**EVALUATION OF THE 'INDONESIA GEMILANG' COMMUNITY EMPOWERMENT PROGRAM BY LAZ Al-AZHAR IN CILEMBU VILLAGE**

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***Abstract***

*This research evaluates the "Indonesia Gemilang" community empowerment program implemented by Lembaga Amil Zakat (LAZ) Al-Azhar in Cilembu Village, Sumedang Regency. The research aims to analyse the process, impact, and challenges of the program, particularly its contribution to poverty reduction and socio-economic development. The importance of this study lies in its relevance to Public Administration, specifically in addressing local governance, development policies, and public empowerment. The study highlights key factors in achieving successful community development by focusing on the ACTORS theory, which emphasizes authority, competence, opportunity, responsibility, and community support. The methodology employed is qualitative, using a single case study approach, including interviews and field observations. The findings suggest that while the program has positively impacted the local community by increasing self-reliance and economic sustainability, challenges remain, particularly in empowering local leaders to take a more active role in program management and expanding market opportunities for community-produced goods. This research contributes to the field of Public Administration by providing valuable insights into the effective design and implementation of community empowerment programs, offering practical solutions to improve public policy in rural development.*

***Keywords: Community Empowerment, Rural Development, Public Administration, ACTORS Theory, Poverty Reduction***

**Abstrak**

Penelitian ini mengevaluasi program pemberdayaan masyarakat “Indonesia Gemilang” yang dilaksanakan oleh Lembaga Amil Zakat (LAZ) Al-Azhar di Desa Cilembu, Kabupaten Sumedang. Penelitian ini bertujuan untuk menganalisis proses, dampak, dan tantangan dari program tersebut, terutama kontribusinya terhadap pengentasan kemiskinan dan pembangunan sosial-ekonomi. Pentingnya penelitian ini terletak pada relevansinya dengan Ilmu Administrasi Publik, khususnya dalam membahas tata kelola pemerintahan daerah, kebijakan pembangunan, dan pemberdayaan masyarakat. Dengan berfokus pada teori ACTORS, yang menekankan pada kewenangan, kompetensi, kesempatan, tanggung jawab, dan dukungan masyarakat, studi ini menyoroti faktor-faktor kunci dalam mencapai keberhasilan pembangunan masyarakat. Metodologi yang digunakan adalah kualitatif, dengan menggunakan pendekatan studi kasus tunggal, termasuk wawancara dan observasi lapangan. Temuan penelitian menunjukkan bahwa meskipun program ini telah memberikan dampak positif bagi masyarakat setempat dengan meningkatkan kemandirian dan keberlanjutan ekonomi, namun masih terdapat beberapa tantangan yang dihadapi, terutama dalam memberdayakan para pemimpin lokal untuk mengambil peran yang lebih aktif dalam pengelolaan program dan memperluas peluang pasar untuk barang-barang yang diproduksi masyarakat. Penelitian ini berkontribusi pada bidang Administrasi Publik dengan memberikan wawasan yang berharga tentang desain dan implementasi program pemberdayaan masyarakat yang efektif, menawarkan solusi praktis untuk meningkatkan kebijakan publik dalam pembangunan pedesaan.

**Kata kunci:** **Pemberdayaan Masyarakat, Pembangunan Pedesaan, Administrasi Publik, Teori ACTORS, Penanggulangan Kemiskinan**

**INTRODUCTION**

The concept of community empowerment has become an essential aspect of public administration and rural development, particularly in developing nations such as Indonesia. The idea revolves around equipping communities with the skills, resources, and authority they need to address social and economic challenges (Malta, 2023). Empowerment programs target marginalised groups, enabling them to overcome barriers such as poverty, unemployment, and lack of access to resources. Indonesia’s rural regions, where poverty levels remain high, have seen various community empowerment efforts spearheaded by both governmental and non-governmental organisations (NGOs) (Habib, 2021). Despite various efforts, many rural communities in Indonesia remain trapped in poverty (Suparlan, n.d.). This is due to limited access to economic opportunities, weak local governance, and insufficient infrastructure (Sharma, 2022). Programs aimed at alleviating poverty often face challenges related to sustainability, accountability, and effectiveness (Rofah et al., 2023). *Lembaga Amil Zakat* (LAZ) Al-Azhar’s *“Indonesia Gemilang”* program was designed to address these very challenges by focusing on community development through local resources. The *“Indonesia Gemilang”* program, led by LAZ Al-Azhar, is a community empowerment initiative focused on rural areas (Adidah, 2023). One of the key targets of this program is Cilembu Village, located in Sumedang Regency. The program aims to enhance the community's ability to manage their resources, particularly the local commodity *Ubi Cilembu* (sweet potatoes), and improve access to markets.

However, the program faces difficulties in expanding the market for local products and in ensuring long-term sustainability for the community (LAZ Al-Azhar, 2024). Cilembu Village, despite its rich agricultural resources, faces significant economic challenges. The community has historically relied on subsistence agriculture and lacks access to broader markets where they could sell their local produce at competitive prices. The issue of economic dependency remains a major hurdle to community development. The implementation of empowerment programs often encounters issues related to local governance and leadership. Programs designed to reduce poverty and promote self-sufficiency are often disconnected from local governance systems, leading to inefficiencies and lack of sustained impact. The *“Indonesia Gemilang”* program has shown promise in its objectives but struggles with empowering local leaders to effectively manage resources and promote community involvement.

**Figure 1.**

**Number of Poor People in West Java Province (in thousands of people) 2018-2023**

**Source:** [**https://jabar.bps.go.id/indicator/23/83/2/jumlah-penduduk-miskin.html**](https://jabar.bps.go.id/indicator/23/83/2/jumlah-penduduk-miskin.html) **(accessed in April 2024)**

The "Indonesia Gemilang" Community Empowerment Program, implemented by *Lembaga Amil Zakat* (LAZ) Al-Azhar, focuses on improving the livelihoods of communities through a combination of economic, educational, and social initiatives (LAZ Al-Azhar, 2024). Cilembu Village, located in Sumedang Regency, is one of the regions targeted by this program. Understanding the socio-economic challenges faced by this region is crucial for evaluating the effectiveness and necessity of such empowerment initiatives. According to Figure 1 and Figure 2, the number of poor people in Sumedang Regency has fluctuated over the years. In 2018, the number of people living below the poverty line in Sumedang stood at approximately 126.3 thousand. By 2023, this number had decreased to 111.4 thousand, reflecting the ongoing efforts by various stakeholders, including government initiatives and non-governmental organizations like LAZ Al-Azhar. However, despite this improvement, poverty remains a significant challenge in Sumedang, highlighting the importance of sustained and targeted interventions to uplift local communities.

**Figure 2.**

**Number of Poor People in Sumedang Regency (in thousands of people) 2018-2023**

**Source:https://sumedangkab.bps.go.id/statictable/2024/01/24/62/jumlah-**[**penduduk-miskin-ribu-jiwa-tahun-2021-2023.html**](https://sumedangkab.bps.go.id/statictable/2024/01/24/62/jumlah-penduduk-miskin-ribu-jiwa-tahun-2021-2023.html) **(accessed in April 2024)**

The "Indonesia Gemilang" Community Empowerment Program, implemented by *Lembaga Amil Zakat* (LAZ) Al-Azhar, has been a key initiative aimed at improving the quality of life for communities in various regions, including Cilembu Village in Sumedang Regency. This program is particularly important in areas where poverty remains a persistent challenge, despite efforts by both the government and non-governmental organizations (Habib, 2021). Figure 3 shows the poverty line in Sumedang Regency which illustrates the financial struggles faced by its residents. In 2021, the poverty line in Sumedang was set at a certain threshold in Rupiah per capita per month, with gradual adjustments reflecting inflation and economic conditions through 2023​. The changes in the poverty line highlight the increasing cost of living, making it more difficult for vulnerable households to meet basic needs (Erowati, 2021). The number of people living below this poverty line in Sumedang, although showing slight improvements from 2018 to 2023, still represents a significant portion of the population​. This situation underscores the urgent need for sustainable, community-driven initiatives like the "Indonesia Gemilang" program, which focuses on empowering local communities through economic development, education, and social support.

**Figure 3.**

**Sumedang Regency Poverty Line (in Rupiahs per capita per month) 2021-2023**

**Source:** [**https://sumedangkab.bps.go.id/statictable/2024/01/24/59/garis-kemiskinan-menurut-kab-kota-rupiah-perkapita-perbulan-.html**](https://sumedangkab.bps.go.id/statictable/2024/01/24/59/garis-kemiskinan-menurut-kab-kota-rupiah-perkapita-perbulan-.html) **(accessed in April 2024)**

 The program's goals align with addressing both the immediate needs of impoverished families and the long-term objective of lifting individuals out of poverty. By providing resources and skills training, the program seeks to reduce dependency and foster self-sufficiency in Cilembu Village and other similar communities across Sumedang Regency. This article will evaluate the impact of the "Indonesia Gemilang" program in Cilembu Village, with a focus on its effectiveness in reducing poverty, improving livelihoods, and creating sustainable economic growth. Through this evaluation, we hope to gain insights into the program's successes and identify areas for future improvement in community empowerment strategies.

Economic conditions in West Java Province, where Sumedang is located. Poverty reduction efforts in this region have shown positive trends, but persistent socio-economic issues require long-term solutions. The "Indonesia Gemilang" program aims to address these challenges by empowering individuals and households to achieve economic independence, reduce poverty, and improve their overall quality of life (LAZ Al-Azhar, 2024). This article evaluates the program's impact in Cilembu Village, examining the initiatives undertaken, the outcomes achieved, and the lessons learned that can inform future community empowerment efforts in similar regions.

This study aims to offer practical solutions for improving community empowerment programs in Indonesia. It will emphasize strengthening local governance structures to better support program management and expand market access, helping communities sustain their economic activities more effectively. Specifically, the study will assess the effectiveness of the “Indonesia Gemilang” program in empowering the Cilembu Village community. By identifying the program’s strengths and weaknesses, it will propose strategies to improve market access and ensure sustainability. Additionally, the research will provide a framework for integrating empowerment programs with local governance systems. Through this, the study will contribute valuable insights to the fields of public administration and rural development, offering real-world solutions to enhance community empowerment efforts.

**LITERATURE REVIEW**

Empowerment programs have been a focal point in development research for several decades. Scholars like Maryani and Nainggolan (2019) have emphasized the role of community participation in successful empowerment programs, arguing that local ownership is key to achieving sustainability. Studies have shown that when communities actively participate in program design and implementation, the results are often more impactful. ACTORS theory, developed by Cook and Macaulay (2024), provides a comprehensive framework for understanding the dynamics of community empowerment. It emphasizes six key factors: authority, competence, trust, opportunities, responsibility, and support. These elements are crucial for analyzing the success of empowerment programs, as they highlight the roles of both the community and external stakeholders in the process. While several studies have explored the importance of community empowerment, there is a lack of research on how these programs can be better integrated with local governance structures. Fadeli and Musyarofah (2022) explored this integration in their research on rural development, noting that poor coordination between NGOs and local governments often leads to program inefficiencies. This study will apply the ACTORS theory to analyze the effectiveness of the “Indonesia Gemilang” program in Cilembu Village. The focus will be on understanding how the program empowers local leaders, fosters community engagement, and promotes long-term economic sustainability. By using this theoretical framework, the study will assess the program’s ability to provide authority and competence to the community while exploring opportunities for market access and development.

Community empowerment has been widely studied in the fields of rural development, poverty alleviation, and public administration. Numerous researchers have highlighted the role of empowerment programs in fostering sustainable community development. According to Maryani and Nainggolan (2019), community empowerment involves equipping individuals and groups with the necessary skills and resources to take control of their economic and social circumstances. This aligns to reduce poverty and improve quality of life, especially in rural areas. They emphasize the importance of local participation and self-reliance in achieving long-term success.

Similarly, Adidah (2023) examined the role of non-governmental organizations (NGOs) in driving community-based programs that focus on economic independence. Her research concluded that empowerment programs, when designed with local community involvement, tend to have a more significant impact on reducing dependency and improving resource management. This is especially relevant in the context of zakat-based initiatives, which aim to provide social and financial assistance to underprivileged communities.

Cook and Macaulay’s (2024) ACTORS theory provides a comprehensive framework for analyzing empowerment programs. The theory focuses on six dimensions: authority, competence, trust, opportunities, responsibility, and support, which are critical in ensuring that community empowerment initiatives lead to measurable outcomes. This framework has been applied in various studies to assess how well communities are empowered to manage their resources and improve their socio-economic conditions.

In the context of Indonesia, *Lembaga Amil Zakat* (LAZ) Al-Azhar’s *“Indonesia Gemilang”* program has been recognized as a significant effort in poverty reduction. This program aims to empower rural communities by utilizing local resources, promoting entrepreneurship, and improving access to markets. The study by Chandra (2023) highlighted the economic potential of *Ubi Cilembu*, a local sweet potato variety, as a key resource for community empowerment in Sumedang. However, the challenge remains in helping local farmers gain better market access and sustainable income.

While these studies demonstrate the importance of community empowerment in rural settings, there is still a gap in understanding how local governance structures and empowerment programs can be better integrated. Research by Fadeli and Musyarofah (2022) evaluated the role of local governance in community programs and found that strong local leadership and coordination are essential for achieving long-term success. However, many empowerment programs face limitations due to a lack of coordination between local authorities and NGOs.

The current study builds on these previous findings by focusing on how the *“Indonesia Gemilang”* program in Cilembu Village can address the challenges of market access, economic sustainability, and effective program management. This research adds to the existing literature by applying the ACTORS theory to evaluate both the strengths and weaknesses of the program, offering new insights into improving the integration of empowerment programs with local governance systems and proposing solutions for better resource utilization.

**RESEARCH METHODS**

This section outlines the chronological steps taken throughout the research process, including the research design, procedures, instruments used for data collection, and analysis techniques applied to address the research problem (Sugiyono, 2022). A qualitative methodology will be employed, utilizing interviews with key stakeholders, including local leaders, program participants, and *Lembaga Amil Zakat* (LAZ) Al-Azhar representatives. Field observations will also be conducted to gather data on the actual conditions in Cilembu Village. This approach will enable an in-depth understanding of the challenges and successes of the program (Langoday, 2024). This research contributes new insights into the role of community empowerment in public administration, particularly in rural development policies. By focusing on the integration of empowerment programs with local governance, it highlights the importance of leadership and community participation. The findings will help policymakers and administrators design more effective programs that are sustainable and impactful.

This study employed a qualitative descriptive research design with a case study approach. The research evaluates the effectiveness of the *“Indonesia Gemilang”* community empowerment program implemented by LAZ Al-Azhar in Cilembu Village. The case study method allowed an in-depth examination of how the program impacted the local community and provided insights into the program's strengths and weaknesses, specifically through the lens of ACTORS theory. The qualitative approach was chosen because it allows for detailed exploration and understanding of the community's experiences, attitudes, and outcomes from the empowerment program (Pratiwi, 2017). Initial observation and assessment were performed to understand the context of the empowerment program in Cilembu Village. Information was gathered from relevant stakeholders, such as local leaders, community members, and LAZ Al-Azhar officials. Data was collected through interviews, observations, and document analysis (Yonata et al., 2020). Semi-structured interviews were conducted with program participants, local officials, and representatives of LAZ Al-Azhar to gather their perspectives on the program's effectiveness. Field observations were made to document the community's activities, such as agricultural practices and income-generating initiatives. After data collection, the information was organized and categorized according to the ACTORS framework to assess the empowerment program’s components: Authority, Competence, Trust, Opportunities, Responsibilities, and Support. The final stage involved synthesizing and evaluating the findings to determine the program's overall success and areas for improvement.

A semi-structured interview guide was developed based on the research questions and ACTORS theory to ensure consistency during interviews. Questions were designed to assess the six indicators of empowerment, such as how participants felt empowered in managing their agricultural products and the support they received from the program. Field observations were guided by a checklist to document ongoing activities, the community's response to the program, and the implementation process. The checklist included aspects such as community involvement, product marketing efforts, and resource management. Program-related documents, including progress reports, financial records, and participant feedback, were reviewed to complement the interview and observation data. Relevant data from interviews, observations, and documents were selected and organized into themes aligned with the ACTORS framework. Unnecessary or redundant information was excluded. The organized data was then presented in a visual format to show the relationships between different aspects of the program, community involvement, support from external stakeholders, and program outcomes). Data displays helped to summarize findings clearly and identify patterns or trends. Conclusions were drawn based on the analysis, focusing on how well the *“Indonesia Gemilang”* program fulfilled the six components of ACTORS theory. The conclusions addressed the program’s impact on the community and provided recommendations for improving its effectiveness. The analysis highlighted both the successes and shortcomings of the program, particularly regarding the lack of authority given to local leaders in decision-making and the limited market access for agricultural products.

**Table 1.**

**Community Empowerment Methods and Description**

| **No** | **Methods** | **Variety of Methods** | **Description** |
| --- | --- | --- | --- |
| 1 | Direct meeting/face-to-face/2-way | Meeting in the same place, dialogue, discussion, socialisation, and so on. | Individual GroupMass |
| 2 | Indirect conversation/1 way | Television, teleconference, telephone, video content, and so on. | Individual and Group |
| 3 | Demonstration | Showing the process of making something, how to use it, and so on. | Group |
| 4 | Print Media | Newspapers, posters, billboards, Magazines, banners, pamphlets, etc. | General |
| 5 | Online Media  | Social Media, Website, etc. | Instagram, online news |
| 6 | Campaign | All methods combined |

**Source: Handini, Sukesi, & Astuti, 2019**

The "Indonesia Gemilang" Community Empowerment Program, initiated by *Lembaga Amil Zakat* (LAZ)Al-Azhar, has been designed to uplift local communities through a range of socio-economic and educational initiatives. One of the key areas of focus for the program in Cilembu Village, Sumedang Regency, is addressing poverty and improving the livelihoods of its residents through structured community engagement and empowerment activities. Table 1 illustrates community empowerment, as applied in the "Indonesia Gemilang" program, leverages a variety of methods to ensure effective outreach and participation. These include direct, two-way interactions such as face-to-face meetings and dialogues, which facilitate active discussion and collaboration between program facilitators and community members​. In addition, indirect communication methods, such as social media and online platforms, have been employed to reach a broader audience and disseminate educational content​. Demonstrations, campaigns, and the use of mass media further support the program's objectives by providing practical skills training and raising awareness about community development goals​. These diverse empowerment methods are critical to addressing the economic challenges faced by the region. Data from recent years show that while poverty levels in Sumedang Regency have improved slightly, the need for targeted interventions remains​​. As the poverty line continues to rise due to inflation and economic pressures, initiatives like the "Indonesia Gemilang" program play an essential role in equipping local communities with the skills and resources needed to achieve economic independence.

**RESULT AND DISCUSSION**

The study evaluated the *“Indonesia Gemilang”* community empowerment program implemented by *Lembaga Amil Zakat* (LAZ) Al-Azhar in Cilembu Village. The primary objective was to analyze the effectiveness of the program using the ACTORS framework, focusing on the key components: Authority, Competence, Trust, Opportunities, Responsibilities, and Support. The research found that while the *“Indonesia Gemilang”* program granted some level of authority to local leaders, their role in decision-making was still limited. Local leaders were primarily involved in the implementation of the program, but decisions regarding the allocation of resources and the direction of the program were still heavily influenced by LAZ Al-Azhar representatives. This limited the community's ability to fully engage in self-management, as external stakeholders-maintained control over key decisions. One of the successes of the program was the improvement of local competencies, particularly in agricultural techniques and small business management. Training sessions provided by the program enabled farmers to improve the quality of their crops, specifically *Ubi Cilembu* (sweet potatoes), which is the primary commodity of the village. Additionally, workshops on marketing and financial management helped community members develop basic entrepreneurial skills, increasing their capacity to generate income (LAZ Al-Azhar, 2024). However, there is still room for growth in terms of advanced business skills and scaling production. The results indicate that trust between the community members and LAZ Al-Azhar was generally strong. Participants expressed confidence in the program’s objectives and its potential to improve their economic situation. However, some skepticism remained regarding the long-term sustainability of the program. Community members felt that, without increased local control and decision-making authority, the program’s outcomes might not be sustainable after external support is reduced. The *“Indonesia Gemilang”* program created opportunities for community members, especially in expanding their agricultural production and accessing new markets. The introduction of organic farming techniques and improved packaging for *Ubi Cilembu* opened doors to regional and, potentially, national markets.

**Figure 4.**

**Thinking Framework ‘Indonesia Gemilang' Community Empowerment Program by *Lembaga Amil Zakat* (LAZ) Al-Azhar in Cilembu Village**

**Source: Processed by the authors (2024)**

However, limited access to consistent market channels and insufficient transportation infrastructure hindered the community’s ability to fully capitalize on these opportunities. Market expansion remains one of the major challenges facing the village. Responsibility for the program’s success was shared between the community and *Lembaga Amil Zakat* (LAZ) Al-Azhar. The research showed that while community members were active participants in training and local initiatives, they lacked sufficient involvement in long-term planning and monitoring processes. This created a sense of dependency on external actors, particularly when it came to evaluating progress and making strategic decisions. The program provided substantial external support, both financially and through training. However, the results show that long-term success will require stronger internal support mechanisms within the village. For example, a local cooperative or management team could be established to oversee the program independently, reducing reliance on LAZ Al-Azhar and ensuring continuity after external support diminishes.

The findings from this research provide several key insights into the successes and challenges of the *“Indonesia Gemilang”* program, particularly in its application to public administration and rural development. One of the core issues identified in the research is the limited authority given to local leaders in decision-making. While the program has been successful in enhancing the community’s agricultural competencies and trust, true empowerment requires greater autonomy for local leaders to manage resources and make key decisions. In terms of public administration, this highlights the importance of decentralized governance structures in ensuring that community empowerment programs foster long-term independence. The ACTORS framework emphasizes that authority must be fully transferred to local actors for them to become responsible and effective stewards of their development. In this case, the external control exerted by LAZ Al-Azhar limits the potential for the community to achieve self-sufficiency. This has significant implications for the design of future community empowerment programs, which should prioritize local governance capacity-building as a central objective. The program has shown positive results in improving agricultural techniques and creating economic opportunities, but the sustainability of these improvements is still uncertain. For the community to sustain its economic development, market access needs to be improved. The introduction of organic farming methods and improved packaging demonstrates the potential for growth, but logistical challenges such as limited transportation and market networks remain barriers to expansion.

The "Indonesia Gemilang" Community Empowerment Program, initiated by *Lembaga Amil Zakat* (LAZ) Al-Azhar in Cilembu Village, Sumedang Regency, seeks to uplift the community by fostering economic growth, education, and social cohesion. A comprehensive evaluation of the program requires an understanding of how various factors influence its success, based on the ACTORS theory indicators. These indicators, namely: a**uthority, confidence and competence, trust, opportunities, responsibilities, and support. All these indicators s**erve as benchmarks for evaluating the program's effectiveness. One of the key challenges faced by the program is **authority;** while the community has some say in the program's direction, the primary decisions are made by the implementing organization​. This highlights the need for a more inclusive approach where the community has greater control over program decisions and management.

However, significant progress has been made in improving the **confidence and competence** of the local population. The program has successfully enhanced the community’s independence and capabilities, which are critical for long-term sustainability​. By empowering individuals with skills and knowledge, the program helps foster economic self-reliance. Additionally, building **trust** within the community has been a focal point of the program. Early efforts to raise awareness and boost community confidence have played a major role in ensuring that the program runs smoothly​. This focus on trust-building has enabled greater participation and engagement from the local population. While the program has effectively utilized available **opportunities**, challenges remain, particularly in marketing local products​. Addressing these hurdles will be key to unlocking the full potential of the program’s economic initiatives. The sense of **responsibility** fostered among community members is another positive outcome, with many individuals demonstrating a strong commitment to the program’s success​. Finally, the program has garnered substantial **support** from various stakeholders, which has further contributed to its impact on the community​.

Table 2 evaluates the "Indonesia Gemilang" program in Cilembu Village through the lens of these ACTORS theory indicators. By assessing the program’s strengths and challenges, we aim to provide insights into how community empowerment initiatives can be improved to maximize their impact on poverty reduction and economic development.

**Table 2.**

**Level of influence of programme success based on ACTORS theory indicators**

|  |  |  |  |
| --- | --- | --- | --- |
| **No** | **Indicators** | **Influence on programme success** | **Description** |
| **1** | **2** | **3** | **4** | **5** |
| 1 | *authority* | ☐ | ☐ |  | ☐ | ☐ | The community has the authority to determine the programmes that will be implemented, howeverHowever, the programme has been determined by the institution so that the community does not form the programme based on the results of the decision. In addition, the community has not been given the authority to manage the programme. |
| 2 | *confidence and competence*  | ☐ | ☐ | ☐ | ☐ |  | The independence and ability of the community is increasing as the programme progresses. Of course, this can show the success rate of the programme to improve the community'scommunity's independence |
| 3 | *trust*  | ☐ | ☐ | ☐ | ☐ |  | Community self-confidence has a huge influence on the success of the programme because if the community has low self-confidence, then the programme cannot run well. Therefore, the programme facilitators focused on raising awareness and increasing community self-confidence at the beginning of the programme implementation.Programme. |
| 4 | *opportunities* | ☐ | ☐ |  | ☐ | ☐ | The utilisation of existing opportunities has been carried out quite well, but is still constrained by product marketing which has not been optimal until now. |
| 5 | *responsibilities* | ☐ | ☐ | ☐ | ☐ |  | The community has a good attitude of responsibility. This is evidenced by the willingness of the community to accept the risks that occur during the programme.The community has accepted the risks that occur while involved in the programme. |
| 6 | *supports* | ☐ | ☐ | ☐ |  | ☐ | The programme has received various support from various parties and has been utilised by the community quite well. |

**Source: Author's Processed, 2024**

Description of scoring influence on programme success :

1: Very little effect

2: Not influential

3: Moderately Influential

4: Influential

5: Very Influential

This research suggests that future initiatives should include a comprehensive market analysis and support for building supply chain infrastructure. Additionally, the findings indicate the need for stronger local entrepreneurial networks that can help the community navigate market demands and pricing structures. This aligns with the broader goals of public administration, which emphasize creating sustainable economic models for rural areas. The research highlights the necessity of deeper community involvement in the planning and evaluation stages of empowerment programs. While the *“Indonesia Gemilang”* program has succeeded in involving the community at the implementation level, it has not fully integrated them into the decision-making process. This lack of responsibility for long-term outcomes risks creating a dependency on external actors, which is contrary to the goals of empowerment.

In public administration, particularly in the field of development policy, the research underscores the importance of participatory approaches. Empowerment programs should not only provide resources and training but also actively engage communities in setting goals, monitoring progress, and evaluating results. This ensures that responsibility for success is shared and internalized, reducing dependency and enhancing sustainability.

The findings from this study have significant implications for rural development policies in Indonesia. The *“Indonesia Gemilang”* program demonstrates that targeted community empowerment initiatives can have a meaningful impact on local economic conditions. However, to ensure long-term success, rural development policies must prioritize building local capacity for governance and economic management. This research contributes to the field of public administration by providing evidence that external interventions, while valuable, must be balanced with efforts to enhance local leadership and governance structures. Policies should focus on creating frameworks that support local decision-making and provide the tools necessary for communities to take ownership of their development pathways.

In conclusion, the *“Indonesia Gemilang”* program has made significant strides in empowering the community of Cilembu Village, particularly in enhancing agricultural competencies and building trust. However, challenges remain in transferring authority to local actors and ensuring long-term economic sustainability. The findings suggest that greater local involvement in decision-making and market access strategies is needed for the program’s continued success. This research contributes valuable insights to the field of public administration and rural development, offering practical recommendations for improving community empowerment programs.

**CONCLUSION**

This study aimed to evaluate the effectiveness of the *“Indonesia Gemilang”* community empowerment program in Cilembu Village, using the ACTORS framework to analyze key components of the program’s implementation. The research provides important insights into the strengths and weaknesses of the program, contributing valuable knowledge to the field of public administration, particularly in the areas of rural development and community empowerment. One of the primary findings of this study is the limited role of local leaders in decision-making processes. While the community was actively engaged in implementing the program, critical decisions regarding resource allocation and program direction were made by external stakeholders. This restriction limits the community's ability to develop self-sufficiency and long-term independence. Empowerment programs should focus on granting more authority to local actors to foster genuine community ownership and sustainability. The *“Indonesia Gemilang”* program succeeded in improving the agricultural and entrepreneurial competencies of the local community, particularly in the cultivation and marketing of *Ubi Cilembu*. However, challenges remain in terms of accessing broader markets and developing sustainable supply chains. The research highlights the importance of providing communities with not only technical skills but also market access and infrastructure support to ensure long-term economic sustainability. The program has built significant trust between the community and external stakeholders, which is essential for the success of any empowerment initiative. However, the study also underscores the need for more robust community engagement in planning and evaluation processes. Building trust is not enough; communities must also be given greater responsibility for driving their development goals. To achieve sustainable empowerment, local governance structures must be strengthened.

This research is highly relevant to public administration and rural development, as it provides practical insights into the design and implementation of community empowerment programs. The study highlights the importance of local leadership, market access, and sustainable governance structures in achieving long-term success. These findings are crucial for policymakers and administrators who aim to design more effective and sustainable rural development initiatives. By focusing on integrating empowerment programs with local governance, this study contributes to the growing literature on decentralised governance and community-led development. The conclusions drawn from this research offer valuable recommendations for improving the effectiveness of similar programs in rural areas, both in Indonesia and other developing nations.

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