kelurahan level consists of: Lurah, seklur, kasi pembangunan dan pemberdayaan masyarakat kelurahan, LPM elements, and kelurahan officials with the number of personnel adjusted to the needs of each kelurahan.

2) The fasmonev team at the kecamatan level consists of: The sub-district head, the sub-district development and community empowerment section, and sub-district officials, with the number of personnel adjusted to the needs of each sub-district.

- The technical assistance team at the city level consists of: Assistant to the government, elements of the relevant Regional Work Units (SKPD) within the sukabumi city government.

The four institutions in the P2RW Program in Sukabumi City have interrelated tasks and functions. The city government department, as the city-level assistance team, acts as the leading sector that prepares implementation guidelines as well as assists the program. Rukun Warga (RW) is fully responsible for the implementation of the program, receiving proposed activity plans, and submitting them in the form of proposals to the kelurahan fasmonev team. The kelurahan fasmonev team functions as a facilitator at the kelurahan level, while the kecamatan fasmonev team functions as a facilitator at the kecamatan level.

The implementation of the P2RW program involves several stages that must be followed by the community association management so that the program can run smoothly and get the necessary funding. These stages include proposing program plans, verifying program plans, submitting proposals for funding requests, making fund disbursement proposals, verifying fund disbursement proposals, and disbursing funds. By following these stages, the P2RW program ensures that every step from planning to implementation is properly monitored and verified, so that the available funds can be used effectively and provide optimal benefits to the community.

Based on the above statement, the researchers can interpret that all elements involved in the implementation of the P2RW program have been running in accordance with applicable regulations where every step from planning to implementation is properly monitored and verified by the monitoring and evaluation facilitator team at the kelurahan level and sub-district level, so that the available funds can be used effectively and provide optimal benefits for the community.

2. Funds or Budget

Based on the guidelines and technical guidelines, the community association empowerment program is sourced from the Sukabumi City Regional Budget (APBD) in the amount of Rp.8,925,000,000 (Eight Billion Nine Hundred Twenty Five) for 357 Community Associations (RW) with each RW amounting to Rp. 25,000,00.- (Twenty Five Million Rupiah) for implementation in 2023. Allocated for various development activities in the region. Although P2RW funds can be used for other empowerment programs such as counseling on posyandu, the main focus of its use is for physical development. Counseling and similar activities are usually already handled by the relevant agencies, so the budget is mostly directed to physical projects.

P2RW funds are allocated for regional development in the local community with the main focus on physical development such as road repairs, toilets, posyandu, and clean water facilities. Although empowerment such as counseling is also permitted, these activities are

usually already handled by relevant agencies. The use of funds for non-physical items such as chairs, carpets for mosques, stages, and sound systems is also allowed, but limited to a maximum of 6 million out of a total budget of 25 million. Thus, the main focus of the Sukabumi City P2RW budget is on physical development that can provide direct and tangible benefits to the community, although there is room for non-physical use within predetermined limits.

To appreciate the spirit and participation of the community in the implementation of the P2RW program, the Mayor of Sukabumi gave awards to the best P2RW implementers. The decision letter includes grant recipients in the form of money from the Sukabumi City government in the government section of the Sukabumi City regional secretariat in order to award the best community empowerment program implementers at the village level, sub-district level, and city level for the 2023 fiscal year. At the kelurahan level, the best implementers will receive Rp.3,500,000 for the first best and Rp.2,000,000 for the second best; at the sub-district level, the best implementers will receive Rp.5,000,000 for the first best and Rp.2,500,000 for the second best; and at the city level, the best implementers will receive Rp.6,000,000 for the first best, Rp.4,500,000 for the second best, and Rp.3,000,000 for the third best. This award is in the form of additional funds for development in the implementation of P2RW the following year, which will be submitted through a bank account in the name of the elected RW management.

Based on the explanation above, researchers can interpret that the Rukun Warga Empowerment Program (P2RW) in Sukabumi City comes from the APBD which is intended for various development activities. The main focus of this program is infrastructure and physical development projects, although there is an allocation for non-physical activities within a predetermined limit of a maximum of 6 million out of 25 million. To appreciate the community's participation, the Mayor of Sukabumi awarded the Best P2RW Implementers at the best urban village I, II, best sub-district I, II, and best city I, II, II levels in the form of additional funds for the following year's development, which will be submitted through a bank account on behalf of the selected RW management.

c. Process Evaluation

Process evaluation emphasizes on three objectives: to identify or plan procedures or implementation during the implementation stage, to provide information for program decision-making, and to provide a record or archive of the procedures that have been carried out. Process evaluation involves collecting assessment data that has been established and applied in program implementation practices.

Basically, process evaluation aims to assess the extent to which the plan has been implemented and which components need improvement. Process evaluation in the CIPP model highlights the "what" of the activities carried out in the program, the "who" of the people responsible for the program, and the "when" the activities will be completed. In the CIPP model, the process evaluation focuses on the extent to which the activities that have been implemented in the program are

in accordance with the plan. (Arikunto & Jabar, 2009: 47). The flow of P2RW program implementation starts from community meetings, preparation of activity proposals and fund disbursement proposals, and implementation of activities.

The P2RW proposal-making process has run well because it involves all elements, from the community in need, RW as the program implementer, to the monitoring and evaluation facilitator team (fasmonev) at the kelurahan, kecamatan, and kota levels. However, the application and management of the P2RW program is difficult for some RWs because it involves long bureaucratic stages. In addition, the introduction of new systems such as SIPD (Regional Government Information System) presents additional challenges. Many RW administrators are not familiar with how the system works, and the lack of socialization about SIPD is one of the main causes of this difficulty. If there is a new program like this, socialization should be carried out thoroughly to the lower levels, such as RW and RT, so that they know and understand how to use it. Therefore, the renewal of proposal submission through the SIPD system has not been effective due to the lack of socialization to the lower levels.

1. Activity Implementation

At the activity implementation stage, the P2RW program runs in accordance with the previously agreed planning. The program implementation follows the plan or proposal that has been prepared through a careful planning process, has been verified by related parties, and then the budget disbursement. After the funds are received, RW will start the construction of the P2RW program. During the implementation, the program is monitored by the monitoring and evaluation (fasmonev) facilitator team at the kelurahan and kecamatan levels. This is done to ensure that the project runs according to the predetermined standards and can be completed on time. P2RW development implementation is expected to be completed within a maximum of one month, however, there are exceptions for larger and more complex development projects, which may take longer to complete. As stated by informant 6 who said that:

"The assistance from the government is supervised from 0% of the construction to 100% of the construction. If the implementation of supervision is carried out when we implement the P2RW program, 0%, 50%, 100% of the construction is supervised. The implementation of P2RW construction is completed in a maximum of 1 month, except for large construction, such as yesterday when I built a mushola, it could not take 1 month because it was a mushola from 0% of the construction, so I completed it in 1 month and a half. As for the development in RW 6 because there are many physical developments that have not been covered so I prioritize physical, non-physical should be there but for RW 6 it is more physical first".

Based on the explanation of informant 6, the researchers can interpret that assistance from the government in the P2RW program involves strict supervision from 0% to 100% of development. Each stage of implementation is supervised, namely at 0%, 50%, and 100% progress. The implementation of P2RW construction usually has to be completed within a maximum of one month, except for large projects. For example, the

construction of the mushola that RW 6 did took one and a half months because it started from 0%. The main focus of development in RW 6 is on physical development because many physical needs have not been met. Although there is room for non-physical activities, the main priority at the moment is on physical infrastructure development.

Once construction is 100% complete, RWs have the responsibility to produce a complete accountability report. This process involves several important steps to ensure that all activities and expenses in the P2RW program are reported correctly and transparently.

After arriving at the accountability report, the next or last stage is monitoring and evaluation carried out by:

- The kelurahan level fasmonev team conducts guidance, monitoring and evaluation of the detailed implementation of P2RW activities in each RW by making progress reports from the initial to the final stage and reporting them to the sub-district and city level fasmonev teams;
- The sub-district level fasmonev team conducts guidance, monitoring and evaluation of the detailed results of the implementation of P2RW activities in each RW by making activity progress reports from the initial to the final stage with a minimum of conducting monev for each activity twice, namely at 50% and 90% of the work and reporting it to the city level fasmonev team;
- The city-level technical assistance team monitors and evaluates the results of the implementation of P2RW activities and reports the results of its assistance to the Mayor of Sukabumi.

Based on the explanation above, the researchers can interpret that all members involved in the implementation of the P2RW program have run in accordance with the rules applied. Each element involved has carried out their main duties and functions, so that the implementation of P2RW can be carried out in accordance with what was planned at the beginning. Starting from planning which begins with community deliberations to determine developments that reflect the real needs and priorities of the community in the local environment, making activity proposals and disbursing P2RW funds, implementing P2RW activities, making accountability reports, and the last is monitoring and evaluation carried out by the fasmonev team at the village level, sub-district level, and the city level technical assistance team.

d. Product Evaluation

After discussing the three stages of evaluation above, in this sub-chapter the author will describe the final stage of the CIPP evaluation where the final stage is product evaluation. Product evaluation plays an important role in helping to make subsequent decisions, both regarding the results that have been achieved and what steps should be taken after the program ends. In this context, product evaluation serves as a tool to assess and analyze the success of a program in achieving its predetermined goals. This evaluation includes a comprehensive assessment process that involves measuring performance, analyzing results, and determining the impact and benefits of the program. The results of this evaluation not only provide an overview of the extent to which the program has been successful, but also identify areas that require improvement and further development. As such, product evaluations help in determining strategic decisions

for the future, ensuring that the programs run can be more effective and efficient in achieving the desired goals.

1. Output

Outputs are the results achieved from programs, activities, and policies. It includes any form of results that result from the implementation of the program, including products or services produced, changes that occur, or direct benefits obtained. Outputs reflect not only physical results, but also include behavioral changes, increased knowledge, or improved skills resulting from the activity or program. Thus, output is an important indicator used to assess the effectiveness of programs, activities, and policies in achieving predetermined goals. The expected outcomes in the P2RW program in Sukabumi City are the realization of the objectives of the program, namely to accelerate equitable development and the active participation of local communities.

This P2RW program has been running well. Many residents are very grateful and thankful for this program because it provides real benefits for them. The P2RW program facilitates the process of infrastructure improvement in their neighborhood, such as repairing damaged roads, without having to wait for a long time. Since the work is done by the RW themselves, they better understand the specific needs in their neighborhood. Thus, repairs can be done quickly and precisely according to the needs of the local community.

Development planning in the P2RW program is carried out one year in advance based on proposals tailored to the needs of the local community. This ensures that the development implemented actually matches what is needed by the community, as they themselves planned it. For example, in some cases, communities may decide to build a talud to prevent landslides, repair a damaged road, or repair a culvert to improve the drainage system in their area. Thus, every development step taken is the result of the local community's deliberation and agreement.

The decision-making process in the P2RW program is conducted through community consultation. Before a decision is made, RW holds a community meeting that involves all RTs in the area. In the rembuk, each RT, from RT 1 to RT 4, submits their proposals and needs. RW then collects all the proposals and decides which ones should be prioritized based on their urgency and benefits to the community. In this way, decisions are made not only based on RW considerations, but also involve the voices and needs of the people in each RT.

Based on the research results, the P2RW program has been well implemented and has been able to accelerate simple development in the local environment, thus creating a better and more comfortable environment. This program involves direct work by the local RW based on mutual agreement with the community. Since the RW and the community who live in the area better understand the needs and conditions of their area, the development carried out in this program becomes more targeted. They can set priorities based on urgency and benefits to the community, ensuring that each project implemented truly addresses the most urgent and important

needs in the area. Thus, the P2RW program not only improves infrastructure but also improves the quality of life of local residents.

2. Outcome

Outcome is the impact of a particular activity. It reflects the long-term changes or effects resulting from the implementation of an activity, program, or policy. Outcome includes the change in condition, status, or situation experienced by individuals, groups, or communities as a result of the intervention. Outcomes are usually measured in qualitative and quantitative forms and can include various aspects such as improved welfare, behavior change, improved quality of life, or achievement of specific social goals. Outcome focuses not only on immediate results or outputs, but also on the long-term and sustainable effects that result from the implementation of the activity or program. Thus, outcomes provide a more comprehensive picture of the success and effectiveness of a program or policy in achieving broader and sustainable goals. Based on the explanation previously presented from the results of the context evaluation, input evaluation, and process evaluation, the P2RW program in Sukabumi City not only improves physical infrastructure but also improves the quality of life of local residents, empowers the community, and ensures sustainable and targeted development. Thus, the benefits of the Rukun Warga Empowerment Program (P2RW) in Sukabumi City can be concluded as follows:

- a) Improving physical infrastructure in Sukabumi City to the lowest level of Rukun Warga (RW) and Rukun Tetangga (RT), this program has successfully improved various basic infrastructure, such as roads, drains, and other public facilities. These infrastructure improvements create a better and more comfortable environment for the community.
- b) Community empowerment, by involving communities in project planning and implementation, the P2RW program empowers residents to actively participate in the development of their areas. This increases the sense of ownership and responsibility towards development outcomes.
- c) Help alleviate slums in the local neighborhood.
- d) Improving quality of life, The program contributes directly to improving the quality of life of local residents by providing better facilities and more efficient services. Good infrastructure also supports the economic and social activities of the community.

Based on the above explanation, researchers can interpret that the P2RW program in Sukabumi City has a positive and significant impact on the local community. The program succeeded in improving physical development infrastructure to the lowest level, namely rukun warga and rukun tetangga by improving the condition of roads, waterways, and other public facilities. In addition, the P2RW program empowers communities by involving them in project planning and implementation, thus increasing their sense of ownership and responsibility for development outcomes. The program also contributes to alleviating neighborhood slums by improving housing conditions and providing decent facilities. Furthermore, P2RW directly improves the quality of life of residents by providing

more efficient services and infrastructure that support the economic and social activities of the community. Thus, the program not only improves the physical condition of the environment, but also provides long-term benefits for the welfare and prosperity of the people of Sukabumi City.

CONCLUSIONS

Based on the research on the Evaluation of Rukun Warga Empowerment Program (P2RW) in Sukabumi City, it can be concluded that the program has been implemented well in accordance with the applicable guidelines, contributing to the acceleration of basic infrastructure development and improving the quality of life of the community. However, challenges remain in terms of community participation and limited resources, leading to differences in implementation across different areas. The bottom-up implementation process ensured that the program remained relevant to local needs, although bureaucratic constraints and the introduction of new systems such as SIPD hampered efficiency. Overall, the P2RW program has been successful in improving physical infrastructure and empowering local communities, although there is a need for improvements in socialization and technical support to make the program run more optimally.

This research can serve as a scientific development and reference in the field of policy research that focuses on public policy evaluation. Researchers recommend further research related to the P2RW program in Sukabumi City by adding references to the P2RW program in more depth and using other theoretical perspectives to expand scientific research related to the program.

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