

The Effectiveness of the Rumah Mahayani Program in Improving Community Welfare in Bulota Village, Talaga Jaya District, Gorontalo Regency

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Abstract : This study aims to analyze the effectiveness of the Rumah Mahayani Program in improving the welfare of the community in Bulota Village, Talaga Jaya District, Gorontalo Regency, and identify factors that hinder its implementation. This study uses a qualitative approach with a descriptive type of research. Data were obtained through observation, semi-structured interviews, and documentation. The research informants consisted of village officials, program implementers, community leaders, and beneficiaries of the Mahayani House Program. Data analysis is carried out through the stages of data reduction, data presentation, and conclusion drawing and verification. The results of the study show that the Rumah Mahayani Program has been running effectively in improving the welfare of the community. From the input aspect, the program is implemented through transparent planning and the determination of appropriate targets based on the results of field verification and village deliberations. In terms of output, the construction of houses has met the technical standards set with the support of synergy between the village government, village assistants, and technical teams. From the outcome aspect, the program has a positive impact in the form of improving the quality of housing, a sense of security, social dignity, and encouraging the economic productivity of the beneficiary communities. However, the effectiveness of the program still faces several obstacles, namely the incomplete legality of land ownership, limited technical supervision, bureaucracy in the gradual distribution of materials, fluctuations in the price of building materials, limited non-governmental capabilities, and the unavailability of kitchen and toilet facilities in the standard aid package. Based on the findings of the research, it can be concluded that the Mahayani House Program has made a real contribution to improving the welfare of the community in Bulota Village. However, improvements in administrative, technical, and funding aspects are still needed so that the implementation of the program can take place more optimally, sustainably, and provide wider benefits.

Keywords : Program Effectiveness, Mahayani's House Program, Community Welfare, Livable Housing.

INTRODUCTION

In Indonesia, the idea of welfare has become the main pillar in the constitution as stated in the Preamble to the Constitution of the Republic of Indonesia in 1945. The welfare of the community is a fundamental goal in the entire process of national development (Zainuddin 2016). The ideal welfare parameter is the fulfillment of basic human needs which include the need for clothing, food, shelter, health, education, employment, security, and a harmonious social life (Achmad 2022). Among the many indicators of welfare, the ownership of a decent place to live is a basic need that has a great influence on the quality of human life. The home is not only a place of refuge, but also creates a sense of security, becomes a space for social and psychological growth, and is a symbol of social identity for individuals and families (Sari et al. 2018).

The 2020–2024 RPJMN as a national development strategic planning document explicitly emphasizes the importance of providing livable housing as part of the poverty alleviation strategy (Bappenas 2022). The government is targeting reducing the housing backlog through various interventions, including the Self-Help Housing Stimulant Assistance Program (BSPS) and various other collaborative programs. In the document, housing policy is directed not only to increase the number of physical dwellings, but also to strengthen social aspects and community empowerment (Ministry of Housing and Urban Development). PUPR, 2019). This strategy

emphasizes an inclusive development approach that places society as the subject of development, not just as a policy object. The approach also prioritizes multi-stakeholder collaboration between the central government, local governments, and civil society organizations in strengthening the development base from the grassroots.

In the regional context, one of the tangible manifestations of the implementation of locally-based housing policies is the Mahyani House Program. This program is a government initiative that is implemented through a structure from top to bottom, namely villages in building livable houses for the underprivileged (Desyra, Dengo, and Londa 2021). Rumah Mahyani is basically a simple house built with the concept of self-management and mutual cooperation, using local materials, and prioritizing the principles of local wisdom in planning and development. In the long run, this program is expected not only to improve the physical condition of the residence, but also to foster collective awareness, social concern, and community independence in managing social change in its environment.

The effectiveness of the implementation of the Rumah Mahyani Program is important to be researched to find out whether this program is really able to achieve its goals in improving community welfare. In public policy studies, effectiveness is one of the main indicators of successful policy implementation. According to Glasgow et al., (2019) that the effectiveness of public programs can be judged by how much the

target reach (reach) is, the real impact (*effectiveness*), Adoption by the community (*adoption*), Quality of execution (*implementation*), and program sustainability (maintenance). This RE-AIM model emphasizes the importance of a holistic approach in assessing the success of social programs. Meanwhile, the PRISM model (*Practical, Robust Implementation and Sustainability Model*) developed by Ricketts et al., (2021) emphasizing that effectiveness is strongly influenced by the program's ability to adapt to the local context as well as the institutional support and resources available.

In practice, the effectiveness of social programs is also influenced by local dynamics, budget availability, human resource capacity, and community participation. Chambers et al., (2013) through the Dynamic Sustainability Framework approach highlights the importance of adaptive sustainability in the implementation of public programs. According to this framework, the effectiveness of a program is not static, but must be able to adapt to changes in the social, political, and economic environment in order to remain relevant and impactful. The effectiveness of a public program can be seen from the extent to which the policy responds to the needs of the community in a real way and contributes to increasing the capacity of the local community (Iriawan and Rijal 2019). Effective public policies are those that are able to encourage social transformation in a sustainable manner, through strengthening the

values of participation, empowerment, and inclusivity (Nugroho 2022).

Initial observations made in Bulota Village, Talaga Jaya District, Gorontalo Regency show that the implementation of the Mahyani House Program is running with quite complex dynamics. On the one hand, some of the people who received the assistance admitted that they were greatly helped by the livable houses they received. They feel an increase in the comfort of their homes, feel safer, and have their own pride in having their own house, even though it is simple. This directly has a positive impact on their social and psychological condition, especially in aspects of self-esteem and family stability.

However, there are also many findings that show various obstacles in the implementation of this program. Some residents said that there were delays in the process of distributing building materials which had an impact on the delay in the completion time of the house. In addition, there is still an inequality in community participation in the development process where some residents are actively involved, but others are passive because they feel that they are not fully involved from the beginning. The lack of technical socialization is also in the spotlight, especially related to administrative procedures, implementation schedules, and technical development criteria. The evaluation and reporting system from village officials is considered not optimal. A number of aid recipients said that the monitoring process for

the construction of houses seemed to be only a formality and did not touch on the quality aspect of the building. In fact, the process of selecting beneficiaries is also questioned by some residents because it is considered not fully transparent and does not involve an open village deliberation forum. This creates a perception of injustice among the public and reduces public trust in the program.

From the village documentation data, it is known that the Mahyani House Program in Bulota Village began to be implemented in 2018 with the realization of 2 housing units. In 2019 it experienced a significant surge to 39 units, but dropped back to eight units in 2020. During 2021 to 2023, there will be no new development because the entire village budget is focused on handling the COVID-19 pandemic. This program will only be resumed in 2024 with the realization of ten housing units distributed to the community. Fluctuations in the implementation of the program show that the sustainability of the program is highly dependent on the fiscal condition of the village and the change in the direction of development policies. In addition, there are still 39 Mahyani houses that have not been realized. This is influenced by various obstacles, such as the existence of residents who are actually entitled to receive assistance but do not have land for the construction of houses. On the other hand, even though the government has allocated a budget, the limited financial ability of the community is also an obstacle in continuing the construction of Mahyani's house independently.

The problems faced in the implementation of the Mahyani House Program in Bulota Village show serious challenges in terms of sustainability and policy effectiveness. Fluctuations in development realization from year to year show a high dependence on fiscal conditions and the direction of village policy priorities. When a crisis occurs such as the COVID-19 pandemic, the program comes to a complete halt, indicating that there is no long-term mechanism that can ensure the continuity of the program amid the dynamics of the situation. In addition to fiscal factors, structural problems also arise, such as the mismatch between the recipient criteria and the factual conditions of the community—for example, residents who are eligible but do not own land. This shows the need for improvements in the verification and mapping process of potential beneficiaries. Other barriers such as the financial limitations of the recipient community to continue development independently also indicate that the program approach is not fully comprehensive; Assistance is not only needed in the form of a physical house, but also economic assistance support so that the house built can function optimally.

Therefore, this program needs improvement, both in terms of planning, funding, and social mapping. Cross-sector collaboration and a participatory approach are needed so that the program truly responds to the needs of the community in an equitable, sustainable, and equitable manner. Departing from this phenomenon, the researcher is

interested in researching more about "**The Effectiveness of** the Mahayani House Program in Improving Community Welfare in Bulota Village, Talaga Jaya District, Gorontalo Regency."

METHODS

This study uses a qualitative approach with a descriptive type of research. This approach was chosen to deeply understand the effectiveness of the Mahayani House Program in improving the welfare of the community in Bulota Village, Talaga Jaya District, Gorontalo Regency. Qualitative research allows researchers to explore phenomena holistically through direct interaction with informants, observation of field conditions, and analysis of documents and contextual data. Qualitative research methods are carried out on natural object conditions, researchers as key instruments, data collection techniques are carried out in a triangulation, data analysis is inductive/qualitative, and research results emphasize meaning rather than generalizations (Stuart 2013).

The research data consisted of primary data obtained through interviews and observations of village officials, program implementers, community leaders, and beneficiaries, as well as secondary data sourced from planning documents, implementation reports, beneficiary data, and related literature. Data collection was carried out through observation, semi-structured interviews, and documentation. Data is analyzed through the stages of data reduction, data presentation, and

conclusion drawing and verification by focusing the analysis on input indicators, outputs, outcomes, inhibiting factors, and the impact of the program on community welfare. The validity of the data is strengthened through triangulation of sources, time, theories, and methods so that a comprehensive understanding of the implementation and effectiveness of the Mahayani House Program is obtained.

RESULTS AND DISCUSSION

The effectiveness of the mahayani house program in improving the welfare of the community in Bulota Village, Talaga Jaya District, Gorontalo Regency.

The effectiveness of a program can be interpreted as the extent to which the program is able to achieve the goals that have been formulated appropriately, provide relevant impacts, show good quality of implementation, and ensure sustainability in the context of society and organizations. In the perspective of modern evaluation, effectiveness is assessed through a variety of theoretical approaches. The CIPP (Context, Input, Process, Product) model developed by Stufflebeam emphasizes the importance of a thorough analysis of the initial conditions, resources used, implementation process, and program outcomes (Stufflebeam 2000).

Meanwhile, the *theory-driven evaluation* views effectiveness as the result of a causal chain that is structured from planning

to outcome, by prioritizing the role of change theory as a framework for analysis (Chen and Rossi 1980). The RE-AIM (Reach, Effectiveness, Adoption, Implementation, Maintenance) framework adds that effectiveness includes a tangible impact on the targets, adoption rate, quality of implementation, and sustainability of program impact (Glasgow et al. 2019b). The PRISM (Practical, Robust Implementation and Sustainability Model) model complements RE-AIM by emphasizing the importance of adapting the program to the local context and supporting implementation infrastructure (Rabin et al. 2022). In addition, the Dynamic Sustainability Framework approach looks at effectiveness in the adaptive sustainability framework, namely the ability of programs to remain relevant and effective in the midst of dynamic environmental changes (Chambers, Glasgow, and Stange 2013b).

Effectiveness is a measure of the extent to which a program or policy succeeds in achieving the goals that have been systematically set. In the perspective of policy evaluation according to (Dunn 2015). Effectiveness is measured through three key interconnected dimensions: (1) *Input*, which are resources, prerequisites, and work instruments such as budgets, human resources, and technical regulations as the basis for implementation; (2) *Output*, which refers to the direct results or quantity of activities carried out in accordance with the operational plan; and

(3) *Outcome*, namely the final results or real impacts felt by the target group, such as changes in social conditions, improved quality of life, and the sustainability of program benefits in the long term. These three dimensions are substantive parameters to assess whether a program is really able to answer the needs of the community in real terms.

Based on this theoretical framework, the research findings on the Policy (*Input*) dimension show that the effectiveness of the program is rooted in the accuracy of highly selective planning. The researcher considers that the success of the village government in setting the criterion of "extreme poverty" as a top priority is a strategic step that ensures the accuracy of the target. The use of the consensus deliberation mechanism involving BPD and community leaders is not just a bureaucratic formality, but an effort to build social legitimacy so that this program is accepted without a conflict of interest. Thus, policy resources (*inputs*) have become a solid foundation for the overall direction of the program.

In the Implementation (*Output*) aspect, the researcher saw a positive correlation between strict technical supervision and the quality of the physically produced housing. The involvement of the technical team from the PUPR Office shows that effectiveness is not only measured by the quantity of houses built, but also the quality of construction that meets national health standards and earthquake resistance. Interestingly, findings in the field show that although the bureaucracy of material

procurement is carried out in stages, these obstacles have been successfully mitigated by the high social capital in the form of mutual cooperation of citizens. This emphasizes that the implementation of programs (*outputs*) in Bulota Village is supported by a harmonious synergy between the formal structure of village government and the local wisdom of the community.

Furthermore, in the Outcome dimension, this program has proven to have had a wide transformative impact on the beneficiaries. The researchers note that the benefits of these assisted living facilities go beyond just the physical aspects; There have been significant changes in the psychological well-being of residents, such as increased sense of security, social dignity, and improvement of healthy lifestyles. Decent housing has triggered the motivation of residents to be more productive in work because the burden of thinking about meeting the needs of boards has decreased. Thus, when viewed from the alignment between planning, implementation, and the impact caused, the Rumah Mahayani Program is categorized as effective in creating changes in the standard of living and welfare of the community in Bulota Village.

Factors that hinder the effectiveness of the mahayani housing program in improving community welfare in Bulota Village, Talaga Jaya District, Gorontalo Regency.

One of the main factors that hinder the effectiveness of policies is the limitation of accurate and relevant data; Without adequate

data support, the planning and evaluation process cannot produce appropriate evidence-based decisions (From 2014). In addition, political pressure also affects effectiveness, especially when policies are politicized so that their implementation is no longer based on the objective needs of the community, but the interests of short-term power (Head 2016). Lack of commitment and stakeholder involvement both internally and externally hinders an inclusive and participatory implementation process, making it difficult to achieve the program's goals comprehensively (Newcomer, Hatry, and Wholey 2015).

On the other hand, effectiveness is also often hampered by inconsistencies in the evaluation approach or methodology used, especially when the methods applied are not contextual and fail to capture local socio-cultural dynamics (Vedung 2017). Another obstacle arises from an organizational culture that is closed to feedback, where evaluation is perceived as a threat rather than a tool for improvement, resulting in high resistance to change (Mayne 2015). The lack of clarity of goals and performance indicators also causes the measurement of success to become blurred, as there is no definitive reference to assess whether a program is effective or not (Kusek and Rist 2004).

The lack of transparent communication between policymakers, implementers, and the public has exacerbated the situation, as the information from the evaluation results is not properly conveyed to encourage improvement

(UNDP's 2019). Finally, the low adaptive capacity of a policy or program in responding to changes in external conditions makes its effectiveness decrease drastically when dealing with unexpected social, economic, and political dynamics (Chambers et al., 2013).

From the perspective of public policy implementation, the success of a program is not only determined by the quality of its planning, but also greatly influenced by dynamic inhibiting variables. According to Weible, (2023), factors that hinder policy effectiveness can be classified into two main dimensions: (1) Internal Factors, which include limitations in institutional structure, low human resource capacity, and weak supervision and coordination systems between implementers; and (2) External Factors, which refer to variables beyond the control of the implementer such as low public participation, material distribution constraints, fluctuations in economic conditions, and weak cross-sector coordination.

Based on this theoretical framework, this study reveals the existence of obstacles that prevent the achievement of perfect effectiveness in Bulota Village. Internally, the most fundamental obstacle lies in the administrative problem of land ownership. The researcher argues that the rigid requirements of land legality create a paradox in welfare policy; On the one hand, this regulation is important to protect legal aspects, but on the other hand, it has the potential to exclude poor people who are economically very deserving of assistance

but do not have complete land deeds. In addition, the limited quantity of human resources at the village level causes the supervision function to not be carried out in *real-time*. This condition results in a *delay* in coordination between the acceleration of physical work in the field and administrative reporting procedures that must be met.

Externally, the effectiveness of the program is greatly influenced by macroeconomic dynamics and sociological challenges. Fluctuations in the price of building materials in the market are external variables that often make the initial budget planning irrelevant, thus threatening the sustainability of the construction of housing units. The researcher sees that the burden of considerable independent costs (reaching the range of 5 million rupiah) to complete toilet and kitchen facilities is a real obstacle for the poor. These findings indicate a regulatory *gap*, where primary assistance packages do not fully cover intact healthy housing standards. In addition, social dynamics in the form of jealousy from residents who do not receive assistance add to the burden of implementation, which requires the village government to work extra in conducting transparency and public education.

As a synthesis of this discussion, the effectiveness of the Mahayani House Program in Bulota Village is actually the result of transparent planning and participatory execution. However, the sustainability of the benefits is highly dependent on the strategic efforts of the village government in closing the

gaps in land administrative barriers and integrating sanitation facilities comprehensively. This effort is crucial so that the welfare produced is truly comprehensive and able to answer the economic and social challenges faced by the target community.

Conclusion

Based on the results of the research, the Rumah Mahayani Program in Bulota Village as a whole has been running effectively, shown by transparent and targeted planning through field verification and participatory deliberation, the implementation of development that meets national technical standards with the synergistic support of the village government, village assistants, and the technical team of the PUPR Office, as well as results that have a real impact on improving the quality of life of the community through a sense of security, social dignity, and motivation for economic productivity after the fulfillment of basic needs for board. However, the effectiveness of the program still faces a number of internal obstacles in the form of the legality of land titles of prospective recipients that have not been completed, limitations of village personnel in technical supervision, and bureaucracy of gradual distribution of materials, as well as external obstacles in the form of fluctuations in material prices, limited financial ability of beneficiaries to meet additional self-help needs, and the unavailability of toilet and kitchen facilities in standard assistance packages so that Fulfilling the Healthy House standard in its entirety is still a challenge.

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