

## A Study of the Poverty Alleviation Program for Young Families in Bantarkawung Subdistrict, Brebes

Syifa Latif Qolbiyani<sup>1\*</sup>, Drajat Tri Kartono<sup>2</sup>, Sugihardjo Sugihardjo<sup>3</sup>, Norma Latif Fitriyani<sup>4</sup>, Muhammad Syafrudin<sup>5</sup>

<sup>123</sup>Universitas Sebelas Maret, Indonesia; <sup>45</sup>Sejong University, South Korea

\*Corresponding author: latifqolbiyanisyifa@gmail.com

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**Abstract:** Pahlawan Ekonomi Nusantara (PENA) Muda is a community empowerment program aimed at assisting young families in becoming independent and reducing their reliance on social assistance. Given the importance of implementation effectiveness and the disparities between urban and rural areas, this study focuses on evaluating the effectiveness of the program in rural settings. Using a descriptive qualitative approach, data were collected through interviews, observations, documentation, and the Context, Input, Process, Product (CIPP) evaluation model. The results indicate that the overall effectiveness rate of the program reached 75%, classifying it as effective. Process-related aspects showed average scores of 3.1 for socialization, 3.3 for coaching, 3.2 for mentoring, and 3.5 for monitoring. These findings suggest that although the program is generally effective, some components still have room for improvement, particularly in strengthening socialization and mentoring efforts. The study highlights the significance of context-sensitive implementation and continuous evaluation to enhance the success of community-based programs. In conclusion, the research contributes to the ongoing development of the PENA Muda program and provides insights for optimizing its future implementation, especially in rural areas where tailored approaches are critical for sustainable impact.

**Keywords:** Cipp Method, Pahlawan Ekonomi Nusantara Muda, Poverty Alleviation, Process Aspect Evaluation; Rural Areas

**Abstrak:** Pahlawan Ekonomi Nusantara (PENA) Muda merupakan program pemberdayaan masyarakat yang ditujukan untuk mendorong kemandirian keluarga muda serta mengurangi ketergantungan terhadap bantuan sosial. Keberhasilan implementasi program ini sangat dipengaruhi oleh efektivitas pelaksanaannya, khususnya dalam konteks perbedaan karakteristik antara wilayah perkotaan dan pedesaan. Penelitian ini bertujuan untuk mengevaluasi efektivitas pelaksanaan program PENA Muda di wilayah pedesaan dengan menggunakan pendekatan kualitatif deskriptif. Teknik pengumpulan data meliputi wawancara, observasi, dokumentasi, serta analisis

menggunakan model evaluasi CIPP (Context, Input, Process, Product). Hasil penelitian menunjukkan bahwa tingkat efektivitas pelaksanaan program mencapai 75%, yang dikategorikan dalam tingkat efektif. Rata-rata skor pada aspek proses mencakup sosialisasi (3,1), pembinaan (3,3), pendampingan (3,2), dan pemantauan (3,5). Temuan ini mengindikasikan bahwa meskipun program telah berjalan secara efektif, masih terdapat aspek yang memerlukan optimalisasi, khususnya dalam hal sosialisasi dan pendampingan. Studi ini menegaskan pentingnya pendekatan berbasis konteks lokal dan evaluasi berkelanjutan dalam mendukung efektivitas program pemberdayaan masyarakat. Dengan demikian, hasil penelitian ini diharapkan dapat memberikan kontribusi terhadap pengembangan kebijakan dan praktik implementasi program PENA Muda pada masa yang akan datang, terutama di wilayah pedesaan.

**Kata Kunci:** Metode Cipp, Pahlawan Ekonomi Nusantara Muda, Pengentasan Kemiskinan, Evaluasi Aspek Proses, Wilayah Pedesaan

## Introduction

Poverty is defined as the inability to access political, economic, socio-cultural, and social participation (Furqan & Suryana, 2020). In a multidimensional approach, the concentration of poverty lies in the lack of resources and opportunities that should be the rights of all members of society (Syahputra & Rofizar, 2023). The structure of poverty is reflected in human failures across various dimensions of welfare.

Furthermore, poverty is also described as a condition of having insufficient means in any aspect, especially economic powerlessness to achieve a decent standard of living within society (Handoyo, Hidayatina, & Purwanto, 2021). This condition is characterized by low income to meet primary needs such as clothing, housing, and food (Mashudi, Fauziah, & Agustina, 2018). Therefore, poverty becomes an urgent issue that must be immediately addressed by the government in order to create equitable welfare (Murdiyana & Mulyana, 2017)

According to the report from the Central Bureau of Statistics (Statistics Indonesia, 2024), the national poverty rate decreased from 9.57% in 2022 to 9.36% in 2023, and further declined to 9.03% in 2024. In Central Java Province, the poverty rate dropped from 10.98% (2022), to 10.77% (2023), and again to 10.47% in 2024. (Badan Pusat Statistik, 2024)

More specifically, in Brebes Regency, the poverty rate fell from 16.05% (2022), to 15.78% (2023), and to 15.60% in 2024.

This reduction in poverty rates is the result of the implementation of various social assistance programs, such as the Family Hope Program (PKH), Direct Cash Assistance (BLT), Basic Food Assistance (Sembako), and the Archipelago Economic Heroes Program (PENA) (Ilham Fawwaz Samseno & Agus Riwanto, 2023). Two approaches are used in the PENA program—top-down and bottom-up—to achieve these goals (Kominfo, 2011).

One of the programs contributing to poverty reduction is the Archipelago Economic Heroes Program (PENA), which was launched in December 2022 by the Ministry of Social Affairs under the initiative of Mrs. Tri Rismaharini (Dikarani, 2019). This program aims to reduce community dependence on social assistance through business capital provision and empowerment (Kementerian Sosial, 2023).

PENA targets existing social assistance recipients such as PKH, BLT, and Sembako beneficiaries. The program has several variants: PENA Berdikari, PENA Regular, PENA Siksma, and PENA Muda (Rahmansyah & Galih Wahyu Pradana, S.AP., 2018). The logo of the PENA program is shown in Picture 1 as follows:



Picture 1. The Pahlawan Ekonomi Nusantara logo

Source: Obtained from [pahlawanekonomi.org](http://pahlawanekonomi.org)

Based on the Minister of Social Affairs Regulation No.7 of 2023, the PENA program is intended for poor, vulnerable, remote communities or disaster victims who are prepared for independence and have growth potential (Yuliana, 2021). Specifically, PENA Muda focuses on increasing income through entrepreneurship and aims to separate truly needy recipients from those who are already economically independent (Kementerian Sosial, 2023).

Various previous studies have evaluated the PENA program and shown success in supporting the Sustainable Development Goals (SDGs), reducing poverty rates, and improving community welfare (Yuliana, 2021). However, no research has specifically evaluated PENA Muda using the Context, Input, Process, Product (CIPP) evaluation method—an approach known to effectively evaluate programs comprehensively (Rama et al., 2023). Additionally, no studies have focused on evaluating this program in rural areas, where environmental, social, and cultural aspects differ from urban regions. (Hakan & Seval, 2011)

In light of this context, this study aims to evaluate the effectiveness of the PENA Muda program's implementation in rural areas using the CIPP method approach. The findings of this research are anticipated to offer practical benefits for the execution of the PENA program in Bantarkawung Subdistrict, serving as a valuable resource for social services, local PKH implementers, district and city governments, and other stakeholders involved in poverty alleviation efforts (Salsabila, Khalmayra, Bagaskara, Nabila, & Tazkiyatunnufus, 2024).

## Methods

### Research Design

To naturally understand events within a social context, this study employs a qualitative descriptive method that emphasizes in-depth observation (Sugiyono, 2020). The descriptive qualitative research was conducted to explain the existing research without manipulating the data of the variables studied, by conducting direct interviews (Sugiyono, 2020).

### Data Collection

Data collection was carried out using both primary methods (interviews and observations) and secondary sources (magazines, archives, and literature). The interviews included a key informant who met the criteria of being a willing participant with extensive knowledge of the PENA program, particularly regarding its policy aspects, implementation, and other relevant matters. Additionally, eight primary informants were interviewed; they are beneficiaries of the PENA program from Bantarkawung District who have directly experienced the program's impact. The observations conducted in this study involved participatory observation.

### Data Analysis

Data analysis was carried out using the Miles and Huberman model, which includes the stages of data reduction, data display, and conclusion drawing (Subhaktiyasa, 2024). The researcher reduced the data by classifying it according to context, input, process, and product, using the CIPP evaluation model.

### Data Validity

To ensure data validity, triangulation techniques involving methods and sources were used, in accordance with Sugiyono (2020). Data presentation was done in the form of tables, effectiveness scores, and images related to the Pahlawan Ekonomi program (Waruwu, Pu`at, Utami, Yanti, & Rusydiana, 2025). The researcher compares the truth of phenomena or events based on interviews and observations, as well as compares one interview with another.

### Research Location

The research location denotes the site or subject where the study was carried out. The researcher chose PENA Muda in the Bantarkawung Subdistrict of Brebes Regency as the focal point for this investigation. This selection was driven by prior literature suggesting that the successful implementation of the PENA program has predominantly taken place in urban areas with strategic advantages, leading to notable successes. Consequently, the researcher sought to explore the implementation of PENA in rural settings to offer a fresh perspective. The study was conducted from January to September 2024 (Iskandar, 2018).

### Data Source and Effectiveness Formula

In this study, the CIPP model (Context, Input, Process, Product) was utilized as a framework for evaluating the results of data analysis and guiding the discussion's direction. The study involved one coordinator and eight PENA Muda recipients, and the indicators related to context, input, process, and product, along with the classification of effectiveness scores used in this evaluation monitoring, are presented in Tables 1 and 2 below:

Table 1. The Data Source of the PENA Muda Program

| No | Component | Aspect                      | Indicator  | Data Source   | Instru-ment                 |
|----|-----------|-----------------------------|--|---|-----------------------------|
| 1  | Context   | Profile of the PENA Program | <ul style="list-style-type: none"> <li>• Program name</li> <li>• Objective</li> <li>• Numbers of companion</li> <li>• Numbers of PENA Muda recipients</li> <li>• Patriarchy culture</li> </ul> | Coordinator of Bantarkawung subdistrict                       | Interview and documentation |
| 2  | Input     | PENA recipients             | Numbers of recipients  | Coordinator of Bantarkawung subdistrict                       | Interview and observation   |
|    |           | Empowerment flow            | The empowerment flow used  | Coordinator of Bantarkawung subdistrict                       | Interview and observation   |
|    |           | Material                    | The material used  | Coordinator of Bantarkawung Subdistrict                       | Interview and observation   |
|    |           | Companion                   | Numbers of companion   | Coordinator of Bantarkawung subdistrict                       | Interview and observation   |
|    |           | Assistance                  | Numbers of assistance  | Coordinator of Bantarkawung subdistrict and field observation | Interview and observation   |
| 3  | Process   | Socialization               | Program introduction   | Coordinator of Bantarkawung subdistrict and field observation | Interview                   |

|   |                           |  |   |                            |
|---|---------------------------|--|---|----------------------------|
|   | Coaching                  | Mentality and entrepreneurial mentality  | Coordinator of Bantarkawung subdistrict and field observation | Observa-tion and interview |
|   | Mentoring                 | The proposal, budget plan, product manufacturing, and marketing  | Coordinator of Bantarkawung Subdistrict and field observation | Interview                  |
|   | Monitoring and evaluation | Monitoring the business development  | Coordinator of Bantarkawung subdistrict and field observation | Observa-tion and interview |
| 4 | Product                   | The outcome of the PENA program <ul style="list-style-type: none"><li>• Income</li><li>• Mindset</li><li>• Independenc e</li></ul> | The recipients of the PENA Muda program                       | Interview and observa-tion |

The effectiveness of the program based on the CIPP method can be computed by the following formulas:

The ratio of the Effective Subcomponent (RES)=  $\frac{\text{Number of subcomponent classified as effective}}{(\text{Number of classification})}$

Effectiveness Score =  $RES \times (\text{Number of subcomponent classified as less effective} + \text{Number of subcomponent classified as quite effective})$

Table 2. Classification of the Effectiveness Score

| Score     | Classification  |
|-----------|-----------------|
| < 3.0     | Less effective  |
| 3.0 – 3.4 | Quite Effective |
| 3.5 – 3.8 | Effective       |
| 3.9 – 4.0 | Very Effective  |

Results and Discussion

The Evaluation of CIPP for the PENA Muda program in Bantarkawung subdistrict, Brebes

Evaluation models play a crucial role in assessing a program. As explained by Ritonga et al. an evaluation model is a structured framework used to assess a particular program or system (Hakan & Seval, 2011). It allows for the evaluation of various aspects, such as effectiveness, efficiency,

reliability, and security. Furthermore, it can also be used to measure the overall quality of a system or program (Mufid, 2020).

The evaluation model centers on four dimensions corresponding to the CIPP components: context, input, process, and product. To enhance understanding of the CIPP evaluation and to assess the efficiency and effectiveness of the PENA Muda program, each dimension is elaborated upon as follows (Niyonkuru & Barrett, 2021):

### **1. Context**

Context evaluation seeks to identify unmet needs within a program, establish development goals that align with those needs, and recognize the most achievable objectives. This evaluation emphasizes the exploration and analysis of the fundamental needs that underpin program planning. PENA Muda is one of the poverty alleviation and community empowerment initiatives launched by the Ministry of Social Affairs. This ministry introduced the Indonesian Economic Heroes program, particularly PENA Muda, to help individuals become independent and reduce reliance on social assistance. PENA encompasses several variants, including regular PENA, PENA Sikma, PENA Berdikari, and PENA Muda. According to the Minister of Social Affairs Regulation No. 7 of 2023, the primary aim of PENA, particularly PENA Muda, is to liberate recipients from dependency on social assistance, equip them with entrepreneurial skills, and provide business support. While the function of PENA Muda aligns with that of other PENAs, it is distinguished by an age-specific focus (Fitriana, 2020). PENA Muda is intended for ages 20-30 years (Interview with PENA companions, Bantarkawung subdistrict, August 30, 2024).

The Minister of Social Affairs, Mrs. Tri Rismaharini also confirmed that PENA Muda is prioritized for teenagers approaching adults aged 20-30 years whose parents are recipients of the Program Keluarga Harapan (PKH) (Hanis, 2018). There are no special requirements for those who want to join the PENA Muda program, as long as they have a strong determination to try, escape the shackles of poverty, and strive to achieve success (Sirianne Dahlum, Carl Henrik Knutsen, 2022). Prospective participants must take an assessment before joining PENA MUDA. Of course, whether or not they are accepted depends on the assessment. Until now, more than 500 PENA Muda proposals have passed quality control (Dikarani, 2019).

Furthermore, PENA Muda sometimes receives assistance from the children of the KPM (Yasmine, Martinus, & Fransiscus, 2021). PENA is intended for recipients of social assistance such as PKH, Sembako, and others so that people are free from social assistance (Desvanda Arya Putra, Reyndi Rusmanjaya, M. Hifdzi Rusydany, 2020).

The PENA program encompasses various types, yet its implementation consistently follows the same stages: socialization, coaching, mentoring, and monitoring. This study centers on PENA Muda located in the Bantarkawung subdistrict of Brebes. Bantarkawung is one of the subdistricts in Brebes, with most of its villages situated in forested, estuarine, or remote areas. However, a few villages are located in more strategic areas (Documentation of Bantarkawung subdistrict, 2022). PENA Muda was launched in the Bantarkawung subdistrict on March 15, 2024. Despite facing



several challenges, including a prevailing patriarchal culture that promotes the notion that "women should be provided for, rather than earning a living," the program continues to make progress.

## **2. Input**

Input evaluation plays a crucial role in supporting the decision-making process by identifying available resources, formulating strategies or plans to address needs, and selecting the most suitable alternatives. It further examines assets, opportunities, and existing challenges to assist the government in developing program policies or making informed decisions. The components of input evaluation encompass human resources, budget allocation, and the availability of facilities and infrastructure. In this study, the focus on the input aspect aims to evaluate how program implementers determine the necessary resources and tools for designing the PENA Muda program (Ahyani, Slamet, Ahyani, Tobroni, & Tobroni, 2021). The PENA Muda program is obligatory to carry out the recruitment of participants and assistants for the program and prepare assistance for sales equipment, carry out entrepreneurship, and guarantee the implementation process of the PENA Muda as stipulated Permensos, No. 7 of 2023.

In the implementation of the Young Indonesian Economic Heroes (PENA MUDA) program, there are specific criteria for participants. These include individuals facing social challenges such as poverty, vulnerability, remoteness, or being disaster victims who are prepared for independence. Participants should also demonstrate the potential for development, a strong desire to improve their welfare, and/or meet other criteria established by the Ministry of Social Affairs under Permensos No. 7 of 2023.

The program supports a notable number of recipients, totaling eight individuals. Among them are: A, who operates a food business; L, who owns a grocery store; B, engaged in the food and beverage sector; H, involved in service and trade; G, who sells traditional food known as olos; another G, who runs a chicken farming business; and H, who is engaged in duck farming. When compared to the previous regular PENA program, most participants are nearing graduation and exhibit both enthusiasm and relevant experience in entrepreneurship. This information is based on secondary data from PENA in the Bantarkawung Subdistrict.

During the implementation of the PENA Muda program, beneficiaries faced several challenges. The most prevalent obstacles include the following: first, the locations of the businesses are often not strategic. Many enterprises are situated within residential complexes rather than along main roads, which results in limited visibility and a lack of public awareness. Second, the influence of patriarchal culture, while not overwhelming, still impacts women's participation in entrepreneurial activities (Abdul Rasool, Mohd Harun, Salleh, & Haji Idris, 2011). Third, the risk of product loss, particularly for beneficiaries engaged in the food and beverage sector (Md Sadekur, Md Enamul, Shaikh, & Rahman, 2023). If their products expire before being sold, it leads to financial losses and a reduction in business capital. Fourth, limited knowledge of technology



(Jamal, 2017). Due to a lack of technological literacy, many beneficiaries struggle with product marketing and are unable to promote their businesses more broadly (Hadis, 2020).

In the context of the CIPP evaluation model, the input evaluation for the PENA Muda program involves assessing the readiness and conditions of beneficiaries in undertaking their entrepreneurial activities. This evaluation also takes into account the various challenges that may impede the effective implementation of the program. Consequently, the obstacles faced by beneficiaries are a critical component in measuring the program's success, particularly in the input aspect, which emphasizes the preparedness of resources and execution strategies (Desvanda Arya Putra, Reyndi Rusmanjaya, M. Hifdzi Rusydany, 2020).

### 3. Process

Ambiyar and Muharika state that process evaluation serves to assess how far a program has been implemented and whether its execution aligns with the original plan (Ambiyar & Muharika, 2019, p. 46). In the meantime, program evaluation serves as a method to review the implementation of planned activities, helping the program team understand the benefits of the initiative. Process evaluation is essential in offering feedback to implementers about the alignment between planned and actual execution. This feedback can then be utilized to inform future improvements and direction. In this context, Daniel L. Stufflebeam defines process evaluation as a guide for implementing the work plan, based on activity monitoring, assessment, and periodic evaluative feedback (Yasmine, Martinus, & Fransiscus, 2021). The PENA Muda was implemented almost throughout Indonesia in early 2024. In the Brebes district, the first process conducted is socialization; carried out by the Brebes district coordinators (Salsabila et al., 2024). This socialization aims to introduce a program, and at this stage, an understanding is given that if you have received this program, you must be ready to graduate. As stated by the Bantarkawung subdistrict coordinators.

“The program was introduced through socialization by the district coordinators.”

The second stage involves coaching facilitated by the Minister of Social Affairs through Zoom. This coaching encompasses both mental coaching and entrepreneurial training. The assistants in their respective regions also provide mental coaching. The entrepreneurial curriculum includes topics such as food and beverage, services, livestock, among others. Additionally, there are supplementary materials focused on marketing and research. During the Zoom sessions, both one-way and two-way question-and-answer (Q&A) methods are utilized. The content is tailored to align with current developments. Coaching sessions are held twice a week, as noted by the Bantarkawung subdistrict coordinator:

“The coaching is done twice a week, on Saturday and Sunday during the weekend. Coaching on Zoom includes mental and material coaching. The material presented is about each cluster. Some are about food or drinks, some are about services, some are about livestock, and so on. The material is adjusted to current developments. If Zoom is sometimes one-way, sometimes two-way.”

The third stage is mentoring. In this context, mentoring encompasses everything from preparing proposals and budget plans to the production and marketing of products. From the perspective of the recipients, they are now capable of producing and marketing independently. The income generated is quite substantial on a daily basis.

The fourth stage involves monitoring and evaluation. This monitoring aims to track the progress of the PENA Muda recipients' businesses. While these recipients are successfully operating and even expanding their enterprises, there is a need to enhance their marketing strategies to ensure continued growth. Monitoring is conducted every two weeks, as noted by the coordinator of the Bantarkawung subdistrict:

“The evaluation or monitoring is done once every 2 weeks.”

The aforementioned statement was also supported by the data which each has a score as displayed in Table 3 as follows:

Table 3. The Effectiveness Scores of the Implementation of the PENA Muda Program

The effectiveness score of the PENA Muda program implementation can be seen in the table below:

| No | Subcomponents of research | Mean score | Classification |                 |           |                |
|----|---------------------------|------------|----------------|-----------------|-----------|----------------|
|    |                           |            | Less effective | Quite effective | Effective | Very effective |
| 1  | Socialization             | 3.1        |                | ✓               |           |                |
| 2  | Coaching                  | 3.3        |                | ✓               |           |                |
| 3  | Mentoring                 | 3.2        |                | ✓               |           |                |
| 4  | Monitoring                | 3.5        |                |                 | ✓         |                |

Source: Authors

According to the results depicted in Table 3, the effectiveness score is

The ratio of the Effective Subcomponent (RES) =  $1/(4) = 0.25$

Effectiveness Score (%) =  $0.25 \times (0 + 3) = 0.75 \times 100 = 75\%$

Explanation and Calculation:

Total subcomponents: 4

Subcomponents classified as Effective: 1 (Monitoring)

Subcomponents classified as Quite Effective: 3 (Socialization, Coaching, Mentoring)

#### 4. Product

The final stage of the CIPP evaluation model is product evaluation. This stage is designed to assess whether the implemented program, particularly in the realm of learning, has successfully achieved its intended outcomes. Product evaluation is crucial for informing future policies and decision-making processes. (Renata Jati Nirmala, Dr. Ambar Widaningrum, 2022). The outcomes of

this evaluation aim to offer valuable insights to the beneficiaries of the PENA Muda program concerning its sustainability. Additionally, product evaluation is employed to assess the overall benefits generated by the program. The final evaluation component involves a product that monitors the program's success. Insights from interviews conducted with the PENA Muda program were shared by the coordinator of the Bantarkawung subdistrict.

"All the programs of the PENA Muda in Bantarkawung subdistrict, praise to God, are all running well; some even have very significant income, with an average income of 200 thousand rupiahs/day."

The outcomes of the PENA Muda program are almost as promising as anticipated. The primary factors hindering sales are location, technology, and less favorable conditions. Recipients of the PENA Muda initiative effectively apply the knowledge gained from the coaching process in their daily lives, leading to increased sales. Furthermore, these individuals exhibit greater confidence and improved risk management skills.

### Patriarchal Culture

Patriarchy is a concept widely explored in the social sciences, particularly within anthropology. This paper centers on the relationship between patriarchy and violence against women. Traditionally, patriarchal cultures have created distinctions in behavior, status, and authority between men and women. In many aspects, the distribution of power favors men over women, affecting areas such as lineage determination (with practices like exclusive patrilineal descent and surname inheritance), the rights of the eldest child, personal autonomy in social relationships, and participation in public and political spheres. While patriarchal culture undoubtedly shapes program implementation, this study finds that its influence is not overly significant, as women can convincingly demonstrate that they possess the same skills and capabilities as men.

### The CIPP Method Provides a More In-Depth Evaluation

There are three key models for evaluating the effectiveness of a program: CIPP, Kirkpatrick, and ROI (Return on Investment). However, assessing these models is not always straightforward. The CIPP model is one of the most widely utilized methods for program evaluation. This approach thoroughly examines various factors, including the number of participants and mentors, the program's objectives, its implementation, and the outcomes achieved, which are validated by effectiveness scores throughout the program's process. This represents a significant advancement, as earlier research primarily focused on theoretical discussions surrounding the PENA program without delving into these aspects in detail.

## Conclusion

Based on the assessment of the PENA Muda program through the Context evaluation, the program is deemed effective and functioning as intended. In terms of Input, it also receives a favorable classification, as it provides adequate facilities and infrastructure, along with supportive

services, despite facing some challenges related to location and conditions. The Process evaluation indicates that the PENA Muda program has scored well in areas such as socialization, coaching, mentoring, and monitoring. Finally, the Product evaluation confirms the efficacy of the PENA Muda program in the Bantarkawung subdistrict, as evidenced by notable improvements in the quality of life for recipients and an effectiveness rate of 75%. Thus, it can be concluded that the PENA Muda program in Bantarkawung is effective according to the four aspects of the CIPP evaluation model. Additionally, the CIPP model serves as a suitable method for assessing the effectiveness of a program.

In conclusion, this text underscores the significance of thorough evaluation and the use of appropriate methodologies to guarantee the success and effectiveness of a development program. The evaluation should encompass various aspects, including program effectiveness, the presence of adequate facilities and infrastructure, and the tangible benefits experienced by the beneficiaries of the PENA Muda program. The CIPP model has been demonstrated to be an effective tool for comprehensively assessing the different dimensions of the program.

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