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## Evaluation analysis of the rodanya masbagia program in Magelang city: review of effectiveness and impact

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### ABSTRACT

This study evaluates the effectiveness of the Advanced Healthy and Happy Community Empowerment Program (Rodanya Masbagia) in Magelang City, which aims to improve community welfare through active participation in the planning of local activities supported by the annual budget. In its implementation, this program faces obstacles such as limited understanding from several RT Heads and Community Groups (Pokmas) regarding program procedures and rules. This study uses six dimensions of policy evaluation, namely effectiveness, efficiency, adequacy, equality, responsiveness, and accuracy. The research method is in the form of a quantitative survey with a sample of beneficiaries and members of the implementing organization. Data were collected through questionnaires and analyzed with a Likert scale to assess the effectiveness of the program. The purposive sampling technique is used for informants from program implementers, while cluster sampling is applied to communities in various sub-districts. The results showed that most of the evaluation dimensions, such as effectiveness, adequacy, and equity, were in the high category. However, there are still several aspects that need to be improved, such as public understanding in preparing Community Activity Plans (RKM), obstacles in accountability reports, and coordination between parties. The efficiency of the operational budget is also considered not fully adequate. In conclusion, the Masbagia Wheel Program has been quite effective and beneficial to the community, but challenges in technical implementation still need to be overcome. Recommendations include more intensive socialization, capacity building in the preparation of RKM and financial statements, and better coordination between related parties. This research is expected to be a reference for local governments to improve the quality of programs in the future.



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## Introduction

Community development is a critical approach to improving the quality of life and social welfare at the community level, especially for the lower middle-class group. According to (Syaifullah et al., 2023), community development aims to build people's ability to identify needs, obtain the resources they need, and jointly empower themselves to have greater control over their lives (Nurhayati et al., 2023a). Community development programs also play a crucial role in strengthening community structures to support democratic participation in the decision-making process (Fadil Muhamad et al., 2023). Some forms of community development implementation

include development programs, social actions, and campaigns that involve other parties to meet the needs of underprivileged residents (Fadhilah & Primadewi, 2023).

In Magelang City, the local government aims to realize its vision of community empowerment through the Advanced Healthy and Happy Community Empowerment Program, popularly known as Rodanya Masbagia. This program, launched by Magelang Mayor M. Nur Aziz and his deputy M. Mansyur, aims to provide annual assistance of IDR 30 million per Neighborhood Association (RT). This assistance encourages community involvement in planning and implementing necessary activities to improve local welfare (Clara et al., 2018). Although this program is similar to community empowerment initiatives in other Asian countries, such as Korea's Saemaul Undong and Vietnam's New Village Development, Rodanya Masbagia focuses primarily on urban communities in Magelang. In contrast, the other programs are more rural-oriented (Do et al., 2016).

However, implementing the Rodanya Masbagia Program faces challenges and obstacles requiring further evaluation. One major issue is the need for more understanding among some RT leaders and Community Groups (Pokmas) regarding program procedures and regulations, resulting in suboptimal submissions of Community Activity Plans (RKM). Additionally, budget constraints and limited human resources hinder the preparation and implementation of program accountability reports (Fadhilah & Primadewi, 2023). This situation indicates that while the program holds noble goals for community empowerment, its technical execution still requires improvements to be more effective and efficient in achieving its set targets (Pattyn & Brans, 2015).

Various studies have highlighted the importance of public policy evaluation in assessing program performance and identifying improvement opportunities (Atika Supriadi et al., 2021). Such program evaluations enable policymakers to gauge how much a program meets community needs and ensure that allocated resources yield positive impacts. William N. Dunn (2000) posits that policy evaluation is an essential tool for providing valid information on policy performance, which can then serve as a foundation for informed decision-making (Wang et al., 2021). The challenges the Rodanya Masbagia Program faces have wide-reaching social and economic implications (Biehl, 2019). Failure to achieve its goals could diminish public trust in local government, potentially hindering future community participation in similar programs. Economically, inefficient fund allocation could burden the local government budget more than providing proportional benefits to the community (Sari et al., 2019).

Based on this background, this study aims to evaluate the effectiveness and impact of the Rodanya Masbagia Program in Magelang City by applying the six policy evaluation dimensions proposed by Dunn (2003): effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. Through this evaluation, a deeper understanding of the obstacles in program implementation and potential solutions for enhancing future program quality is expected. This study provides in-depth empirical information on the effectiveness and efficiency of local-level community empowerment programs. The results of this evaluation are expected to offer valuable insights for local governments to improve implementation procedures, strengthen inter-stakeholder coordination, and optimize resource allocation so that community empowerment programs, particularly Rodanya Masbagia, can deliver more tangible.

## Method

This study employs a quantitative survey design as the primary method for data collection. The survey design was chosen to align with the research objective of evaluating the effectiveness and impact of the Rodanya Masbagia Program in Magelang City. This design enables data collection from many respondents in a structured and measurable way, making it suitable for obtaining a general overview of community perceptions and program implementers' perspectives on evaluation dimensions, including effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. The study applied specific inclusion and exclusion criteria in sample selection. Inclusion criteria included (1) residents of Magelang City who benefit from the Rodanya Masbagia Program and (2) members of organizations involved in the program's implementation, such as regional government agencies (OPD), program facilitators, RT leaders, and community groups (POKMAS). Conversely, exclusion criteria included residents without direct involvement or benefits from the program and individuals needing more roles or understanding of the program's implementation. These criteria aimed to include only relevant and experienced respondents, ensuring more accurate and representative data (Nurhayati et al., 2023a).

Sample selection was conducted using two sampling techniques: purposive sampling and cluster sampling. Purposive sampling targeted key informants among program implementers, such as OPD members, program facilitators, RT leaders, and POKMAS. This allowed the researcher to focus on individuals with in-depth knowledge of the Rodanya Masbagia Program. Meanwhile, cluster sampling was used to gather samples from residents across different districts in Magelang City, dividing the city into clusters based on districts and

randomly selecting samples from each cluster. This approach ensured comprehensive representation across the city. The sample consisted of 120 program implementers evaluated for efficiency and effectiveness, and 290 program beneficiaries were assessed on alignment, responsiveness, adequacy, and accuracy dimensions.

Data collection was conducted over a month to ensure that all selected respondents could participate and complete the questionnaire. Data were gathered at accessible locations for both the public and program implementers, such as sub-district offices or RT posts involved in the program. Using this comprehensive quantitative survey approach, the study aims to thoroughly depict community and program implementer perceptions and experiences regarding the Rodanya Masbagia Program's effectiveness and impact in Magelang City. The data was collected using questionnaires distributed directly to respondents. The questionnaire method was chosen for its efficiency in large-scale data collection and ability to provide quantitatively measurable results. The questionnaire instrument was designed using a Likert scale to measure respondents' level of agreement or evaluation related to program evaluation dimensions. In this Likert scale, respondents rated items as high, medium, or low, with scores of 3, 2, and 1, respectively, to indicate the extent to which the program met the evaluation criteria.

Table 1. Frequency, Interval, and Ratio Table

Category	Score	Intervals	Ratio
Tall	3	2.34 – 3	78.66 – 100
Currently	2	1.67 – 2.33	55.67 – 78.67
Low	1	1.00 – 1.66	33.39 – 55.66

To get the ratio category of respondents' answers, you need to look for the score weight of the respondents' answers. The weight of the respondents' answer scores is obtained from the respondents' answer scores multiplied by the number of respondents. To make it easier for us to know the weight of the respondent's score, it can be seen in the following formula:

$$\text{Score weight} = \frac{\text{Total score}}{N \times 3} \times 100\%$$

After the score weight is found, the next step is to compare the score weight with Table 1 as a reference for determining the respondent's answer category. The score weights are compared in the ratio column. This category of respondents' answers is the conclusion that the respondents' responses are high or low.

## Results and Discussions

### Effectiveness

Effectiveness discusses the achievement of planned goals of a program compared to actual achievements in the field. In Magelang Mayor Regulation Number 24 of 2021 concerning Technical Guidelines for Implementing the Advanced Healthy Happy Community Empowerment Program (Masbagia), four (4) objectives have been established, namely (1) facilitating the community in identifying problems and helping to articulate their needs; (2) facilitating the development of environmental facilities and infrastructure for the Neighborhood Association (RT); (3) improving community welfare through activities to develop facilities, infrastructure and community empowerment; and (4) increasing participation and encouraging community empowerment in development. Policy evaluation is used to assess achievement to see whether a policy has been implemented by the technical and implementation instructions that have been determined (Fadil Muhamad et al., 2023).

The dimensions of effectiveness in this research have four (4) points proposed to respondents, namely regarding the suitability of planning and implementation with Magelang Mayor Regulation Number 24 of 2021 concerning Technical Guidelines for Implementing Masbagia, the community's ability to identify their potential and needs in preparing Community Activity Plans (RKM), the ability of the community to be empowered independently in planning and implementing the RKM as well as active community participation in planning and implementing the RKM. The following is a data tabulation of respondents' answers related to the dimensions of effectiveness (Teiwillang et al., 2021).

The effectiveness dimension assesses whether a policy fits the desired goals and objectives. On the indicator of planning suitability with the Magelang Mayor's Regulations, 63.2% answered that there was planning suitability with the regulations, and 29.2% answered that it was inappropriate. 0.8% or one person answered that there was no compatibility between planning and Magelang city regulation number 24 of 2021 because the community did not understand how to prepare the RKM and the community did not have a social map that depicted the potential of their area, which was the basis for making the RKM.

**Table 2.** Achievements of the Masbagia Rodanya Program Effectiveness Dimensions in Magelang City in 2022

Indicator	In accordance (%)	Not enough In accordance (%)	It is not by (%)	No answer (%)	Indicator Category
Planning compliance with Magelang City Perwal Number 24 of 2021	63,3	29,2	0,8	6,7	83,05% (tall)
Compliance with Implementation with Magelang City Perwal Number 24 of 2021	64,1	25,0	1,7	9,2	81,38% (tall)
Community Ability to Identify Their Potential and Needs in Preparing RKM	54,77	43,65	0,79	0,79	84,17% (tall)
Community Ability to Empower Independently in Planning and Implementing RKM	55,5	38,9	2,4	3,2	82,53 (tall)

Source: Processed Primary Data, 2022

For indicators of conformity of implementation with Magelang City Regulation Number 24 of 2021, it shows that 64.1% answered that there was implementation and the guidelines were appropriate, 25% answered that there was less conformity, and 2 of them (1.7%) responded no regarding the conformity of implementation with the Rodanya Masbagia technical regulations. This discrepancy is indicated by the fact that there are still proposals for individual use. The accompanying technical facilitation is not popular with the community, and the socialization of the program is too short, so assistance, facilitation, mediation, and catalyzing are still needed. The remaining 11 people (9.2 percent) did not provide an answer (Octafiani et al., 2018).

Indicators of the community's ability to identify its potential and needs in preparing the Community Activity Plan (RKM): 54.8% of respondents answered that there was the community's ability to identify their potential and needs in preparing the RKM. In comparison, 43.6% gave a poor answer regarding the community's ability to identify potential and needs in preparing the RKM. Another finding was that one person (0.8 percent) gave the answer no to the community's ability to identify their potential and needs in preparing the RKM. The reasons were a need for coordination between residents and many proposals that needed to be based on residents' needs. The remaining one person, 0.8%, still needs to provide an answer to the community's ability to identify their potential and needs in preparing the RKM (Ma'mun, 2019).

In terms of indicators of the community's ability to identify their potential and needs in preparing the RKM, data showed that 55.5% answered that the community was able to be empowered independently in planning and implementing the Community Activity Plan (RKM) and 38.9% responded that it was inadequate regarding the community's ability to empowered separately in designing and implementing RKM. Meanwhile, 3 (2.4%) answered no to the community's ability to be empowered independently in planning and implementing the RKM because the Rodanya Masbagia program is relatively new. Hence, the community cannot run alone and needs socialization and assistance. The remaining four people (3.2%) still need to provide an answer regarding the community's ability to be empowered independently in planning and implementing RKM (Astri & Syaripudin, 2020).

Based on the data collected, all indicators in the effectiveness dimension show data above 50%, which illustrates that the implementation of the Advanced Healthy and Happy Community Empowerment Program (Rodanya Masbagia) has been running quite effectively. However, a small number of others stated that some communities still need to have a social map. This illustrates the potential of the region. Some people do not understand how to prepare a Community Activity Plan (RKM), and a lack of coordination among residents has resulted in some proposals not being based on the needs of the residents and the Rodanya Masbagia program, which is relatively new so that the community is still unable to run alone and still needs socialization and accompaniment.

Based on the research findings indicating that the Advanced Healthy and Happy Community Empowerment Program (Rodanya Masbagia) has been running effectively, several challenges remain related to the community's understanding and capability in designing Community Activity Plans (RKM). These findings

highlight several vital implications that require consideration. Firstly, the government needs to enhance socialization and support programs, as many community members still require a deeper understanding of the RKM planning process, even though the program has already been implemented. Additional support can be provided through training or workshops involving facilitators to help communities develop social maps and identify the potential of their respective areas. Secondly, building community capacity in creating social maps is crucial, as some communities need a social map that reflects their local potential. Specialized training on social map development will enable communities to use local resources more effectively and guide programs that address their specific needs. Enhancing coordination among community members is also essential, as communication gaps have hindered the development of targeted RKMs. The government could establish working groups or small teams within each community to facilitate better communication and ensure active involvement from all residents in the RKM planning and implementation processes.

Moreover, the period for program socialization and support should be extended. The current short socialization period limits the community's understanding of the program's goals and implementation methods. Extending the socialization period will allow community members to adapt to their new roles in planning and executing activities, ultimately improving program effectiveness. Finally, regular evaluations and feedback to the community are crucial, given that this program is still relatively new. Periodic evaluations will ensure that the community reaps optimal benefits and continues to grow in executing the program independently. Program implementers are expected to provide constructive feedback on RKM implementation and improvement recommendations, helping the community refine the program and enhance their skills. By implementing these implications, the Rodanya Masbagia Program is anticipated to become increasingly influential and strengthen community empowerment, enabling them to meet their needs independently and sustainably.

### Efficiency

Efficiency is how much resources and effort are needed to achieve program goals. In this efficiency dimension, there are two indicators: budget efficiency in planning and implementing RKM and operational budget efficiency in planning and implementing RKM. In preparing a program, the dimension of efficiency must be considered. How far you can achieve also depends on how many resources and efficiency strategies you have. Existing resources must be utilized as best as possible to achieve the stated goals.

**Table 3.** Achievements of Efficiency Dimensions of the Rodanya Masbagia Program in Magelang City in 2022

Indicator	Efficient (%)	Not enough Efficient (%)	Not efficient (%)	No answer (%)	Indicator Category
Budget Efficiency in Planning and Implementing RKM	68,2	27,0	3,2	1,6	87,30% (tall)
Operational Budget Efficiency in Planning and Implementing RKM	38,1	38,1	13,5	10,3	67,98 (currently)

Source: Processed Primary Data, 2022

Based on the data collected, the number of respondents who agreed that the budget in planning and implementing the Community Activity Plan (RKM) was running efficiently was 68.2%. In comparison, 27% gave a poor answer regarding budget efficiency in planning and implementing the RKM. Another finding was that four people (3.2%) answered that there was no budget efficiency in planning and implementing the RKM because the proposal was not appropriate to regional conditions, and in planning, the community was unable to understand the cost of production before determining the budget in a proposal. The remaining two people (1.6 percent) still need to answer regarding budget efficiency in planning and implementing RKM.

Indicators of operational budget efficiency in planning and implementing RKM show that 38.1% answered that there is operational budget efficiency in planning and implementing RKM, 38.1% gave a poor answer regarding operational budget efficiency in planning and implementing RKM, and 13.5% answered that there is no operational budget efficiency in planning and implementing RKM. Respondents who answered that the operational budget in planning and implementing the RKM needed to be more efficient gave reasons, among others, that because there was no budget for the operations of Community Groups (Pokmas), there needed to be more common perception between sub-districts. The limited budget was based on something other than operational activities (not balanced) between the budget and active operations. The remaining 13 people (10.3 percent) still need to answer regarding operational budget efficiency in planning and implementing RKM (Fadhilah & Primadewi, 2023).

The overall efficiency dimension shows that the budget for planning and implementing the Community Activity Plan (RKM) has run efficiently at 68.2%. However, the operational budget for planning and executing the RKM only shows a low figure, namely 38.1%, which states that this has been achieved. Run efficiently. In the efficiency dimension, there are still problems with proposals that do not suit regional conditions in planning the community is unable to understand the cost of production before determining the budget in a proposal, there is a lack of common perception between sub-districts, the limited budget is not by operational activities (not balanced) between the budget and operational activities and the reason that is also often given is related to the lack of budget for the operations of Community Groups (Pokmas) (Marunduh et al., 2019).

Based on the findings related to budget efficiency in planning and implementing the Community Activity Plan (RKM), several essential implications must be considered. First, the community's limited understanding of production costs and budget preparation highlights the need for training or support in preparing more accurate budgets. By providing education on budget management, the community is expected to create budgets that are more aligned with local needs and conditions, thus improving the efficiency of RKM planning and implementation. Secondly, providing a dedicated operational budget for Community Groups (Pokmas) has become an urgent necessity, as the lack of operational funds often hinders the execution of activities. With the allocation of specific funds, Pokmas can perform their tasks more optimally and support RKM activities effectively.

Moreover, improving coordination between regions, particularly among sub-districts, is another crucial implication. The need for more understanding among the parties involved in the RKM program at the sub-district level indicates the need for enhanced coordination. The local government can initiate regular meetings between sub-districts to align perceptions and reduce gaps in program implementation. Additionally, evaluating and adjusting the operational budget is necessary, as the current allocation does not align with field needs. This adjustment will ensure that the allocated funds can effectively support the optimal execution of activities. Finally, more intensive socialization is needed to increase public understanding of the RKM and the proposal preparation process. The finding that proposals often do not align with local conditions points to the need for more precise guidelines from the local government regarding the criteria for proposals that match the specific local context. Implementing these implications, it is hoped that the execution of RKM will become more efficient and targeted, ensuring that the community feels its benefits more evenly and sustainably.

### Adequacy

The adequacy dimension discusses how far a program can satisfy community needs, which are considered to provide solutions to the problems faced by the community. The adequacy dimension in this research has two (2) indicators: whether the RKM implemented has met needs and whether it has met the expectations of residents in the RT area. The following is data obtained from distributing questionnaires.

**Table 4.** Achievements of the Adequacy Dimensions of the Rodanya Masbagia Program in Magelang City in 2022

Criteria	Tall (%)	Currently (%)	Low (%)	Indicator Category
The RKM implemented has met the needs of residents in the RT area	67,2	30,3	2,4	88,27% (tall)
The Implemented RKM Has Fulfilled the Expectations of Residents in the Neighborhood Area	70,3	26,2	3,4	88,96 % (tall)

Source: Processed Primary Data, 2022

The indicator of the adequacy of the results of the implementation of the Community Activity Plan (RKM) with the needs and expectations of residents in the RT area in the Magelang City area shows a high category. The questionnaire distributed was a semi-open questionnaire, so data was also obtained from the community, which stated high scores for this indicator that the community had felt the implementation of the RKM at the RT level. Some still thought it needed improvement, but they felt the RKM had helped fulfill what was required by the community. Community needs for goods and services, construction, facilities and infrastructure, and training to improve community skills. Before the Rodanya Masbagia Program, many people in Magelang City still needed facilities, means, and infrastructure.

However, with the existence of Rodanya Masbagia, the community can obtain budgets for the procurement and repair of roads, drinking water networks and access to clean water, drainage and ditches, waste collection facilities and waste processing facilities, infiltration wells/biopores, residential scale domestic waste

water management networks, light fire extinguishers, RW gates, gardens, family medicinal plants, fruit, vegetables, tubers, hydroponics, mushrooms, fisheries and small-scale livestock, environmental security facilities and infrastructure, lighting in residential areas; and/or, supporting facilities and infrastructure for Thematic Villages, management of community health service activities, management of educational and cultural service activities, management of micro, small and medium enterprise development activities, management of community institution activities, management of peace, public order and community protection activities, strengthening community preparedness in facing disasters and other extraordinary events as well as being able to meet different needs, for example tents, chairs, tableware for meetings, CCTV, Wifi, etc.

This means that the implemented RKM has met residents' expectations, and the community has received benefits from the RKM. Masgabia's wheels have met the community's expectations so that you can see the acceleration of development starting from the lowest level (RT); many existing infrastructures in the environment are responded to quickly and are actualized appropriately. For example, sewers, etc. However, there are still obstacles, such as Information regarding the preparation of proposals has not yet reached the lowest levels of society, where a small number of respondents stated that there has been no socialization regarding the provisions on which accounts can be submitted and which cannot be submitted, the grant of goods received by residents is not in line with what was expected. Because the quality of the goods could be better, many needs still need to be submitted for the following year due to the many mandatory activities from the Magelang City government (Sari et al., 2019).

### Alignment

Equitable or reasonable distribution of existing societal resources (Dunn, 2003 in Pratama and Isnani, 2018). In the context of Romania Masbagia, alignment is a condition where this empowerment program meets three (3) indicators, namely in the form of planning, implementation, and evaluation of Community Activity Plans (RKM) carried out openly and transparently; implementation and results of RKM are distributed fairly and evenly to local communities, and all residents in the RT area have received and felt the benefits of the RKM that has been implemented. The following is a data tabulation of respondents' answers related to the smoothing dimensions.

**Table 5.** Dimensional Achievements of the Masbagia Wheel Alignment Program in Magelang City in 2022

Indicator	Tall (%)	Currently (%)	Low (%)	Indicator Category
Planning, Implementation, and Evaluation of RKM are carried out openly and transparently	90,3	6,6	3,1	95,74 % (tall)
The results of the RKM implementation are distributed fairly and evenly to all residents within the RT area	77,9	20	2,1	91,95 % (tall)
All residents in the RT have received and felt the benefits of the RKM that has been implemented	77,9	19	3,1	87,12 % (tall)

Source: Processed Primary Data, 2022

Indicators that planning, implementing, and evaluating RKM have been carried out openly and transparently are included in the high category. Respondents gave a high score on this indicator because a companion helped the RT administrators prepare the RKM that was right for the environment so that the community had more confidence and what was budgeted was fulfilled. Some linked it to the type 4 self-management concept used in Rodanya Masbagia's technical guidelines, where all elements of society can benefit. However, 6.6% of respondents gave a medium score, and 3.1% showed a low score for this indicator. The reasons given were, among other things, because some RKMs were carried out privately without community consultation, for example, because it coincided with the time for changing RTs and the new RTs did not know about it, some RKM proposals have been submitted which have not been approved and have not been notified to the RT for revision to replace other activities as well as proposals with asynchronous implementation which lack transparency in the process (Nurhayati et al., 2023b).

Indicators that the results of implementing the RKM are distributed fairly and evenly to all residents in the RT area show high scores with various explanations, including that all residents can enjoy the benefits received from the implementation of the program and in 2022, almost 100% of RKM proposals can be realized and distributed well. For 20% of respondents who gave a medium score and 2.1% of respondents who gave a low score on this indicator, the reasons included that there were still few residents' interests that could be met because there were still beneficiaries in the form of individuals whose numbers had not reached all residents, for example for training. Business, there are programs that only some residents enjoy the benefits of, such as Wifi, and proposals still need to be fulfilled (Syiafullah et al., 2023).

The indicator that all residents in the RT area have received and felt the benefits of the RKM that has been implemented is included in the high category. The RKM has been realized, and the benefits are felt; all groups can realize the RT proposals obtained from the RKM; physical work and other empowerment, such as training and the facilities provided, are constructive for community activities. The reasons 19% of respondents gave a medium score, and 3.1% gave a low score were, among other things, because the benefits were still not evenly distributed due to differences in regional conditions and not all residents received benefits because they were not optimal, mainly due to limited use (Do et al., 2016).

Based on the data above, all indicators for the smoothing dimension are included in the high category. Overall, the RKM process is carried out openly and transparently, the results of the RKM implementation are distributed fairly and evenly to all residents in the RT area, and all residents in the RT area have received and felt the benefits of the RKM that has been implemented. However, there are still several obstacles in this dimension, including the preparation of the RKM, which is not carried out through consensus deliberation, there is a lack of transparency in the process of realizing the RKM, there are several programs whose benefits are only felt individually due to limitations in use such as business training and the use of Wifi.

### Responsiveness

A program's responsiveness means the response of program targets to policy implementation. Responsiveness concerns how policies can satisfy certain society groups' needs, preferences, or values (Dunn, 2003 in Pratama and Isnani, 2018). The responsiveness dimension is intended to measure the answers (responses) of the Rodanya Masbagia team (regional government, sub-district, damping, community groups) to proposals, feedback, complaints, and various other problems in the field as well as community satisfaction with the implementation of the Rodanya Masbagia program.

**Table 6.** Achievements of Responsiveness Dimensions of the Rodanya Masbagia Program in Magelang City in 2022

Indicator	Tall (%)	Currently (%)	Low (%)	Indicator Category
The Responsiveness of the Rodanya Masbagia Team to Suggestions, Feedback, Complaints, and Various Problems in the Field	81	16,9	2,1	92,98 % (tall)
Community Satisfaction with the Implementation of the Rodanya Masbagia Program	65,2	31	3,8	87,12 % (tall)

Source: Processed Primary Data, 2022

The Rodanya Masbagia team's responsiveness indicators to suggestions, feedback, complaints, and various problems in the field are relatively high. This is stated in several data which state that the team that was formed helped the community's difficulties, especially in preparing Community Activity Plans (RKM); access to Information was excellent if there were complaints, they were immediately followed up, quick responses to existing obstacles and many officers were optimal in assist in preparing the RKM, and if something is not by the needs, you can also make an addendum. Meanwhile, the reasons 16.9 respondents gave a medium score and 2.1% of respondents gave a low score were, among other things, because the response was sufficient. However, no solution was immediately addressed, and officers needed more cooperation and coordination across regional apparatus organizations (OPD), especially information systems. Public roads (PJU) that are not standardized can endanger the PJU network (Octafiani et al., 2018).

The indicator of community satisfaction with implementing the Rodanya Masbagia program is in the high category. The following are the reasons for respondents who gave high scores to this indicator, including that RKM can motivate the community to improve their respective environments, the community is involved in developing their area starting from planning implementation, residents, and RT play a role and participate in



overseeing the implementation of the program, in fact many people hope that in 2018 The next time it can be accommodated again for the same program, many feel satisfaction because the community can formulate their own needs and the process is fast in realization and responds quickly and is willing to accept all community complaints. However, others, namely 31% of respondents, gave a medium score, and 3.1% gave a low score. This is because there are still many people who do not understand Rodanya Masbagia, people's aspirations are not being met, some goods are deemed to be of poor quality, and there are still many mandatory programs being imposed even though they are not by local resources (Clara et al., 2018).

Based on the data above, all indicators of the responsiveness dimension are included in the high category. The responsiveness of the Rodanya Masbagia team to suggestions, feedback, complaints, and various problems in the field, as well as community satisfaction with implementing the Rodanya Masbagia program, has been good. Obstacles that exist in the responsiveness dimension include a lack of solution action from officers, a lack of coordination between Regional Apparatus Organizations (OPD), a lack of understanding of the Rodanya Masbagia regulations, not all community aspirations being absorbed, low-quality goods and programs that are not appropriate to environmental conditions (Fadhilah & Primadewi, 2023).

### Precision

The accuracy dimension relates to assessing a policy that can solve societal problems (Dunn, 2003 in Illahi and Megawati, 2022). In the context of Rodanya Masbagia, there are four (4) indicators of accuracy, namely whether the RKM implemented has appropriately answered the desires, needs, and problems of the local community; the implementation of duties and functions is by the Mayor's Regulations; preparation of accountability reports and synchronization between planning, implementation, and reporting.

**Table 7.** Achievements of the Accuracy Dimensions of the Masbagia Rodanya Program in Magelang City in 2022

Indicator	Tall (%)	Currently (%)	Low (%)	No answer	Category Indicator
The accuracy of the RKM implemented in responding to the desires, needs, and problems of residents in the RT area	72,3	24,2	3,5	0	89,31 % (tall)
The implementation of duties and functions is by the Mayor's Regulations	81,7	12,5	0,8	5,0	90,27% (tall)
Preparation of Accountability Reports	33,3	60,0	6,7	0	75,55% (sedan)
Synchronization between Planning, Implementation, and Reporting	54,0	38,1	3,1	4,8	80,42% (tall)

Source: Processed Primary Data, 2022

The indicator of the accuracy of the RKM implemented in responding to the desires, needs, and problems of residents in the RT area is in the high category (89.31%). This is supported by the respondent's statement, which said that Rodanya Masbagia had met the target; even the RT administrators and the community worked together to voice their aspirations and play an active role in submitting needs; then, many of the applications were distributed, although not all of them. Respondents who gave moderate (24.2%) and low (3.5%) scores stated the reasons that there were proposals that were not approved, the goods realized from the RKM were of poor quality and could not fulfill the community's wishes due to budget limitations in determining needs due to provisions. The rule is that it is mandatory to fill in first.

The indicator that the implementation of duties and functions is by the Mayor's Regulations is relatively high (90.27%). However, there are still obstacles, as stated by several respondents' statements, such as sudden changes in Perwal, the Rodanya Masbagia Team needing to understand Mayor Regulation 24 of 2021, and a lack of Information, especially at the RT level at the start of the program. The indicator for preparing accountability reports is the only indicator in the medium category, with a value of 75.55%. The reason the achievement of this indicator is not very high is that the community is still experiencing difficulties in the process of preparing the Rodanya Masbagia Program accountability report, especially in terms of taxation and cash books and the limited human resources available so that the preparation of accountability documents is carried out by assistants (Marunduh et al., 2019).

The synchronization indicator between planning, implementation, and reporting achieved a score of 80.42% or the high category. Although there are still several obstacles, such as resistance in the community, For 2021, there is no assistance, data input needs to be more thorough, and several factors, including the specifications of goods when proposed, are different from those spent. Some documents must match the format; the rules are different and overlap. Moreover, change: several plans need to be implemented, and many suggestions emerged from the community that needed to be made by the program (Atika Supriadi et al., 2021).

Overall, almost all indicators in the accuracy dimension are in the high category, except for the accountability reporting indicator, which is still in the medium category. The implemented Community Activity Plan (RKM) can answer the desires, needs, and problems of residents in the RT area because community aspirations have been accommodated, and some needs have been realized. The implementation of duties and functions is by the Mayor's Regulations despite several obstacles, such as changes to technical regulations, lack of Information at the start of the program, and lack of understanding from the Rodanya Masbagia implementing officers. For accountability reports, the main obstacles are human resources and a minimal understanding of administrative matters. The planning, implementation, and reporting of Rodanya Masbagia are in sync, even though they still encounter several obstacles. Namely, there was no mentoring process at the start, several community proposals needed to comply with regulations, and several plans needed to be implemented.

Several dimensions have been used as evaluation instruments for the Rodanya Masbagia Program. All dimensions have shown the majority of high scores; informants' statements are optimistic that the program has helped meet community expectations and imply that this program has run well at the implementer level. However, the author found several weaknesses to pay attention to. Aspects of the community's ability to identify their potential and needs in preparing the RKM obtained close percentage gaps, namely 54.77% appropriate statements, and 43.65% inappropriate statements. Aspects of preparing accountability reports include high statements of 33.3% and medium of 60.0%. There were negative comments from informants about the situation of obtaining these scores. Informants stated that the community did not understand how to prepare the RKM and did not have a social map that described the potential of their area; at the beginning of implementation, the community did not know the direction of the program, the socialization of the program was too short so assistance was still needed, there were overlaps and inconsistencies in regulations, and the specifications for purchasing goods were not appropriate. Planning.

The community's inability to prepare activity plans (RKM) and make reports certainly contradicts the aim of the Rodanya Masbagia Program to facilitate the community in identifying problems and helping articulate their needs as stated in Mayor Regulation Number 24 of 2021 concerning Technical Guidelines for the Rodanya Masbagia Program (Sari et al., 2019). Weaknesses in implementing the Rodanya Masbagia Program can be understood as the Magelang City Government's attempt to change the participatory development mechanism fundamentally. The public has long been accustomed to various forms of social assistance that are less about mobilizing the community and are fully controlled by the government, such as the Family Hope Program (PKH), Non-Cash Food Assistance (BLT BPNT), Smart Indonesia Program (PIP), Healthy Indonesia Card (KIS). , as well as physical and non-physical assistance from regional executive and legislative agencies. Participatory development planning is generally also carried out through the musrenbang mechanism. The Rodanya Masbagia program has a different pattern where the community must move actively to plan spending on goods/services according to the potential and problems in their respective RT areas through community consultations, which are then outlined in the Community Activity Plan (RKM) document and submitted to the regional government.

Fundamental changes in community-based development planning patterns are indeed an obstacle in themselves, as stated by Grindle (1980); Mubaroka et al. (2020) state that the effectiveness of a program can be influenced by the degree of change desired. A program that aims to change the attitudes and behavior of a target group is relatively more challenging to implement. Difficulties in this case can be overcome by communicating with the program before implementation. A program requires at least harmonization, and all groups involved must be able to communicate for a unified purpose (Van Meter & Horn, 1975; Subarsono, 2016). Communication is also a measure of effectiveness because successful program implementation requires that program implementers know what will be done (Edwards III, 1980; Mubaroka et al., 2020). The policy goals and objectives must be conveyed to the public to avoid distortion or resistance. Implementation mechanisms also need to be presented in detail and sequentially (Tahir, 2015: 88). This was also found to be one of the obstacles in Rodanya Masbagia, where there were changes to technical regulations such as those in the accuracy dimension.

## Conclusions

The evaluation of the Rodanya Masbagia Program in Magelang City assesses effectiveness, efficiency, adequacy, alignment, responsiveness, and accuracy. The program shows high effectiveness in planning and implementation. However, it faces challenges like the community's limited understanding of preparing the Community Activity Plan (RKM) and the need for a social map depicting local potential. Efficiency measures show budget efficiency at 68.2%, but operational budget efficiency is lower at 38.1%, indicating a need for more knowledge and operational funding for community groups (Pokmas). The adequacy dimension is rated highly at 88.27%, with the program meeting residents' needs and expectations, though some needs still need to be met due to mandatory activities. Alignment is also strong, with 95.74% of respondents indicating that the RKM planning, implementation, and evaluation were transparent and benefits were fairly distributed. Responsiveness scores are high at 92.98%, although there are issues with understanding rules and less responsive assistants. The accuracy dimension shows that the RKM addressed local needs well (89.31%) but faces challenges in preparing accountability reports, which need improvement. The researcher recommends improving coordination and communication, ensuring RKM proposals are discussed with the community, conducting regular monitoring and evaluation, and rewarding high-performing RTs while guiding those underperforming.

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