



Evaluation of the Labor-Intensive Program for Poverty Alleviation in Asemrowo Subdistrict, Surabaya City

Krisdianto^{1*}, Agus Sukristyanto², Achluddin Ibnu Rochim³
Universitas 17 Agustus 1945 Surabaya, Indonesia

Corresponding Author: Krisdianto Krisdian9981@gmail.com

ARTICLE INFO

Keywords: Public Policy, Policy Evaluation, Labor Intensive Program

Received : 12, February

Revised : 26, February

Accepted: 26, March

©2025 Krisdianto, Sukristyanto, Rochim: This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study evaluates the policy of the labor-intensive poverty alleviation program in Asemrowo District, Surabaya City, with a focus on the effectiveness and distribution of program benefits. The problem raised is the extent to which this program is able to reduce poverty and improve community welfare. The purpose of the study was to analyze the impact of the program and identify factors that influence its success. The methods used included interviews, documentation, and observation. The results of the study showed that this program succeeded in reaching the poor and providing significant benefits. Policy evaluation according to William Dunn shows the effectiveness of the program in increasing income and creating jobs, as well as efficiency in the use of resources. The adequacy of the program is assessed from its ability to meet community needs, while responsiveness reflects the extent to which the program can respond to changing community needs. The equity indicator shows that the distribution of benefits is not yet fully equitable, especially for vulnerable groups. The appropriateness of the program is seen from the relevance of the objectives achieved to the needs of the community. The inhibiting factors identified include inadequate support and training for participants, as well as ineffective data management and monitoring, which hinder the achievement of optimal results.

INTRODUCTION

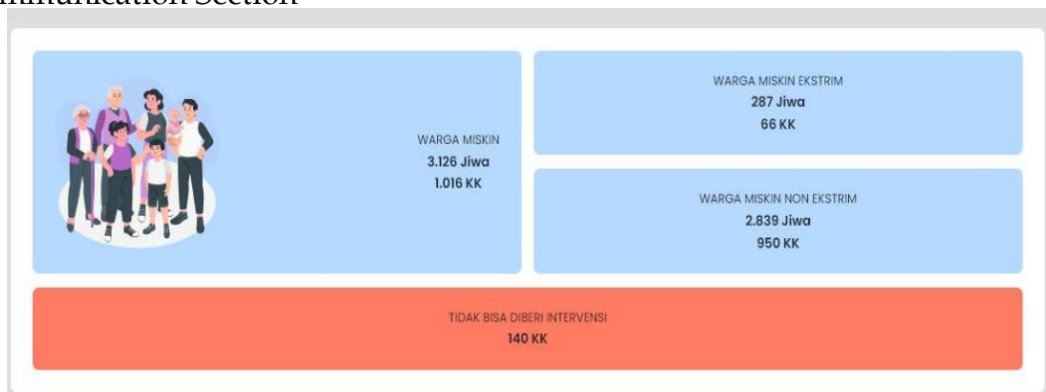
The Surabaya City Government's Labor-Intensive Program is a program initiated by the Mayor of Surabaya to eradicate poverty in the city of Surabaya. According to Article 1 of the Surabaya Mayor's Regulation No. 83 of 2023, the Labor-Intensive Program is a community empowerment activity for Poor Families that is productive based on the utilization of natural resources, labor, and local technology in order to reduce unemployment and poverty, increase income and maintain people's purchasing power.

The objectives of the Labor-Intensive program in the City of Surabaya include:

1. Cultivating a sense of togetherness, mutual cooperation, and community participation in regional development
2. Realizing increased access for poor families to basic services based on a community empowerment approach
3. Job creation through self-managed and labor-intensive development activities
4. Stimulate social and economic activities in the community
5. Reducing the number of poor families in the region
6. Increasing the income of poor families in the region.

The General, Protocol and Communication Section of the Surabaya City Regional Secretariat also participated in the Labor-Intensive Program, namely as the Supervisor of the Labor-Intensive Program in Asemrowo District, Surabaya City for Poverty Alleviation. Not only the General, Protocol and Communication Section of the Leadership but all Regional Apparatus Organizations in Surabaya City each have a District Area that must be managed in the Labor-Intensive Program to Alleviate Poverty

To monitor the labor-intensive program, the Surabaya City Government has a Labor-Intensive Application which can be accessed at the link <https://padatkarya.surabaya.go.id/login>. In the application of each regional device, a Username and Password are given to log in to the Padat Karya Application which contains Data on poor residents in the sub-district managed by the OPD. Below is the dashboard of the Padat Karya Application for Asemrowo District managed by the General, Protocol and Leadership Communication Section



Source: Surabaya labor-intensive website

Figure 1 Dashboard of the Labor-Intensive Application for Poor Residents in Asemrowo District

Behind the Labor-Intensive Program, there are several problems such as the labor-intensive program, namely the number of poor people in the application does not match the real situation, the number of poor people often changes in the application, and there are complaints from several people that the Surabaya City Government's labor-intensive program only initially brought benefits and increased the income of the people of Surabaya City, but the longer the program runs, the less visitors and enthusiasts there are, so that the income that was previously high decreases from day to day.

LITERATURE REVIEW

Public Policy

According to Dye (1992: 2) stated that Public Policy is defined as "Whatever government chooses to do or not to do" (Public Policy is whatever the government chooses to do or not to do something). This opinion is also in line with that expressed by Edward III and Sharkansky in (M. Islamy 1984, 18) who stated that public policy is "What government say and do, or not to do. It is the goals or purpose of government programs" (Public Policy is what the government says and does or does not do. Public policy is a series of goals and objectives of government programs). According to Kartasasmita in explaining the meaning of policy as a policy is an effort to understand and interpret the first is about what is done (or not done) by the government regarding a problem. The second is about what causes or influences it. The third is about what the influence and impact of the public policy is.

Policy Evaluation

According to Wiliam N. Dunn, Evaluation (1999:608-610), the term evaluation can be equated with appraisal, rating, and assessment. Evaluation is concerned with the production of information on the value or benefits of policy results. Evaluation provides valid and reliable information on the performance of public policies (Listyanto., 2013).

Evaluating a program or public policy requires criteria to measure the success of the program or public policy. The formulated criteria can be used as indicators in determining whether a policy is successful or failed.

According to Dunn (2003), policy evaluation criteria include the following 6 (six) types;

- 1) Effectiveness is concerned with whether an alternative achieves the expected results (consequences) or achieves the objectives of the action. Effectiveness, which is closely related to technical rationality, is always measured in terms of units of product or service or its monetary value.
- 2) Efficiency is concerned with the amount of effort required to achieve a given level of effectiveness. Efficiency, which is synonymous with economic rationality, is the relationship between effectiveness and effort, the latter generally measured in monetary costs.
- 3) Adequacy concerns the extent to which a level of effectiveness satisfies the needs, values or opportunities that give rise to the problem. The

adequacy criterion emphasizes the strength of the relationship between policy alternatives and expected outcomes.

- 4) Equity is closely related to legal and social rationality and refers to the distribution of consequences and efforts between different groups in society.
- 5) Responsiveness refers to how much the extent to which a policy can satisfy the needs, preferences or values of certain community groups. The responsiveness criterion is important because an analysis that can satisfy all other criteria such as effectiveness, efficiency, adequacy, equity still fails if it does not respond to the actual needs of the groups that should benefit from the policy.
- 6) Appropriateness is a criterion of appropriateness that is closely related to substantive rationality, because statements about policy appropriateness do not concern one individual criterion but two or more criteria together. Appropriateness refers to the value or price of program objectives and to the strength of the assumptions underlying those objectives (Kurnia, 2021).

METHODOLOGY

In this study, the researcher used a descriptive research type with a qualitative approach. Qualitative descriptive research aims to describe what is currently happening and there are efforts to describe, record, analyze and interpret conditions that are happening or existing (Sukirman, 2021). The selection of the use of a descriptive research type with a qualitative approach is considered most appropriate by the researcher for this study, because the researcher wants to provide an overview and describe the program evaluation. The focus of this research is to analyze how to evaluate the labor-intensive poverty alleviation program in Asemrowo District, Surabaya City and to identify and analyze what are the inhibiting factors in implementing the labor-intensive poverty alleviation program. The data collection techniques used in this research are interview, observation and documentation techniques. In order to test the validity of the data, the researcher used the data source triangulation technique and conducted data analysis using the Milles, Huberman, & Saldaña (2014) data analysis model, qualitative data analysis is divided into three activities, namely (1) Data Condensation; (2) Data Presentation; (3) Describing and Drawing Conclusions (Drawing and Verifying Conclusion).

RESULTS AND DISCUSSION

From the results of the study, the author conducted an evaluation analysis of the labor-intensive poverty alleviation program policy in Asemrowo District, Surabaya City. The nature of the evaluation itself is an activity or activity of assessing a program or public policy from the beginning of the program formulation, implementation, and the final results of the program that are carried out systematically whether they are in accordance with the targets and objectives of the program. Therefore, this discussion refers to William Dunn's theoretical approach which states that there are 6 (six) evaluation criteria indicators.

The following are the results of the evaluation of the labor-intensive poverty alleviation program policy in Asemrowo District, Surabaya City based on the results of interviews, documentation and also observations using policy evaluation indicators by William Dunn;

1. *Effectiveness*

The effectiveness of a program is very important to evaluate, especially in the context of the labor-intensive poverty alleviation program in Asemrowo District, Surabaya City. Effectiveness here refers to the extent to which the program achieves the expected results, namely poverty reduction and increasing community welfare. According to Winarno, effectiveness can be measured from the relationship between output and the goals to be achieved. In this case, the output of the labor-intensive program can be in the form of increased income, job creation, and increased community skills.

The level of community participation in the program also shows how much community involvement is in this initiative. The labor-intensive program has succeeded in attracting community interest to engage in productive economic activities, which is an important step in reducing poverty. However, the challenge faced is the fluctuation in the number of poor people registered in the application, which does not always reflect the real conditions on the ground. This shows the need for better data management to ensure the effectiveness of the program.

Changes in the quality of life of the community are also important indicators in assessing the effectiveness of the program. The evaluation results show that the program does not only focus on the economic aspect, but also on empowering the community as a whole. Increasing the ability of participants to meet their basic needs is an important indicator of the success of the program in eradicating poverty.

Ongoing support and training for communities is essential to ensure the sustainability of the changes achieved. Dunn's policy evaluation emphasizes the importance of measuring program effectiveness through relevant indicators, such as increased income and changes in community quality of life. Therefore, the program needs to be continuously evaluated and adjusted to remain relevant to community needs. Although the labor-intensive program has shown positive results, challenges in data management and monitoring real conditions need to be addressed so that the program can be more effective in achieving its overall poverty alleviation goals. Accurate data is crucial in designing and evaluating effective policies, so data mismatch issues must be a primary concern.

The labor-intensive program in Asemrowo District has shown significant effectiveness in achieving its goals. Increased income of poor families, job creation, and changes in the quality of life of the community are indicators that show that this program is successful. However, to

ensure the sustainability of the results achieved, ongoing support and evaluation are still needed.

In terms of effectiveness, the labor-intensive program in Asemrowo can be considered successful, but still needs improvement in terms of data management and monitoring. With the emergence of new businesses, the community not only gets additional income, but also increases their economic independence. This is important in the context of poverty alleviation, because increasing income is one of the main indicators of the success of the program. To achieve the desired results comprehensively, this program must continue to adapt to the dynamics in the community. Support from the government and active participation of the community are very important to ensure that the labor-intensive program can continue to provide significant benefits in poverty alleviation in Asemrowo District. Thus, the effectiveness of this program is not only measured by the results achieved today, but also by the ability to maintain and develop these results in the future.

The effectiveness of the labor-intensive poverty alleviation program in Asemrowo District can be seen from various indicators that show the achievement of goals. Although there are challenges to be faced, the results achieved show that this program has great potential to continue to improve community welfare and reduce poverty in the area. Therefore, continuous evaluation and improvement are very important to ensure the success of the program in the future.

2. *Efficiency*

Efficiency in public policy, especially in labor-intensive programs, is an important aspect in assessing how well resources are used to achieve the desired goals. In the context of labor-intensive programs in Asemrowo District, efficiency is not only related to the costs incurred, but also to the effort required to achieve optimal results. According to Winarno (2012), efficiency is related to the amount of effort required to produce a certain level of effectiveness, and this is key in evaluating the success of the program.

The use of local resources and partnerships with the private sector are strategies implemented in this program. By utilizing local resources, the program can reduce transportation costs and support the local economy, which in turn increases community participation. In addition, direct procurement of goods from producers is also a strategic step to reduce costs, so that budget allocation can be more optimal. This approach reflects an effort to increase efficiency without sacrificing program quality.

Community involvement in the budget planning process is also an important factor in achieving efficiency. By involving the community, the program can ensure that the allocation of funds is in accordance with their real needs. This participatory approach not only increases accountability, but also ensures that every effort made produces optimal

results. In this case, the community plays an active role in determining the priorities and needs that must be met by the program.

Regular evaluations conducted by program managers allow them to assess the effectiveness of resource use and identify areas for improvement. By conducting regular evaluations, programs can continue to adapt and meet community needs, so that efficiency can be maintained and improved in the future. This shows that labor-intensive programs are not only successful in creating jobs, but also demonstrate efficiency in resource management.

In this context, how much effort is needed to achieve the desired results can be seen from various aspects. First, efforts in terms of training and improving the skills of program participants are very important. By providing the right training, participants can increase their capacity and contribute better to the local economy. Second, efforts in establishing partnerships with the private sector are also key to improving the quality of the program and reducing operational costs.

The reality on the ground shows that the labor-intensive program in Asemrowo has had a positive impact on the community. Investment in this program has created jobs and increased community income, which is an important indicator of program efficiency. Although there are fluctuations in participant income, the results obtained show that the costs incurred are comparable to the results achieved, which reflects efficiency in resource use. Overall, this analysis shows that the labor-intensive program in Asemrowo District has been well managed in terms of resource use. Efficiency is reflected in efforts to utilize local resources and establish partnerships with the private sector, which not only reduces operational costs but also improves the quality of the program. With a systematic and planned approach, this program can provide greater benefits to the community at a lower cost.

In order to further improve efficiency, it is recommended that labor-intensive programs continue to involve the community in the planning and evaluation process. In addition, program managers need to identify and overcome existing challenges so that the positive impacts of the program can be felt sustainably. Thus, efficiency in public policy, especially in labor-intensive programs, can continue to be achieved and improved in the future.

3. *Adequacy*

The labor-intensive program in Asemrowo District has shown some success in meeting community expectations, especially in terms of increasing income. Many participants reported an increase in income after participating in the program, reflecting the effectiveness of the program in providing positive impacts for participants. However, to achieve the desired results, ongoing efforts are needed in providing support and training to participants so that they can optimize the businesses they run.

Adequacy in this context also includes a thorough analysis of community participation in the program. The high dependence of the community on labor-intensive programs indicates that they see it as a significant solution to improve their welfare. Therefore, it is important for program managers to continue to evaluate and adjust based on feedback from participants, as well as increase socialization and access to information to reach underserved community groups.

In this case, indicators of program success include increasing income of poor families, number of jobs created, and level of community participation in the program. By monitoring changes in community access to basic services and skills improvement through training, the program seeks to provide a broader and more sustainable impact. This shows that the labor-intensive program does not only function as a short-term solution, but also as a tool for community empowerment. Although the program has succeeded in meeting several indicators of adequacy, there is still room for improvement in terms of more sustainable support and training. Program managers need to pay attention to external factors that can affect the success of participants' businesses, such as market fluctuations and limited capital. Awareness of these factors shows the manager's commitment to providing the necessary support so that participants can overcome the various issues they face.

In evaluating this policy, it is important to consider various factors that affect the effectiveness of the program. Community participation in the development process is one important aspect that needs to be considered. By involving the community in the planning and implementation of the program, it is hoped that the labor-intensive program can be more responsive to real needs in the field. In addition, sustainable development of the labor-intensive program is also key to achieving the desired results. Efforts to increase the capacity of the program so that more people can be involved and benefit from this initiative are very important. Thus, evaluation and adjustment of strategies in program implementation are steps that need to be taken so that the program can be more effective in meeting community needs.

Evaluation of the labor-intensive poverty alleviation program policy in Asemrowo District shows that this program has succeeded in meeting most of the community's expectations in increasing income. However, to achieve better sufficiency, greater efforts are needed in terms of support, training, and capacity building of the program. With a comprehensive and sustainable approach, it is hoped that this program can provide significant benefits in poverty alleviation and community empowerment in Asemrowo District.

This analysis shows that the labor-intensive program in Asemrowo District has made a significant contribution to poverty alleviation, although there is still room for improvement. Adequacy as an indicator of program success must be continuously evaluated and adjusted to the needs of a dynamic community. Through an inclusive and participatory

approach, this program can be more effective in achieving the goals of poverty alleviation and improving the quality of life of the community.

4. *Pcloseness*

Equity, this is related to fairness, maximization and individual welfare. Equality or equity is closely related to legal and social rationality and refers to the distribution of consequences and efforts between different groups in society. In the context of evaluating the policy of the labor-intensive poverty alleviation program in Asemrowo District, it is important to understand the concept of equity related to justice and distribution of benefits. Equity in public policy, as explained by Winarno, includes justice given and obtained by policy targets. In this case, the labor-intensive program is expected to provide equitable benefits to all levels of society, especially to the most vulnerable groups, such as female heads of families and people with disabilities.

In this evaluation, it is important to conduct accurate data collection to identify groups that need more attention. Accurate data will help in formulating strategies that are more inclusive and responsive to the needs of diverse communities. In addition, involving various elements of the community in the planning process reflects a participatory approach that can increase community ownership and involvement in the program.

Intensive socialization is also a key strategy to reach underserved groups, so that they are not marginalized from the benefits of the program. Training and workshops held in various locations demonstrate a commitment to providing wider access to information, so that all residents, without exception, can participate. With these steps, it is hoped that the program can be more inclusive and effective in achieving the goal of poverty alleviation in Asemrowo District.

The reality on the ground shows that although labor-intensive programs have various characteristics and have succeeded in providing benefits to many residents, there are still gaps in the distribution of benefits. This shows that the costs and benefits of this program have not been fully distributed evenly to different groups. Awareness of this inequality is the basis for making adjustments in the program approach so that all groups in society, especially the marginalized, can feel more evenly distributed benefits.

Efforts to increase the distribution of benefits are essential, especially in the context of poverty alleviation, where every individual, especially those in vulnerable conditions, must have equal access to the resources and opportunities offered by the program. Therefore, continuous evaluation and adjustment of the program are key to ensuring that all groups in society can experience fair benefits from this initiative.

In this case, collaboration with community organizations and non-governmental organizations is an important step in identifying

vulnerable groups that are often overlooked in government programs. This approach reflects an awareness of the importance of collaboration between government and civil society in poverty alleviation efforts. By involving the community in the planning and implementation process of the program, it is hoped that programs can be created that are more responsive to their needs.

5. *Responsiveness*

In the context of evaluating the policy of the labor-intensive poverty alleviation program in Asemrowo District, responsiveness is a key indicator to assess the effectiveness of the program. According to Dunn, responsiveness refers to the extent to which the policy can meet the needs and expectations of the target community. In this case, the labor-intensive program was designed by involving an initial survey to identify the specific needs of the community, such as the type of work desired and the skills that need to be developed. This reflects an important data-driven approach in policy planning, which aims to provide solutions that are relevant and in line with community expectations.

The feedback mechanisms that have been implemented, such as monthly discussion forums and suggestion boxes, demonstrate an effort to listen to public concerns. However, the effectiveness of these mechanisms still needs to be improved so that the public feels more comfortable in conveying their input. The success of feedback mechanisms is highly dependent on the level of trust and comfort of the public in expressing their opinions. Therefore, further efforts to improve the accessibility and responsiveness of these feedback mechanisms will be essential to ensure that public voices are truly heard and accommodated in decision-making.

In practice, the responsiveness of the labor-intensive program in Asemrowo District can be seen from the community's response after the impact of the policy begins to be felt. This response can be in the form of support for the program or rejection. In this case, it is important to analyze whether the results of the policy satisfy the needs, preferences, or values of certain groups. If the program succeeds in meeting the needs of the community, then support for the program will increase. Conversely, if the program does not meet community expectations, then rejection will arise. . If there are repeated complaints, they conduct an in-depth evaluation to understand the root of the problem. This shows that there is a commitment to maintaining the relevance of the labor-intensive program to the needs of the community, which is an important part of responsiveness. However, despite efforts to listen to and respond to community input, there are still challenges in reaching underserved community groups. This reflects the importance of ongoing evaluation and adjustment of the program to be more inclusive. Optimal

responsiveness depends not only on initial data collection, but also on the ability to adapt to the dynamics of changing community needs.

In this context, the success of the policy can be seen through the response of the community who respond to the implementation after first predicting the impact that will occur if the policy is implemented. If the community feels that this labor-intensive program provides benefits that are in accordance with their needs, then support for the program will increase. Conversely, if the community feels ignored or does not get the expected benefits, then rejection of the program will arise.

Overall, the evaluation of the labor-intensive poverty alleviation program policy in Asemrowo District shows that responsiveness is an important indicator in assessing the effectiveness of the program. Although there are efforts to understand and meet the needs of the community, there is still room for improvement in terms of the inclusiveness and accessibility of the program. Therefore, it is important to continue to evaluate and adjust the program so that it can be more responsive to the changing needs of the community. Thus, this labor-intensive program can be more effective in achieving the goals of poverty alleviation and improving the welfare of the community in Asemrowo District.

6. *Accuracy*

In the context of evaluating the policy of the labor-intensive poverty alleviation program in Asemrowo District, Surabaya City, accuracy is one of the main indicators that must be analyzed to assess the effectiveness of the program. Accuracy, according to Dunn, refers to the extent to which the policy can reach and meet the needs of the target group. In this case, the labor-intensive program is designed to reduce poverty and improve the quality of life of the community, so it is important to evaluate whether the results achieved are truly beneficial to the community targeted by the program.

The eligibility criteria used in this evaluation must be related to substantive rationality, which means that the assessment is not only based on the means or instruments used to achieve the objectives, but also on the substance of the objectives themselves. In this case, the objective of the labor-intensive program is to provide direct benefits to the poor. Therefore, the evaluation must consider whether the objectives are relevant and feasible in the context of community needs.

The results of the evaluation conducted routinely every six months show a commitment to assessing the impact of the program on participants, including increasing their income and quality of life. By involving community leaders and conducting better socialization, the program seeks to reach marginalized groups. This reflects a comprehensive approach in determining the criteria for program participants, where factors such as income level, employment status, and basic needs are considered.

Accuracy in this context also includes data verification to ensure that all those registered as beneficiaries actually meet the established criteria. A transparent and fair selection process is essential to increase public trust in the program. Using data from the Social Service and field survey results, the program seeks to identify potential participants who truly need assistance. Although the program has shown positive results, it is important to continue to conduct ongoing evaluations and adjustments to improve the effectiveness of the program in achieving its goals. The evaluation results used as a basis for future program improvements indicate a constructive feedback cycle, which is essential to improving the program's effectiveness in achieving its goals.

In the perspective of accuracy in Dunn's policy evaluation model, the labor-intensive program in Asemrowo District can be considered successful if the desired goals are truly useful and valuable to the community. Therefore, systematic and participatory evaluation is essential to ensure that the program remains relevant and effective in achieving its goals.

Overall, the accuracy in evaluating the labor-intensive poverty alleviation program policy in Asemrowo District shows that this program has succeeded in reaching the poor and providing significant benefits. With a comprehensive and participatory approach, this program can continue to be improved to achieve more optimal results in poverty alleviation in the area. Routine evaluations and the use of evaluation results as a basis for future program improvements reflect a strong commitment to the program's objectives and the importance of accuracy in achieving desired results.

From the analysis of the research results, it can be identified that the inhibiting factors for the labor-intensive poverty alleviation program policy in Asemrowo District, Surabaya City are as follows:

1. *Lack of Support and Training*

The labor-intensive program in Asemrowo District, Surabaya City, aims to alleviate poverty by creating jobs and increasing community income. However, one of the main inhibiting factors in the implementation of this program is inadequate support and training. Without sufficient support, program participants may not be able to optimally utilize existing opportunities, so that the goal of poverty alleviation is not achieved optimally.

Lack of training that suits the needs of participants can result in low skills. This has a direct impact on their ability to compete in the job market. If participants do not receive relevant training, they will have difficulty increasing their income and quality of life, which is the main goal of labor-intensive programs. In addition, unsustainable training can cause participants to lose motivation to participate in the program, because they feel they are not getting significant benefits.

Lack of support from the government and related institutions is also a constraint. Without strong support, program participants may not

have access to the resources needed to grow their businesses. For example, they may have difficulty obtaining capital or raw materials needed to run their businesses. This can hinder local economic growth and reduce the positive impact of labor-intensive programs. In addition, evaluations that are not conducted regularly can result in a lack of understanding of participants' needs. If program managers are not aware of the challenges faced by participants, they cannot provide appropriate support. Systematic and ongoing evaluation is essential to ensure that programs remain relevant and meet community needs. Thus, it is important for managers to make adjustments based on feedback from participants.

Psychological support is also important. Many labor-intensive program participants come from disadvantaged backgrounds, so they may experience feelings of hopelessness or low self-esteem. Moral support and motivation from program managers can help participants stay enthusiastic and confident in running their businesses. Without this support, participants may feel isolated and lose hope in improving their quality of life.

The importance of ongoing training also cannot be ignored. Training that is only done once without any follow-up will not have a significant impact. Participants need to get regular updates of knowledge and skills in order to adapt to market and technology changes. Therefore, program managers must design a training curriculum that is flexible and responsive to the needs of participants.

In this context, collaboration with the private sector can also be a solution. The private sector can provide training that is more practical and relevant to the needs of the industry. By forming partnerships, labor-intensive programs can utilize the resources and expertise available in the private sector to improve the quality of training provided to participants. This will help participants to be better prepared to face challenges in the world of work.

Strong support from the local government is also essential. The government must ensure that the labor-intensive program receives sufficient budget to provide the necessary training and support. Without adequate financial support, the program will struggle to achieve its goals. Therefore, it is important for the government to allocate sufficient resources to support the success of the program. To achieve optimal results in poverty alleviation, adequate support and training must be a top priority. By improving the quality of support and training, it is hoped that the labor-intensive program can provide greater benefits to the community in Asemrowo District. This will contribute to improving community welfare and poverty alleviation more effectively. Therefore, program managers need to conduct periodic evaluations and adjustments to ensure that the program remains relevant and effective in achieving its goals.

2. *Ineffective Data Management and Monitoring*

The labor-intensive program in Asemrowo District, Surabaya City, is designed to alleviate poverty by creating jobs and increasing community income. However, one of the significant inhibiting factors in the implementation of this program is ineffective data management and monitoring. Inaccurate and incomplete data can result in errors in determining program targets, so that assistance is not on target and does not provide the expected impact for people who really need it.

Poor data management can lead to fluctuations in the number of poor people registered in the program. This shows that the data used does not always reflect the real conditions on the ground, which in turn reduces the effectiveness of the program in reaching people in need. This data inaccuracy can result in suboptimal resource allocation, where assistance is given to those who do not need it, while those who really need it are neglected. In addition, monitoring that is not carried out routinely can result in a lack of understanding of the developments and challenges faced by program participants. Without effective monitoring, program managers cannot identify emerging problems and make necessary adjustments to improve program effectiveness. Systematic and ongoing evaluation is essential to ensure that programs remain relevant and can meet community needs.

Community involvement in data collection and management is also very important. If the community is not involved, they may feel that the program does not meet their needs. Community involvement in this process can improve the accuracy of the data collected and provide better insight into the real conditions on the ground. Therefore, program managers need to create space for the community to contribute to data collection and provide input.

Information technology support can also be a solution to improve data management. By utilizing technology, program managers can collect, store, and analyze data more efficiently. A good information system can help in real-time program monitoring and evaluation, so that managers can immediately take action if a problem arises. This will increase the program's responsiveness to community needs.

The importance of training for program managers in data management cannot be ignored. Managers who do not have adequate skills in managing data will have difficulty in conducting the analysis needed for decision making. Therefore, ongoing training for program managers is essential to ensure that they have the skills needed to run the program effectively.

In this context, collaboration with research institutions or universities can also be beneficial. These institutions can assist in data collection and analysis, and provide recommendations based on the findings. By forming partnerships, labor-intensive programs can leverage existing expertise to improve the quality of data management

and monitoring. This will help the program to be more effective in achieving its goals.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the analysis of the discussion of the research results, it can be concluded regarding the evaluation of the labor-intensive poverty alleviation program policy in Asemrowo District, Surabaya City, based on the policy evaluation theory by Dunn with six indicators, as follows:

- 1) Effectiveness, The program has succeeded in achieving the goal of poverty alleviation and improving the quality of life of the community. Positive impacts are seen in the increase in income and skills of participants, although there are challenges in the equitable distribution of benefits.
- 2) Efficiency, Resource management in this program shows good efficiency, with the utilization of local resources and partnerships with the private sector. This helps reduce operational costs and improve the quality of the program.
- 3) Adequacy, The program has met most of the community's expectations in increasing income, although the results vary depending on the type of business. Challenges such as market fluctuations and capital constraints still need to be addressed to improve support for participants.
- 4) Equity, Although the program reaches many citizens, there are gaps in the distribution of benefits, especially for vulnerable groups such as female heads of households and people with disabilities. Accurate data collection and better socialization are needed to improve the distribution of benefits.
- 5) Responsiveness, The program demonstrates good responsiveness to community needs, but needs to increase community involvement in program planning and implementation to ensure that all voices are heard and accommodated.
- 6) Accuracy, The program demonstrates a commitment to conducting regular evaluations, but challenges in data accuracy and social stigma need to be addressed. Involvement of community leaders in outreach can help reach marginalized groups.

Regarding the inhibiting factors of the labor-intensive poverty alleviation program policy in Asemrowo District, Surabaya City shows that the two main aspects that inhibit the effectiveness of the program are the lack of adequate support and training and ineffective data management and monitoring. First, inadequate support and training cause program participants to be unable to take advantage of existing opportunities optimally, so that the goal of poverty alleviation is not achieved optimally. Second, ineffective data management and monitoring result in errors in determining program targets, so that assistance is not on target and does not provide the expected impact for people who really need it.

Recommendation

- a) Effectiveness, Improving feedback mechanisms from program participants to understand the impacts felt directly. This can be done through regular surveys and discussion forums to get more in-depth input on the success of the program.
- b) Efficiency, Conducting regular audits of resource use to ensure that all budgets are used optimally. More transparent and accountable management can increase public and stakeholder trust.
- c) Adequacy, Providing ongoing training and support for participants to improve their skills and capacity in running their businesses. This includes access to capital and better market information to address the challenges faced.
- d) Equity, Strengthening efforts to reach vulnerable groups, such as female heads of households and people with disabilities, through more inclusive programs. More accurate data collection and intensive outreach in remote areas are essential to ensure that all levels of society benefit.
- e) Responsiveness, Increasing community involvement in program planning and implementation. Holding regular meetings with community leaders and participants to discuss their needs and expectations can increase the program's responsiveness to local conditions.
- f) Accuracy, Improving data collection systems to ensure the accuracy and relevance of information used in evaluations. Using information technology to monitor participant progress in real-time can help in more informed decision making.

ADVANCED RESEARCH

The evaluation of the labor-intensive poverty alleviation program in Asemrowo District, Surabaya City, highlights its significant contributions to economic empowerment while identifying critical areas for enhancement based on Dunn's policy evaluation framework. The program has effectively improved income levels and skill development, yet disparities in benefit distribution and challenges in data accuracy persist, particularly for marginalized groups. To optimize its impact, integrating real-time data monitoring and feedback mechanisms will refine targeting accuracy and resource allocation. Strengthening partnerships with private sector entities and financial institutions can provide sustainable capital access and market linkages for participants, ensuring long-term economic resilience. Moreover, embedding participatory governance, where community members actively shape policy decisions – will enhance responsiveness and program alignment with local needs. A more structured capacity-building framework, supported by digital tools for performance tracking, can further solidify the program's efficiency, fostering an adaptive, equitable, and impactful poverty alleviation model.

REFERENCES

- Abdussamad, z. (2021). *Metode penelitian kualitatif*. Syakir media press.
- Amani, s., & azizah, n. (2024). *Pemberdayaan masyarakat pada keluarga miskin dan pra miskin melalui program padat karya guna mengentaskan kemiskinan di kelurahan semolowaru*. 3(2), 291–296.
- Aqila, c. (2024). *Implementasi pelaksanaan program padat karya untuk upaya mengurangi pengangguran di kelurahan dupak kecamatan krembangan kota surabaya*. 4(2).
- Dian, t. R. (2016). *Pemberdayaan masyarakat melalui program padat karya tunai(studi kasus desa plandaan kecamatan kedungwaru kabupaten tulungagung) tiara rama dian*. 1–23.
- Dian, t. R., & ma'ruf, m. F. (2019). *Pemberdayaan masyarakat melalui program padat karya tunai (studi kasus desa plandaan kecamatan kedungwaru kabupaten tulungagung)*. *Publika*, 7(4), 6.
- Digdowiseso, k., fitasari, a., & nastiyawati. (2023). *Impact and efficiency of labor-intensive programs as a priority expenditure to alleviate unemployment: a literature review*. *Costing: journal of economic, business and accounting*, 6(2), 2607–2621. [Www.cnbcindonesia.com](http://www.cnbcindonesia.com)
- Kamil. (2020). *Evaluasi kebijakan penanggulangan kemiskinan di kecamatan suruh, kabupaten semarang*. *Jurnal teknik pwk*, 9(1), 60–69.
- Maemunah, m., & a, m. F. I. (2024). *Analisa dampak program padat karya disnakertrans daerah istimewa yogyakarta di desa sendangsari minggir sleman yogyakarta*. 1(1), 17–24.
- Maharima, a. N. (2023). *Implementasi program rumah padat karya dalam rangka mengurangi angka kemiskinan kecamatan wonocolo kota surabaya periode 2022-2023*.
- Noor, m. B., santoso, r. S., & lituhayu, d. (2011). *Evaluasi program padat karya produktif dalam gerdu kempling oleh dinas tenaga kerja dan transmigrasi kotasamarang*.
- Prana lintang gading mayang pandita. (2022). *Implementasi program padat karya dalam menanggulangi kemiskinan di kecamatan semampir kota surabayatahun 2024*. *Analisis studi kelayakan bisnis dalam aspek produksi*, 2(3), 133.
- Romus, m. (2016). *Evaluasi program pengentaskan kemiskinan ditinjau dari proses pemberdayaan ekonomi pada kegiatan pnpm mandiri perdesaan teluk belitung kabupaten kepulauan meranti*. 19(5), 1–23.
- Sahir, s. H. (2022). *Metodologi penelitian*.

Sugiarto, m. (2016). *Evaluasi peraturan walikota surabaya nomor 19 tahun 2022 tentang kebijakan rumah padat karya di gubeng surabaya*. 1-23.

Sugiyono. (2020). *Metodologi penelitian kualitatif*.
<https://scholar.google.com/citations?user=o-b3ejyaaaaj&hl=en>

Sukirman. (2021). *Metode penelitian kualitatif: sebuah pengantar*. Penerbit aksara timur.