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DESCRIPTIVE OF QUANTITATIVE DATA | SUPPLEMENTARY

Study of the Implementation of Samarinda Mayor Regulation Number 4 of 2023 in the Kelurahan Tenun Area of Samarinda City

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Abstract: This study aims to understand the implementation of Samarinda Mayor Regulation No. 4 of 2022, which amends Mayor Regulation No. 11 of 2022 regarding Guidelines for the Implementation of Community Development and Empowerment Programs (Pro-Bebaya) in Tenun Village, Samarinda Seberang District, Samarinda City. Additionally, the study analyzes the supporting and inhibiting factors related to this implementation. A qualitative descriptive research method was employed, focusing on Edward III's policy implementation model, which includes communication, resources, disposition, and bureaucratic structure. Primary data were obtained through interviews with the Head of Tenun Village as the key informant, along with other informants such as the Village Secretary, the Head of Welfare and Community Empowerment, the Chairman of the Community Group (POKMAS), and local residents. Data collection techniques included observation, interviews, and documentation, with data analysis conducted using the interactive model of Miles and Huberman. The study's findings reveal that communication in the Pro-Bebaya implementation was carried out through community meetings and socialization efforts, while human resources and supporting facilities were adequately available. However, there was a weakness in disposition, specifically the lack of involvement of the Village Community Empowerment Institution (LPM) in the selection of POKMAS members. The bureaucratic structure adhered to the established regulations. Supporting factors for the implementation included high community participation, whereas inhibiting factors were the limited time for program management and insufficient budget allocation compared to community demands. These findings highlight the need for more effective time and budget management in the implementation of the Pro-Bebaya program.

Keywords: Bureaucratic Structure, Village Community Empowerment Institution (LPM), Community Group (POKMAS), Community Participation, Inhibiting Factors, Supporting Factors

1. INTRODUCTION

National development in Indonesia has shown significant progress across various sectors. However, it is undeniable that this progress has not been evenly distributed, with considerable disparities in infrastructure development across the country. Development, as a concept of continuous social change aimed at progress and advancement, requires comprehensive and sustainable inputs. It represents efforts by the government and society to achieve the nation's goals (Todaro & Smith, 2020). The presence of development in a particular region signifies the government's gradual and planned efforts to improve the welfare of its people. Therefore, development must be comprehensive, encompassing both physical infrastructure and human resource development. With the enactment of Law No. 23 of 2014 on Regional Government, local governments have been empowered to exercise their authority (Ministry of Home Affairs, 2014). The central government has delegated powers to district and city governments to manage their regions through what is known as regional autonomy. This autonomy is intended to enable local governments to better understand and meet the needs of their communities. Regional autonomy is also directed as a means to encourage active public participation in development, aimed at creating an advanced, independent, prosperous, and just Indonesian society (Rorong & Londa, 2006).



In line with this, the Ministry of Home Affairs of the Republic of Indonesia issued Regulation No. 130 of 2018 on the Development of Village Infrastructure and Community Empowerment. This regulation outlines the activities that community empowerment in villages should include, such as managing health services, education and cultural services, micro, small, and medium enterprise (MSME) development, community organization management, public order and community protection, and strengthening community preparedness for disasters and extraordinary events (Ministry of Home Affairs, 2018). Samarinda, the capital city of East Kalimantan Province, is actively striving to realize its development vision of becoming a "civilization center city". The Community Development and Empowerment Program, also known as Pro-Bebaya, is one of the ten flagship programs of Samarinda's Mayor, Dr. H. Andi Harun, aimed at fostering, mobilizing, and encouraging community participation in regional development. Pro-Bebaya is a program initiated by the Samarinda City Government to implement community development activities at the village level, with a focus on neighborhood (RT) areas. The program aims to build community capacity and independence in infrastructure development, economic improvement, and social welfare.

This program is part of the Samarinda City Regional Regulation No. 2 of 2021 concerning the Regional Medium-Term Development Plan for 2021-2026 (Samarinda City Government, 2021). It was technically established in 2021 through Samarinda Mayor Regulation No. 12 of 2021 on the Technical Guidelines for the Implementation of the Community Development and Empowerment Program (Pro-Bebaya). Subsequently, it was amended by Samarinda Mayor Regulation No. 46 of 2021, and in 2022, it was revised again through Samarinda Mayor Regulation No. 11 of 2022. Most recently, in 2023, the regulation was further revised by Samarinda Mayor Regulation No. 4 of 2023.

Despite the program's objectives and continuous improvements, several challenges have been identified in the implementation of Pro-Bebaya in Samarinda. These challenges include a lack of public understanding of the program's mechanisms, limited awareness among the local community about the program's implementation, and a disconnect between the program's outcomes and the community's active participation in neighborhood development (Pratama, 2023). Additionally, there is a tendency for neighborhood heads (RT leaders) to independently plan and implement Pro-Bebaya programs without adequate socialization or community involvement. Administrative challenges also arise, particularly in documentation and reporting, given that there has been no previous development program managed at the RT level. Furthermore, Pro-Bebaya has primarily focused on physical development, whereas it should also address community empowerment issues such as reducing school dropout rates, addressing educated unemployment without skills, fostering MSME growth and independence, and tackling other social problems.

Given these challenges, this study aims to understand the implementation of Samarinda Mayor Regulation No. 11 of 2022 concerning Guidelines for the Implementation of the Community Development and Empowerment Program (Pro-Bebaya) and to identify the factors that support and hinder its implementation. This research is particularly relevant as it seeks to provide a comprehensive analysis of the program's execution within the framework of regional autonomy, offering insights that may inform future policy adjustments and improvements. By employing a quantitative descriptive research approach, this study will systematically examine the variables related to the program's implementation, including communication, resources, disposition, and bureaucratic structure. The findings of this research are expected to contribute to a better understanding of the dynamics of community development and empowerment in the context of regional governance, ultimately leading to more effective and equitable development outcomes in Samarinda.

2. LITERATURE REVIEW

2.1 Public Policy

This research fundamentally revolves around public policy. Every policy serves to regulate in order to create an increasingly improved order, particularly in the context of development. Through community empowerment programs in development, each initiative is perceived to be more oriented towards the needs of the local population. Public policy is a decision made by an authoritative entity for the common good. Every public policy inherently involves a formulation and evaluation process



that follows its implementation. At the policy implementation level, the effectiveness and impact of these policies are observed and assessed. According to Thomas Dye, as cited in Sahya Anggara (2014:35), "Public policy is everything that the government chooses to do or not to do. The reasons for a policy must be considered holistically, with the goal of maximizing benefits for the public and minimizing harm. It is here that the government must exercise wisdom in formulating policies." Additionally, Nugroho (2014:108) defines public policy as "the rules of the game" that are formulated and legitimized by law, ensuring that a policy is accepted by various stakeholders despite its advantages and limitations. Furthermore, Aminuddin Bakry, as cited in Hayat (2018:17), states that "public policy is a set of decisions or choices that directly govern the management and distribution of natural, financial, and human resources for the benefit of the public or citizens."

2.2 Implementation

The implementation of public policy in this context refers to the enactment of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 regarding Guidelines for the Implementation of the Community Development and Empowerment Program, commonly known as Pro-Bebaya. This policy emphasizes community-based development by prioritizing the role of neighborhood units (RT) as essential components of the village administration. According to Syahrani (2015:89), "Implementation is a dynamic concept that continuously involves efforts to determine what will and can be done. Thus, implementation governs activities that direct programs towards their intended impacts." Furthermore, the Indonesian Dictionary (KBBI) defines implementation as "the execution or application" of a policy. This means that once a policy is formulated or decided by the relevant authority, it is then implemented or applied by the institution to society or specific agencies with particular objectives. Elih Yuliah (2020:133) also states, "The term implementation is usually associated with an activity carried out to achieve specific goals."

Policy implementation, therefore, involves actions taken by both public and private organizations, whether individually or collectively, to achieve the objectives of a policy. In this regard, Hamdi (2015:97) explains that "policy implementation pertains to the efforts made to achieve the goals of a particular policy." Hamdi emphasizes the various methods and efforts undertaken by policy implementers to ensure the successful attainment of public policy objectives. Solichin Abdul Wahab (as cited in Syahrani, 2015:89) posits that "policy implementation is a process, an output, or a final outcome. The implementation process involves a series of decisions and actions by the government intended to quickly produce the desired effects." Deddy Mulyadi (2015:26) further asserts that "the implementation of a policy is fundamentally a multi-organizational transformation, where changes introduced through policy implementation strategies involve various layers of society."

Based on the expert opinions mentioned above, it can be concluded that public policy implementation is a critical phase in the policy process, following the enactment of laws by the government or relevant authorities as the policy implementers. At this stage, the implementers execute the established policy, representing the culmination of the policy process. In the case of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022, the implementation aims to enhance the development and empowerment of communities in the City of Samarinda through the Pro-Bebaya program.

2.3 Probebaya

Probebaya is one of the flagship programs among ten initiatives championed by the Mayor of Samarinda, Dr. H. Andi Harun, and Deputy Mayor, Dr. H. Rusmadi Wongso. The program is outlined in Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 regarding the Technical Guidelines for the Implementation of the Community Development and Empowerment Program. The regulation emphasizes the need to foster, stimulate initiatives, and encourage community participation in regional development, underscoring the importance of community empowerment programs. Article 1, paragraph 8 of the regulation defines the Community Development and Empowerment Program, known as Probebaya, as a local government initiative aimed

at implementing community development activities at the village level, particularly in neighborhood units (RT), to cultivate the community's capacity and independence in infrastructure development, economic enhancement, and social welfare.

The purpose of Probebaya is to enhance the role and potential of village communities. The program aims to facilitate residents in identifying problems and articulating their needs, support the development of infrastructure at the RT level, improve community welfare through economic and social activities, and increase community participation and empowerment in development efforts. While focusing on infrastructure development, the program also emphasizes community empowerment at the RT level. In the economic sector, Probebaya supports community empowerment through various activities, such as providing assistance for small-scale joint business groups with proven productivity, supporting the management and development of neighborhood-owned enterprises, offering skills training and small industry workshops, and facilitating business licensing and product certification. In the socio-cultural sector, the program addresses social issues and provides support for community activities at the RT level. This includes procuring and maintaining public facilities, supporting family welfare programs, providing standard waste management tools like trash bins and carts, installing CCTV and fire extinguishers, and supplying equipment for cultural and religious events. The program also offers food assistance to low-income families listed in the Social Security Number (SSN) or other welfare databases, with each family receiving up to Rp 250,000 per package. Additionally, it organizes cultural arts courses and manages community peace and protection activities.

In the health sector, Probebaya aims to improve public health by providing health equipment at the RT level. This includes procuring materials for integrated health service posts (Posyandu), establishing herbal gardens, and providing disability aids. The program also covers the payment of health insurance premiums for residents not included in existing health insurance lists, promotes stunting prevention, and supports operational activities for Posyandu volunteers. In education, the program seeks to enhance educational quality by supplying educational equipment and supporting facilities for Quranic learning centers, non-formal education programs, and community reading parks. It also provides school supplies for students in the SSN database. In the youth sector, Probebaya supports youth activities by providing sports equipment, uniforms, and other necessary facilities at the RT level.

3. RESEARCH DESIGN AND METHOD

3.1. Research Design

This study employs a qualitative descriptive research method, focusing on the policy implementation model developed by Edward III, which includes the elements of communication, resources, disposition, and bureaucratic structure. The objective is to evaluate the effective implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022, concerning the Guidelines for the Implementation of the Community Development and Empowerment Program (Probebaya) in the Tenun Village of Samarinda City.

3.2. Data Sources

Primary Data: Primary data will be collected through interviews with selected informants who are deemed capable of providing the necessary information. These informants will include key stakeholders and individuals directly involved with or affected by the Pro-Bebaya program. The informants will be chosen using two sampling techniques: purposive sampling, where informants are directly selected based on the relevance of their information to the research objectives, and accidental sampling, where informants are selected based on spontaneous encounters at the research site. **Secondary Data:** Secondary data in this study will be gathered from a variety of sources as defined by Sugiyono (2015:187). These include literature reviews, documentation, books, magazines, newspapers, and written archives related to the research subject. This secondary data will support the primary data collected.

3.3. Data Collection Techniques

The data collection techniques used in this study include: In-Depth Interviews: Interviews will be conducted with stakeholders and selected community members to gain deep insights into the strategies, implementation, and perceptions related to the Pro-Bebaya program. Document Analysis: Data will be collected from documents and policies related to Pro-Bebaya, supplemented by literature reviews, documentation, books, magazines, newspapers, and written archives relevant to the research topic.

3.4. Research Focus

This research focuses on the following aspects: The implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022, concerning the Guidelines for the Implementation of the Community Development and Empowerment Program (Pro-Bebaya) in North Samarinda District. The analysis will cover: communication, resources, disposition and bureaucratic structure. The supporting and inhibiting factors influencing the implementation of this regulation.

3.5. Data Analysis

Data analysis in this study is conducted interactively and continuously until saturation is reached, ensuring that the data meets the research objectives. This approach is based on the theory proposed by Miles, Huberman, and Saldana (2014:8-10), who designed the interactive model of data analysis. According to them, data analysis consists of three concurrent activities: (1) Data Condensation, (2) Data Display, and (3) Drawing and Verifying Conclusions. This model is particularly well-suited to the research topic and objectives.

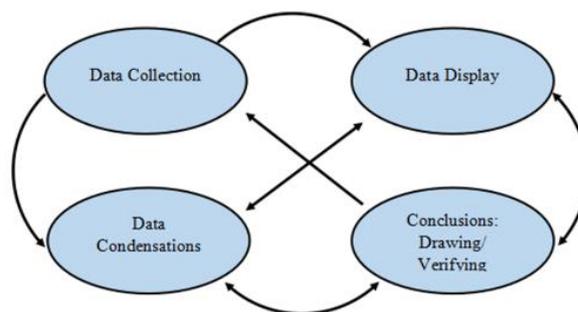


Figure 1. Data Analysis Component: Interactive Model

4. RESULT AND DISCUSSION

4.1 Scope of Probabaya

Purpose and Objectives:

Probabaya is designed to enhance the participation and potential of village communities. The program aims to facilitate the community in identifying problems and articulating their needs, support the development of infrastructure at the neighborhood (RT) level, improve community welfare through economic and social activities, and increase community participation and empowerment in development efforts.

Principles of Probabaya:

Principles are fundamental truths that guide individuals or groups in their thinking and actions. The principles underlying the implementation of Pro-Bebaya include transparency, where all activities related to Probabaya are easily accessible and open to all community members at the RT level. It also emphasizes participation, ensuring that the entire community actively engages in the planning,

execution, monitoring, and preservation of activities, with decisions rooted in community consensus. Accountability is another key principle, requiring that every activity is responsibly documented, technically sound, and legally compliant. Lastly, sustainability is crucial, ensuring that the benefits of the Probebaya program are tangible and directly felt by the community.

Target Implementation:

The target of Probebaya implementation encompasses the RTs within Samarinda City.

Activity Executors:

To align and optimize the implementation of Probebaya in Samarinda City, teams are formed at different levels. The Control Team, which operates at the city level and is established by mayoral decree, is responsible for developing guidelines, conducting socialization efforts, coordinating activities, evaluating progress, and reporting outcomes to the mayor. This team is supported by sub-teams for planning verification, financial verification, technical drawing verification, monitoring, publication, and technical guidance. The Coordination Team operates at the district level, coordinating Probebaya implementation across villages within its jurisdiction. The Facilitation Team, based at the village level, supports and smooths the execution of Probebaya activities, including socializing the program at the RT level, facilitating implementation, coordinating activities, and ensuring effective program management. Additionally, a Support Team assists with planning, execution, and accountability processes throughout the Probebaya program.

Probebaya Funding:

The funding allocation for implementing Pro-Bebaya ranges from Rp. 100,000,000 (one hundred million rupiah) to Rp. 300,000,000 (three hundred million rupiah) per RT annually. The budget is allocated within the Regional Budget (APBD) under the Village Development Activity Plan (DPA) or relevant regional government departments involved in Pro-Bebaya. The budget covers general costs supporting Pro-Bebaya activities at the RT level, limited to 1.5% of the total Pro-Bebaya funds per RT, as well as expenses related to goods/services and capital expenditures. However, the budget explicitly excludes the procurement of laptops/computers and printers. In cases where activities are intended to benefit more than one RT, joint activities between RTs are permissible, with each RT allocating funds for their respective contributions.

4.2 Forms and Areas of Activity

Forms of Probebaya Activities:

The activities under Probebaya in each RT (neighborhood unit) include the procurement, construction, development, and maintenance of public facilities within the RT, as well as community empowerment initiatives within the RT.

Areas of Activity:

These activities involve the procurement, construction, development, and maintenance of public infrastructure and the empowerment of the community within the RT as part of the implementation of the Pro-Bebaya program.

Mandatory Activities:

To support the achievement of the Samarinda City Medium-Term Development Plan (RPJMD) targets, each RT is required to propose a budget.

4.3 Implementation of Community Empowerment

The research findings on the implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 concerning the technical guidelines for the Community Development and Empowerment Program (Probebaya) in Tenun Village, Samarinda

Seberang, Samarinda City, are analyzed based on four key areas of focus: communication, resources, disposition, and bureaucratic structure.

4.4 Communication

Effective communication is crucial in the policy implementation process, as it ensures that those responsible for executing decisions understand what needs to be done and can effectively convey this information to their subordinates in a clear and comprehensible manner. Based on the research conducted in the field, communication played a significant role in the implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 regarding the technical guidelines for the Community Development and Empowerment Program (Probebaya) in Tenun Village, Samarinda Seberang, Samarinda City.

To optimize the implementation of the Probebaya Program down to the smallest units, an Implementation Team was established, consisting of the Control Team at the city level, the Coordination Team at the district level, and the Facilitation Team at the village level. The communication pattern within these teams is divided into two forms: verbal and non-verbal communication. In terms of verbal communication, the implementation team disseminated information about the Probebaya program by conducting socialization efforts aimed at reaching the program's objectives. Non-verbal communication included formal invitations sent to the program implementers, inviting them to predetermined locations for meetings or discussions related to the specific components of the Probebaya program, which has an allocated budget of Rp. 100,000,000. The program encompasses various areas such as sports facilities, infrastructure, health empowerment, youth engagement, socio-economic development, and more.

Following the socialization process, the Facilitation Team at the village level would invite neighborhood units (RT), Community Empowerment Institutions (LPM), and residents to form community groups known as POKMAS, which serve as the executors of the Probebaya program. These groups would conduct further socialization efforts and organize community meetings within each RT to plan and prioritize the program's initiatives based on available budgets. The communication within this phase primarily involved verbal exchanges, as the program was relatively new in Samarinda, having been initiated in 2021 and refined in 2022.

The reporting and accountability communication pattern for this program is executed after the program's activities are completed. POKMAS, as the implementers, are responsible for reporting to the village administration, which then forwards the reports to the district team for verification. The district team compiles and verifies the reports and subsequently submits them to the Control Team, which conducts evaluations and is accountable to the mayor. In summary, the communication efforts related to the implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 concerning the Probebaya program in Tenun Village, have been effectively executed. However, there are still varying perceptions among the community, with some viewing the allocated budget as highly beneficial, while others do not share the same sentiment.

4.5 Resources

Resources are a critical component in the implementation of any policy, as they ensure that the staff involved are adequately skilled and possess the necessary expertise to carry out their respective tasks. Additionally, the availability of essential facilities is crucial for the successful execution of the policy. In supporting the implementation of the Probebaya program, not only were Control, Coordination, and Facilitation Teams established, but also a Support Team was formed to enhance the effectiveness of the program.

The Support Team plays a vital role by providing assistance throughout the various stages of the Probebaya program, from planning and execution to reporting and accountability. This team ensures that each phase of the program is conducted efficiently and in alignment with the established goals. Beyond the Support Team, additional teams are also organized to aid in the implementation of the Probebaya program, ensuring that all necessary resources—both human and material—are in place for the successful delivery of the program's objectives.

The importance of resources in policy implementation cannot be overstated. Having competent staff with the appropriate skills and expertise, along with the required facilities, is essential to achieving the desired outcomes of the policy. In the case of the Probebaya program, the structured support provided by the various teams ensures that the policy is implemented effectively and in a manner that maximizes the program's impact on the community.

4.6 Disposition

The disposition or attitude of policy implementers is crucial and has significant consequences for the effective implementation of policies. When implementers approach their tasks with the right attitude, they are more likely to execute policies as intended by the policymakers. In line with the principles of the Probebaya program—transparency, participation, accountability, and sustainability—each neighborhood unit (RT) must ensure that the program's activities are easily accessible and transparent to all community members. Decisions are made through community deliberation and mutual understanding within the RT. In the Tenun Village, the implementation of the Probebaya program adheres to the responsibilities and duties assigned to each implementer, supported by the Facilitation Team that has been established. The team operates with a high level of professionalism, gathering all proposals that have been agreed upon through community meetings within the RTs. At the district level, the implementers play a critical role by accommodating and consolidating all proposals that are part of the Probebaya program within their jurisdiction. They also provide guidance and feedback on the proposals submitted by each village. At the city level, the Probebaya Control Team has been established to oversee the program's management. This team is responsible for coordinating all aspects of the Probebaya program and reporting the outcomes transparently to the mayor. The team's attitude towards their responsibilities ensures that the program is managed effectively, with clear communication and accountability throughout all levels of implementation.

4.7 Bureaucratic Structure

Based on research findings, the bureaucratic structure under Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 concerning the technical implementation guidelines for the Community Development and Empowerment Program (Probebaya) in Tenun Village, Samarinda Seberang, is designed to be clear and transparent in its execution. The Probebaya program operates under a Type IV self-managed approach, implemented by community groups (POKMAS). POKMAS is formed at the village level through village deliberations, primarily composed of RT officials and members of the Community Empowerment Institution, with a total of 10 members, including the chairperson.

The self-management process involves several specialized teams: the Planning and Preparation Team coordinates the initial setup, the Implementation Team oversees the procurement of goods and services following regulatory guidelines, and the Monitoring Team handles administrative verification, technical oversight, and financial auditing. The Monitoring Team is responsible for submitting monthly reports to the SKPD Unit or PPK. At the city level, the Probebaya Control Team oversees the program, while the district level has a Coordination Team, and the village level is supported by the Facilitation Team. Reporting and budget management follow strict SOPs, with the sub-district head (camat) acting as the Budget User (PA), responsible for financial oversight, supported by the village head (lurah) as the KPA. While the bureaucratic structure has been implemented, the complexity of the reporting procedures has caused some confusion among POKMAS at the village level, as the numerous required steps can be overwhelming.

4.8 Supporting and inhibiting factors

Supporting Factors

Based on research findings, the supporting factors for the implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 concerning the technical guidelines for the Community Development and Empowerment Program (Probebaya) in Tenun

Village, Samarinda Seberang, include high levels of community participation and self-reliance. Because the program operates at the neighborhood (RT) level, activities such as community service and infrastructure development have been strongly supported by the community, often without any monetary compensation. This support extends beyond the physical procurement of facilities and infrastructure aimed at meeting community needs. It also includes community empowerment initiatives, such as fire and flood disaster preparedness, stunting prevention, and the provision of school supplies, all of which are bolstered by a strong commitment from the government to the program. The presence of skilled staff with expertise in their respective fields is also crucial for the effective management of the Probebaya program. When the program is managed by competent personnel, it is more likely to achieve its intended targets and objectives.

Inhibiting Factors

The research also identified several inhibiting factors in the implementation of the Samarinda Mayor Regulation No. 4 of 2023. One key issue is the inadequate accommodation of residents during the socialization process, leading to a lack of awareness about the Probebaya program among many community members. Additionally, the resources available to program managers are not fully optimized, indicating a need for extra support and additional personnel to assist in the preparation of accountability reports for the activities managed under Probebaya. This lack of sufficient resources and support poses challenges to the effective implementation and management of the program.

5. CONCLUSIONS

The implementation of Samarinda Mayor Regulation No. 4 of 2023, which amends Mayor Regulation No. 11 of 2022 regarding the Probebaya program in Tenun Village, Samarinda Seberang, has been executed effectively, focusing on key elements such as communication, resources, disposition, and bureaucratic structure. Theoretical implications of this study highlight the critical role of clear communication, adequate resources, and well-structured bureaucratic systems in the successful implementation of public policies. The research demonstrates that when these elements are managed efficiently, the intended outcomes of the policy are more likely to be achieved. The Probebaya program, which relies heavily on community participation and transparency, serves as a model for how public policies can be implemented at the grassroots level with significant community involvement. From a managerial perspective, the findings emphasize the importance of structured support systems, such as the establishment of control, coordination, and facilitation teams at various administrative levels. These teams play a crucial role in ensuring that the program is executed according to plan and that all necessary resources are available. However, the study also identifies areas for improvement, particularly in the need for enhanced IT skills among program managers at the RT level and the need for more inclusive socialization efforts to ensure comprehensive understanding and participation across the community.

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