Evaluation Competencies Agent of Change Through Implementation of Regional Program Empowering Gotong Royong on New Autonomy Region in Kabupaten Sumbawa Barat

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Abstract: This research aims to provide a good picture of evaluation as part of bureaucratic reform in the government environment in the region in realizing good and clean governance. Thus, it is expected to accelerate poverty alleviation for people who carry. Predicate of Social Welfare problems (PoSW). The Regional Program for Empowering Gotong goyong (RPEGR) with the aim of alleviating poverty as one of the principles of governance is networking and therefore, community participation as a theory is defined as participation, involvement and community togetherness and combined with gotong royong both directly and indirectly and carried out consciously without any element of coercion. Competence on the other hand is the ability of the underlying role of each person to contribute. The role of how to improve performance on his research also for successful organizations control and build a network of activities that are mutually supportive in an integrated design team. Agents of change are the spearhead in contributing to the empowerment of the target group. This research uses a qualitative approach with the evaluation method of the CIPP Model developed by Stuffelbeam, this locus of research is carried out in Kabupaten Sumbawa Barat. Data collected based on observation, documentation and interviews, checking the validity of the data to maintain the results of the study was carried out through review of aspects of credibility, transfrability, dependability and stability in the four dimensions of the CIPP Model. Research result based on the discussion previously stated on the context dimension. Has fulfilled the criteria. The input dimension has also fulfilled the criteria in the part of the process dimension has partially already fulfilled the criteria but in part other with the criteria enough. Indicators on product dimensions increasing professionalism of agents as outputs and benefits, namely changes in mindset and patterns of community action in improving family welfare and the environment. The indicators used in ths research are target recipient services, community participation and benefits received by the community. Based on the results of observations in the field and processing the data obtained the first for target beneficiary indicators, the village community groups that benefited most from RPEGR were the poor in the sector micro, agriculture, animal husbandry and fisheries and marine business. Second indicators of community participation, obtain enough participation categories. Third for the benefits indicators received, it was found that benefits in the fields of skills, knowledge, health and income received by rural communities were still categorized as moderate. Quantitative data, illustrating that with full authority to the agent of change has significantly reduced poverty rates.

Key words: CIPP evaluation model, empowerment, competency, agents of change, gotong royong, participation, program

INTRODUCTION

Program is a set of resources and activities directed toward one or more common goals, typically under the direction of single manager or manager team. A program may consist of limited set of activities in one agency or a complex set of activities implemented at any sires by two or more levels of government and by a set of public, nonprofit and even private providers. Based on explanation by Newcomer *et al.* (2015) that even though the program can consist of a series of limited activities in one institution, it cannot be denied that for that reason the agent of change is also given responsibility until the end, intended that the target subject of the beneficiary of

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the program that even though the program can consist of a series of limited activities in one institution, it cannot be denied that for this reason the agent of change is delegated authority and responsibility to the downstream, intended that the target subject of the beneficiary of the program.

The RPEMC was launched as a form of concern for the new local government. The gap in the distribution of community income (Gini ratio) will certainly have a large number of poor people. There are 10,000 work forces working in the sector of extractive mining Foreign investment MNC-Newmont Nusa Tenggara in West Sumbawa but it has driven a high-cost push economy. And if it continues, it will have an impact on the good order of community life.

Problems: The financial crisis as the cause of the economic crisis continues and reaches to the regions. For Foreign investment, the devaluation start in 1998 up to 500%. The advantage for the company is because it pays employees with low wages of (Rp.) But on the other hand the value becomes plummeted and money becomes difficult to obtain.

Government succession in areas where leaders come from bureaucracy, certainly knows exactly what the performance of the bureaucracy itself is bureaucratic reform cannot necessarily change the stigma of tilting the community as a corrupt apparatus. Empowerment is no more interpreted as an effort to eliminate its authority. Unreasonable fear will lose their position, work discipline continues to sag and is done as a matter of course. The situation and conditions eventually lead to apathy to apathy.

As explained the concept of CIPP approach is offered by Stufflebeam based on the view that the most important purpose of the evaluation is not to prove but to improve (Madaus, Scriven) by Stufflebeam (2007). Interviews that have been conducted with the Muspida as part of the integrated design team both direct and written. The assignment of agents of change was also asked for his opinion through its own instrument which was associated with indicators of factors that existed in the CIPP Model component.

Political change: Requires the vision and mission of leaders in the regions to be formulated and elaborated into the program and various activities in the region. The principle is logical, clear and can be implemented, fully a concern and consideration. Critical communities will support and be loyal to programs that favor the welfare of their communities. One of the national policies generally stated in Law No. 32 of 2004 which is optional, covers government affairs that are clearly present and have the potential to improve the welfare of the community in accordance with the conditions, specialties and potential benefits of the region concerned.

Bureaucratic reform: It is the momentum to make changes that are fundamentally about how to plan a program that is oriented towards the welfare of its people. Change is a necessity, either because of the emergence of internal influences or external influences. For example, in public services, the bureaucracy sector has been more concerned with the condition of "asking to be served" rather than "providing services" to the public. With a paradigm shift in the body of the bureaucracy, it is imperative to make changes both to the structure and to the cultural aspects as external factors (environmental factors) but have a very large impact on the organization concerned.

Empowerment (empowerment): As a complex function of community management, governance involves relations between various forces in the country, namely the government (state), civil society, economic society and political society. All components of society have access to empowerment which may be more or less comparable to later building a collaboration and network of activities that support each other to create a new social order. Empowerment as stated by Goetsch and Davis (2012), often misunderstood as a concept. When organizations give them (employees) autonomy to make decisions based on set parameters or give them one vote in making the main decisions, they not only try to make the employees feel good. Management is trying to improve the performance of the organization. Empowerment will increase morale in one organization and that is important but far more important is because it will improve performance both individual and team work, productivity, quality and competitiveness

Explicitly stated in Regional Regulation No. 3 (2016) that empowerment is the process of improving cognitive, affective and psycomotoric patterns of human/community resources both individually and in groups in carrying out various life activities in order to improve their socio-economic welfare. Jaffee (2001) as the researcher of the book "empowerment evaluation" by Atkin (2012) describes that as a process that encourages the right of self-determination between recipients of program evaluations, often including "training, facilitation, defense, illumination and liberation". From empowerment evaluations, it is to foster the right of self-determination to some extent compared to dependence to the point where the participant program includes actual clients to control their own evaluations.

Empowerment will involve feelings and thoughts in taking the opportunity to further enhance their responsibilities. Ivancevich and Konopaske (2012) provide a definition that competence is defined as the characteristics that underlie someone who contributes to the success of the work done and also the performance of the organization.

Agents of change lead the community in changing the social system. In implementing it, agents of change are directly involved in the pressures to make changes. Ways to influence the community with a regular and planned system are called social engineering or often called social planning.

The concepts of gotong royong (mutual cooperation concepts): Explicitly also stated in Regional Regulation No. 3 of 2016 as follows and mutual cooperation is a community collaboration activity both for individuals and in groups in various fields of development. Directions on strengthening the unity and unity and active role of the community in order to improve the socio-economic welfare of the community and the development of the socio-economic region.

Likewise, in the regulation as an implementation guideline, it is stated further that gotong is a national culture that contains values and a spirit of togetherness, unity and help helps to become a force in realizing development, so, it needs to be developed and preserved in community life activities.

Regional Program of Empowering Gotong Royong (RPEGR): The procurement of employees and the person responsible for the implementation of the evaluation program must be carried out to assess the extent and objectives of the program. Is according to, the needs and is considered legitimate. This means placing evaluation how far program activities, strategies and procedures can support the goals and objectives.

Evaluation is part-and-packaging of work to be done or has been done. Evaluation is also used to guide the choice of program objectives and help prioritize them. Based on some of these considerations and as an effort to improve the standard of living and welfare of the wider community, the West Sumbawa regional government launched a program called as RPEGR.

The program is intended as an effort to reduce the amount of the structure of the poor which in fact continues to show a significant increase from year to year. Deep impact has been attributed to uneven development both due to private sector investment or government programs that have pushed the gap in the Gini ratio. By inserting the principle of mutual cooperation as a national

culture that contains a philosophy of values. The spirit of unity and mutual help is wide open not only for individuals but also for groups and institutions and professional organizations and other community organizations.

Article 83 of the village Law No. 6 of 2014, explaining that rural area development is inter-village development, carried out in an effort to accelerate and improve the quality of services and empowerment of rural communities through a participatory approach implemented in certain rural areas determined by the regent/mayor. Finally, the regional government stipulates that program implementers are recruited from outside parties as agent of change. Regional Unit Work Level (RUWL) leaders are given mentoring assignments by adjusting the program with this sincere and noble goal, it has encouraged the role of the broader community to support and support not merely slogans. Conceptually, it will encourage the growth of work ethos supported by spirit heartfelt, honest and sincere (sincerity).

Thinking framework and program approach: Research and various verbal information, one of which is conveyed through the writing of the head of the social service, manpower and transmigration office who is concerned that the crucial and essential problem in nation building is poverty. Destructive social insecurity in fact, brings the problem that is a burden on the community and the government. The allocation of large funds for optimal handling can only be expected from local economic growth. Referring to the new paradigm that the empowerment of Indonesian people is a professional transformation of agent renewal. It is fully understood that the focus of welfare and economic equity has indicators economic growth, inflation control, per capita GRDP, low Gini index, equitable income, decrease in the number of poor people and criminality which is decreasing.

Problem formulation: The regional program empowerment of mutual cooperation which is reviewed by management sciences, especially, HR management, then evaluates program implementation, covering 4 sub. Focus is objectives and targets, the basis of the program and needs will be empowerment for the community as an effort to provide quality (worth and merit) benefits for PoSWP.

Strategies, methods, program plans, guidance tructures, budgets and funding sources, facilities and infrastructure and agents of change, recruitment in empowering the poor, persuasively and on target are associated with the principle of gotong royong.

Implementing activities and supporting and inhibiting factors in realizing special empowerment for the poor.

The success of empowerment in improving the competence and performance of agents in developing productive economic activities (out put) and their impact on improving service and socio-economic welfare of the community (outcome).

MATERIALS AND METHODS

The initial program was limited to the "Jambanisasi" laterine and "Bedah Rumah" home surgery programs. Empowerment carried out includes individual empowerment and also group empowerment that can encourage growth and development into a community that has leverage power for change.

In accordance with what was stated by Bacal (2012) that there are three terms, often used interchangeably to propose annual meetings. Leaders and subordinates discuss employee performance, especially here. Agent updates, document progress (successes and problems) and applies problem-solving approaches to address current and future problems. Empowerment must hold fast to the principles that have become an agreement. So that, in the end in the further development stage, focus on a number of types of programs that are more focused on providing funds to support the stimulant mutual cooperation activities in the sector small and medium business, agriculture, animal husbandry and fisheries and marine business.

Empowerment as a process of changing society requires political support that legitimizes ideas and processes of change. Empowerment must add here to agreed principles. Empowerment carried out by the institution has an important meaning to implement and develop an activity program that is directed, so that, the community has an independent capacity to improve their welfare.

Evaluation, measurement and assessment shows clearly that the three specific concepts 2 previous concepts have differences that are often strung together in an activity that has a purpose. Bacal (2012) reminded to be careful in using the term because "Performance Appraisal is not Performance Management". Do't make the mistake of thinking that appraisal performance is the same as managing performance. It's not evaluating performance is a one part of a performance management system. If you only evaluate the performance and don't do the other parts, you'll fall.

Meanwhile Scriven, by Fitzpatrick *et al.* (2009) explained that as a result, evaluation can be difficult to define. The traditional definition of evaluation involves judging the "merit" or "worth" for something for example programs, policies and or products that are believed to be true of the existence of the value and quality.

Objective approach to agent empowerment: That human development as the central point of human development as a whole makes people who fear God Almighty, healthy, intelligent, skilled have a balanced gender equality are capable and have jobs to earn income. As explained by Goetsch and Davis (2012) that motivation feels strong ownership-employees who are physically, intellectually and emotionally involved in work-management. The need to create openness does not feel threatened because a creative and open environment is the opposite will encourage employee involvement expect employees to think recognize employee value and in return for employee ownership of the process, production and service.

Financial management empowerment model: Financial management is one of the most essential functions in determining business goals. Formulate previous goals, so that, management must give full attention to business progress. And therefore, various efforts are made as an action by emphasizing operational efficiency, so that, benefits can be achieved at an optimal level. The mutual cooperation empowerment program was rolled out and the amount of funds to be budgeted for.

A positive relationship between risk and benefits of course becomes a reference and consideration in order to obtain confidence from community empowerment. Jeffee (2011) that "There ought be rules" is as valid as saying "there are to damn many rules around here". Rules do a lot of things in organization they protect as well as restrict coordinate as well as block channel efforts as well as limit it. Social scientists, no less than the persons on the street, love to denounce them and propose ruleless organizations. But ruleless organizations are likely to be either completely automted or completely professionalized only a tiny fraction of organizations fit either case. However, the control carried out on the financial aspects of the principle is effective, efficient and economically must be realized.

Bureaucratic supervision: Requires great and serious attention in its use workers are immune to supervision of the formal structure and social relations of the bureaucratic organization. As written by Edward and Jeffee (2011). The defining feature of bureaucratic control is institutionalization of hierarchical power "Rule of Law" the firm's law replaces "rules by supervisory command"

in the direction of research, the procedures for evaluating worker's performance and the exercises of the firm's sanctions and rewards supervisors and workers alike become subject to dictate of "company policy." Work becomes highly stratified each job is given its distinct title and description and impersonal rules govern promotion. "Stick with the cooperation" the worker is told "and you can ascend up the ladder" The company promises the workers a career.

Activities that are quite important in financial management are the use of the budget including the allocation of funding sources. As explained by Cokins (2009) that component of the performance management framework can be drawn on to resolve these limitations. The correct and valid amount of spending for capacity and consumed should be derived from two broad streams of workloaded that cause the need for spending demand driven and project driven. Demand driven expenses are operational and recurring from day to day. In contrast, project_driven spending is non recurring and can be from days to years in duration time.

A number of weaknesses in budget oversight are because they have a broad flow in this division. And when everything is not informed in detail and clearly, management will be a little overwhelmed and as a result of a wrong perspective or because of its inability to formulate the budget and the budget itself is free from bias. So as a quantitative plan of the amount of certain funds should be within a certain limit as well. If then from this basic principle is ignored then as a result the function of the budget as a means of control becomes meaningless at all. Good financial management will help the organization manage the budget and various possible financial risks of the organization.

Implementation: This research is driven by the desire to describe how RPEMC can provide solutions to create prosperity for the poor. Even though the PoSWP empowerment program in West Sumbawa Regency has been implemented, it has several obstacles, especially, the wide range of rural areas.

Community conditions: The total area of Sumbawa Barat Regency is 184,902 ha with a population of 2009 recorded at 101, 089 people. Consists of 8 districts and 58 villages. Based on December 2015 data the poverty rate of Sumbawa Barat Regency is 16.45% of 132,018 population. The number of PoSWP that must be handled immediately is more than 18,569 people or around 14.06%. The location is far apart from limited road facilities, so, it is very influential on the implementation of empowerment in data collection of social problems, in addition, to the limited number of apparatus.

The concept of empowerment is born as an antithesis to the model of development and the model of industrialization which is less in favor of the majority. Increasing community participation in the implementation of program evaluation activities. Determine the evaluation method and evaluate with the community. As said by Greisler and Wickramasingh (2009) that the barriers are technological organizational and human. The technological barriers includes the choice of a system (hardware and software) that is not easily implementable. These are systems that require complex setting-up procedures and high costs or that require the cooperation of too many existing units of systems in the organization, thus, making it difficult to obtain acceptance and collaboration across the enterprise.

In fact some of the problems that arise during the implementation process cannot be adequately predicted but we already have enough experience to be able to predict some major problems. Human barriers are very spoiled in the implementation of a poor implementation process.

Evaluation criteria: As a final step is to set criteria that usually assess programs and standards for success. This step is naturally in the form of consensus that is reached when the final evaluation question arises. Some questions, require specifications of the criteria and standards for the criteria to be taken into consideration by the assessor to the questions that are needed. To get an idea of what these criteria are Davidson (2005) by Fitzpatrick *et al.* (2010) defined criteria as. The aspects, qualities or dimensions that distinguish a more meritorious or valuable evaluand (the object being evaluated) from one that is less meritorous or valuable "and goes on to comment that" criteria are centeral to any evaluations then standards are the level of performance expected of each criterion. Standards are subsets of the criteria. In discussing how standards for evaluation might be setusing participate or collaborative approaches.

These standards are the goals in which all evaluation work is based further. So, even though the standards and objectives are not the same but both are used alternately by Provus. Stake also states that "standards are another form of purpose those seen by outside authority figures who know little about the specific program being evaluated but with suggestions relevant to the program in many places.

On the other hand, it was explained by Dunn (2008) that several types of rational choices would appear in the requirements of specific set criteria used to help find solutions to policy problems in a program. By decision criteria we mean explicitly stated values that underlie

recommendations for action. Decision criteria are of six main types effectiveness, efficiency, adequacy, equity, responsiveness and appropriateness.

Research approaches and methods: This research uses a qualitative approach with the evaluation method of the CIPP Model developed by Stuffelbeam in the pattern of qualitative approaches, namely naturalistic research in which the data collected and the analysis are in the form of narration. As a key instrument (researcher as key instrument), researchers collect data themselves through documentation, behavioral observation or interviews with participants even though they do not use questionnaires or instruments.

Information is collected by speaking "direct interaction" (face to face). As explained by Creswell (2006) "Interviews like this certainly require general unstructured and open-ended questions designed to bring out the views and opinions of the participants". The approach used is descriptive analysis, meaning that a number of data collected are described, according to their interests and then analyzed in order to obtain truths that are believed to be truly true.

Relevant research: Other reseaches that are relevant, can be mentioned including Ika Surya Kharismawati S1 Ilmu Administrasi Negara, Jurusan Administrasi Publik, Fakultas Ilmu Sosial dan Hukum Universitas Negeri Surabaya.

Hj. Weni Rosdiana, SSos M.AP S1 Ilmu Administrasi Negara, Jurusan Administrasi Publik, Fakultas Ilmu Sosial dan Hukum Universitas Negeri Surabaya food aid non-cash is food aid from the government given to KPM monthly of Rp. 110.000 through the mechanism of electronic account to be used only to buy food in the e-Shop/traders of foodstuffs which cooperate with the new joint bank. The purpose of this research is to describe implementation of non cash food assistance (BPNT) through e-Warung in Sidosermo Village, Wonocolo Sub-District, Surabaya city. The executor of this program is the Minister of Social Affairs. This research is a descriptive research with qualitative approach. Data collected through interview techniques and documentation. This research focuses on Implementation of Non-Cash Food Assistance (BPNT) through e-Warung in Sidosermo Village, Wonocolo Sub-District, Surabaya city. By using six indicators, the results of the study indicate that the size and objectives of the policy have not been maximally achieved because there are problems with the EDC machine, so that, it can hinder the distribution of aid. Human, financial and financial resources available are sufficient to support the implementation of the program. There are still characteristics of implementing agents who are not friendly, so, they do not implement good public service attitudes. Characteristics Kelurahan implementing agents are implementing actors who are firm, disciplined, kind and friendly to every community.

Nur Fadlin Amalia[1], Umi Dayati[2], Zulkarnain Nasution[2] Pendidikan Luar Sekolah-Pascasarjana Universitas Negeri Malang Pendidikan Luar Sekolah Pascasarjana Universitas Negeri Malang role agents change in implementation of community empowerment programs in coastal areas of Bajulmati Beach, Malang District.

The purpose of the research is to describe many things about the role of change agent, the presence agent of change and implementation community development program in world education. This research used qualitative approach with case study research design. Data analyzed by interactive. Result of the research the role of change agent be expected by society, through empowerment programs, its presence in many communities bring about change, the program was implemented through several stages from planning to evaluation.

In this reseach the agent change named Shohibul Izar (SI) has many roles in creating change, especially, in Bajulmati Hamlet. The role agents of change Havelock is as a helper of the change process and as a linker as a catalyst and as a solution provider. The task of the agent of change is fostering the desire of the community to make changes, fostering good relations with the community, analyzing community problems, creating client desires to change, changing people's desires into concrete actions, maintain stability of change and reach a terminal relationship.

Community empowerment is an activity process in which cooperation occurs between the assisted and the agent to achieve an independent society. The process of managing the program carried out by the agent began in the planning, implementation and evaluation stages. Nevertheless not all programs go through stages structured as above.

Ahmad Nuhajir Al Gadri, "Evaluation of the Implementation of Nazhir Wakaf Empowerment Policy in Jakarta" using the CIPP Model (Anonymous, 2016a-d). The evaluation highlighted the task, function and role of Nazhir as the agent of endowments and Amil Zakat Towards the level of productivity over the management of Waqf and Zakat is not surprising because it shows stagnation, runs as it is. The evaluation results show, first, the development of productive waqf shows that Nazhir empowerment in Jakarta has not met the criteria.

Table 1: The 1st CIPP component (factors and indicators) are mentioned simultaneously

| Component/Conext/Factors | Evaluation results | | | | Sequence No. | Indicators |
	Already	Enough	Moderate	Not yet		
Goals and	√				1	Vision
objectives	√				2	Mision
	√				3	As a relational (linker) openness
		√			4	Empowering the poor
Basic of policy		√			5	Socialization and understanding
		√			6	Mindset
	√				7	Role enhancement
	√				8	Motivation
		√			9	Productivity
The need for empowerment agency			√		10	Accompaniment
				√	11	Initial condition
		√			12	Conditions and regulations
			√		13	Target group management
	√				14	As a catalyst moves the community
		√			15	Improving the wellfare of the poor
	7	7	0	1	15	
Σ	7	7	0	1	15	Total
Percentage	46.67	46.67	0.00	6.67	100	Procentation

B = Not fulfilling the criteria, K = Less fulfilling the criteria, C = Enough and S = Having fulfilled the criteria

Second, ideas and interests of Nazhir to develop are often faced with constraints on limited investment funds and third, the provision of Nazhir's competency which is still limited becomes a reference to be improved and the achievement plan in future program implementation.

As a conclusion "empowerment" becomes a keyword how Nazhir as an agent must be given full role and authority, in addition, to the leadership's commitment to take direct decisions and responsibilities on activities in a comprehensive manner.

Aim: The purpose of this reseach was to develop a CIPP evaluation instrument on the implementation of agency performance appraisal in empowering the poor, especially the PoSWP. Based on descriptive information about the impact of the empowerment program for PoSWP, so that, efforts can be made to improve it by developing an RPEMC program that provides far more quality benefits.

Evaluation result of the indicator review: Based on the results in the context, input, process and product has provided a real and realistic picture. Using the CIPP Model is indeed not a flawless evaluation model but this model is considered by all parties as a comprehensive model compared to other evaluation tool models. The CIPP evaluation model is an evaluation model that is needed in the program to improve and form professional responsibility programs. The community will not know exactly whether a program is successful or not, if there is no evaluation. Therefore, community service programs need to be evaluated to determine the advantages and disadvantages that exist. But the principle of "Learning by doing" as stated by Analoui (2007) that by learning while doing it then acting from the concepts learned and

doing what is meant by trends to facilitate and strengthen learning itself. Learning by doing acting out of the learning concepts. The use of exercises and re-doing raises the changes of improving the learning. Having concepts explained may not always be sufficient for full understanding and transfer to actual "doing". Further explanation, here, in after in the following description has been explained to clarify the results of the evaluation.

Evaluation results on context components: Context evaluation evaluate the extent to which the goals and objectives of this program are in accordance with the needs, place the evaluation by assessing the extent to which program activities, strategies and procedures support the goals and targets that have been set. Context evaluation can also be used to guide the choice of program objectives and help set priorities. The results of the evaluation of the context of empowerment show the three factors evaluated and overall they meet the criteria set. On that basis can be stated in Table 1. Based on the description of criteria and achievements in Table 1, the following will provide an explanation of several factors that determine the success of a significant program implementation.

Evaluation of goals and objectives that includes indicators: Vision, mission, agencies as a linker for openness and empowerment of the poor. To help organizations achieve this goal, more specific statements are developed in organizations that are larger, most middle and some smaller. As one of a number of HR goals to increase employee satisfaction with opportunities for progress. This statement was made by Ivancevick and

Table 2: The 2nd CIPP component (factors and indicators) are mentioned simultaneously

| Component/Input/Factors | Evaluation results | | | | Sequence No. | Indicators |
	Already	Enough	Moderate	Not yet		
Rectruitment agency		√			1	Agents rectruitment pattern
		√				Agents development pattern (desemination of information)
		√				Agents coaching clarity (training)
		√			2	Revitalizing and organization empowerment of rural community
Strategy		√				Potential agents and capability
Planning	√					Holistic planning
Program	√				3	Programs and criteria
Structure of coaching	√				4	Guidance structure
Methods	√				5	Selection of techniques/methods (face to face interview)
Financing and souces of fund			√		6	Funding
			√		7	Source of Regional income and Expenditure Budget (RIaEB)
	√				8	CSR from corporations
		√			9	Other community contributions
Facilities and infrastructure	√				10	Organization
	√				11	Structure organization
	√				12	Center of activity (Sekretariat)
	8	8	0	0	16	
∑	8	8	0	0	16	Total
Percentage	50.00	50.00	0.0	0.0	100	Procentation

B = Not fulfilling the criteria, K = Less fulfilling the criteria, C = Enough and S = Having fulfilled the criteria

Konopaske (2012) as follows to help the organization achieve these objectives, more specific statements are develoved in larger, most midsized and some smaller organizations. That one of a number of HRM objectives is to increase employee's satisfacttion with opportunities for advancement.

It is very simple reasoning how in the end that each employee shows satisfaction with the opportunity to develop a career towards a more established one. It won't be a problem to stay in place or jump to another business or company. Vision and mission have been formulated and elaborated carried out by inserting within the framework of the rpegr program objectives simultaneously covering value and value as much as possible aimed at empowering the poor.

Evaluation on the basic of policy which includes indicators: Socialization and understanding, mindset, raising roles, motivation and productivity which are overall compiled with consideration and support laws government regulations and some regional regulations. It is a summary of policies, procedures and regulations as guidelines in carrying out tasks and functions in the organizational structure. Dunn (2008),explained that policy analysis is partly descriptive becouse it relies on the social sciences to make and justify claims about the couses and consequences of policies. But it is also normative. In order to evaluate claims about the expected utility and moral worth of policies, it draws in economic and decision analysis as well as ethics and other branches of social and political philosophy.This normative aspect of policy analysis is necessary becouse it involves the choice of desire consequences (ends) and preferred courses of action (means), a process is based on ethical reasoning. The choice of ends and means requires continuing trade-offs among competing values of equity, efficiency, security, liberty and democracy.

Personnel management is carried out consistent with the merit principles and systems. This means that someone binds himself to submit to the orders of his superiors in this case the regional government. As a law that is within the scope of public law which involves citizen relations in the context of public interest, the employment law plays an important role in relation to direct relations between the authorities and their people.

Evaluation of the need for empowerment of agencies which includes indicators: Assistance, initial conditions, conditions and regulations, target group management as catalysts mobilize the community, efforts to improve the welfare of the poor. Mentoring can be understood as a community empowerment activity by placing facilitators as facilitators, communicators, motivators and dynamicators. Basically, mentoring is an effort to include the community, in addition to the relevant RWUL in developing various potentials, so that, they can achieve a better quality of life.

Evaluation results on input components: Evaluation results on the input component show 8 factors and 16 indicators evaluated and overall meet the specified criteria. On that basis it can be stated that the results and decisions on valuation and follow-up to the CIPP component with detailed indicators of each factor can be shown in the following Table 1 and 2.

Evaluation on recruitment for the implementation of agent activities: Including 4 indicators namely agent

recruitment pattern, agent development pattern (desemination of information), agent development clarity (Diklat), revitalization of rural community organization empowerment. As stated by Analoui (2007) in his book strategic human resources management that recruitment is this is an area in which there are important organizational, social and legal implications, the most important being the significant part played in their lives and/or selection processes. The saying that the first 3 min of any first interaction between two people determines the nature of relationship in future also applies to the rectruitment process. The first impressions of what organization is like and how its culture and systems have an important aspect of HR activities. Because it is necessary to know what the organization is like and how the culture and system are developed which are facilitated through important aspects of HR activities.

Agent recruitment pattern: It is carried out through a selection process because selection is the process of the organization choosing from the list of applicants for the person or person who best meets the selection criteria for the available position, taking into account the current environmental conditions. Become a reference to be applied in the agency recruitment process simultaneously. But the consideration of the limited number of workforce and as a new autonomous region of course has not been fully implemented correctly. As explained by Analoui (2007) that this is critical core function designed to improve individual, group and team ability, motivation and commitment to the organization and to enhance the organization's capacity to utilise its employees more effectively in performing their present and future jobs. Main function include training and development organization design job design carrier planning and development, jobs analysis and evaluation and management development.

Thus, it is expected that now and in the future will show significant progress. Because after all that the main functions include training and development are aligned with job analysis and evaluation leading to integrated management development.

Agent development pattern: Coaching and mentoring are processes that allow agent of change to be individually expected to reach their potential. Coaching and mentoring share many similarities, so that, it makes sense to describe the general things that coaches and mentors do whether they are offered in paid (professional) or unpaid (philanthropic) roles. The questioning technique to facilitate the thought process The agent himself identifies solutions and actions rather than taking the full approach as a directive.

Agent development clarity: Coaching must be with certain limitations (Clear cut), so, the goal is clear. Observation, listening by asking questions to understand the situation of the agent of change. Creatively apply tools and techniques that might include one-to-one training, facilities, counseling and existing networks.

Revitalization of empowerment of rural community organizations: Rural community organization is a forum for a small part of the community who try to gather themselves, making it easier to anticipate the influence of even possible external pressure. Building social capacity is a leadership competence to develop and maintain relationships that make people work together in the community among their differences. Evaluation on strategy, planning, program, coaching structure and methods to empowering agency and includes indicators how to increase the role, ability and potential of the agent of change.

The strategy shows what the organization wants to achieve in the long run. Ivansevich and Konopaske (2012) provide a definition that a strategy indicating what an organization's key executives hope to accomplish in the long run. As a plan, a strategy takes the firm to the area of competition in the environment and in alignment with the resources of the firm. So, it is important how the program planning strategy, development structure and empowerment agent of change method are aligned with the resources owned by the local government.

Evaluation of planning to empowering agency and includes indicators: Planning in enhancing the role, ability and potential of agents. As explained earlier a plan takes the company into a competitive area in its environment and aligns it with existing resources. Planning covers two aspects, namely "Process" and "planning" itself. This implies that the organization handles the supply and demand for human resources for the future.

Results on evaluation of program to empowering agency (Empowerment program of agency): Empowerment program for agent of change in Sumbawa Barat Regency. The future of the Indonesian nation will be largely determined by the younger generation. As motto Ir. Soekarno, (the first president of the Republic of Indonesia) revealed, "Give me a thousand parents, I will undoubtedly remove Semeru (highest mountain in Central Java) from the roots. Give me 10 young people, I will surely shake the world". This highlighted that youths were portrayed as superior, choice, passionate, bubbling and physically, psychologically, intellectually

Table 3: Results of evaluation of funding and sources of empowerment and follow-up funds

	Evaluation results					
Indicators	Already	Enough	Moderate	Not yet	Sequence No.	Follow up
Funding		√			1	Adjusted
Source of Regional Income and Expenditure Budget (RIaEB)		√			2	Clearly stated budget nomenclature
CSR from corporations	√				3	
Other community contributions		√			4	Although limited but very supportive
Σ	1	2	0	0	4	Total
Percentage	25.00	50.0	0.00	00.00	100	Procentation

Table 4: Evaluation results of facilities and infra structure and follow up

	Evaluation results					
Indicators	Already	Enough	Moderate	Not yet	Sequence No.	Follow up
Organization	√				1	Complete and structured
Structure organization	√				2	Designed in an integrated team structure
Center of activity (Sekretariat)	√				3	Centered on the village community empowerment service
Σ	3	0	0	0	3	Total
Percentage	100.0	00.0	0.00	00.00	100	Procentation

B = Not fulfilling the criteria, K = Less fulfilling the criteria, C = Enough and = Having fulfilled the criteria

and most importantly having a spirit that was not easy to give up. In the social structure that is changing and driven to change, the role of agencies movement is very strategic as the actor driving the change.

Results on the evaluation of the structure of coaching to empowering agency: Evaluation of the coaching structure for the empowerment of agencies in West Sumbawa Regency. In communication, the conditions needed to determine the success or failure of communication carried out by the agent of change, namely the factor of trust or not an agent in the eyes of the audience. That condition is what is meant by credibility. The meaning of credibility here is having expertise, namely the ability to understand the issues raised correctly accompanied by honesty, namely the motivation to communicate the problem that is conveyed without being influenced by something bias (bias).

Ivancevich and Konopaske (2012) provide a definition that "A competency is defined as an underlying characteristic of a person that contributes to successfull job and organizational performance. According to Rogers and Shoemaker, credibility is the level at which a source or channel of communication is perceived by its audience as a trustworthy and competent person.

Results of evaluation methods and technical assistance in communication: After the needs and objectives have been determined and trainees and trainers have been selected, this program is run. This phase includes the selection of content and methods to be used and the actual training and/or development methods. In many situations a combination of learning methods is used. On job training perhaps the most widely used (formal and informal) training method in job training. It is estimated that more than 60% of training occurs in the workplace.

Results on evaluation of financing and sources of funds: Evaluation of financing and funding for the implementation of agent of change activities. In early 2016, the government has implemented a new policy pattern related to budget allocation that no longer applies the money follow function principle but uses the principle of money follow priority program. This means that the nomenclature of program activities must be clear, benefit-oriented for the people and on a priority scale to achieve national development goals as contained in the Nawacita of the president and vice-president of the Republic of Indonesia (Table 3).

The results of the facilities and infra structure
Evaluation of facilities and infra structures: Evaluation of facilities and Infra structure for the implementation of agent of change activities including 3 indicators, namely organization, organizational structure, activity center (Secretariat). The organization and organizational structure have been described in the beginning and specifically the secretariat, described as follows in Table 4.

Evaluation of organization; Organization of RPEMC: The general structure design in the bureaucracy is a structure with very routine operational tasks which is achieved through highly formal specialization, rules and provisions.
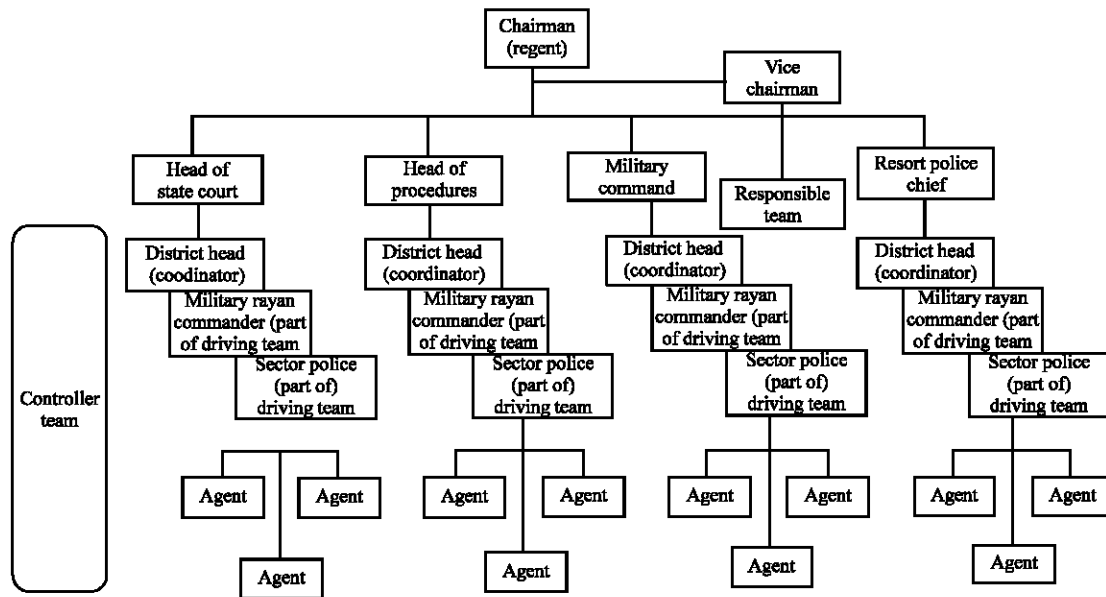
Fig. 1: Structure organization in an integrated design team (orientation in lanscape)

Thus, it becomes a kind of curtain on how to avoid the emergence of conflicts that generally, occur at the lower levels or field implementers.

Structure of organization: The design of the general structure in the bureaucracy is a structure with a very routine operational task which is achieved through very formal specialization, rules and provisions. But the RPEGR organizational structure is decentralized in such a way, involving all Muspida (Regional leadership consultation) components from top to bottom, so that with a motivational leadership style opens space and time to describe communication, consultation, coordination and consolidation intertwined in the joint commitment of the leaders to succeed the program consistently with responsibility tall one.

Center of activity and reporting (Secretariat): Establish a special RPEGMC activity center, under the community and village empowerment service. Thus, facilitating communication and reporting, so that, if there may be changes in both information and data, it can immediately be accessed.

Evaluation results on process components process evaluation: Answering questions aside from existing factors as well as indicators of success, there are also indicators of empowerment, namely target group development patterns, target group selection by agents as prospecting activities. Community participation and involvement in setting performance

targets and mutual respect between team members and transparency of communication between teams (Fig. 1).

Increase awareness and desire to change by identifying how many targets understand the program and how many targets can feel the importance of the program. Improve individual capacity to change by increasing opportunities to gain access, through how many targets have carried out program activities, how many targets want to continue the activities of the program and how many targets want to get the opportunity which is much better. Results and decisions on evaluation and follow-up to the process component with detailed indicators of each factor can be shown in the Table 5.

Implementation of agency's activity: Evaluation of the implementation of agents activities in West Sumbawa Regency including 7 indicators namely guidance patterns, target group development, prospecting target groups, participation and community involvement, determination of achievement targets, mutual respect among team members and transparency of communication between teams. Evaluation results on program implementation (Implementing), namely how to carry out activities in accordance with the plans that have been set. For this purpose, detailed operational procedures are needed to carry out the program, successively and follow a predetermined schedule. Good collaboration between renewal agents and the community becomes an adhesive as a binding need.

Furthermore by Prahalad explains that strategy implementation is the process by which strategies and

Table 5: The 3rd CIPP component (factors and indicators) are mentioned simultaneously

Component/Factors	Already	Enough	Moderate	Not yet	Sequence No.	Indicators
			Evaluation results			
Implementation of activities		√			1	Coaching pattern
		√			2	Target group development
	√				3	Selecting target group by agents (prospecting)
	√				4	Community participation and engagement
	√				5	Determination of achievement targets
	√				6	Mutual respect between team members
	√				7	Transparency of communication between teams
Community leadership		√			8	Team trust in efforts to assess various problems
	√				9	Correct information confidence from other parties
	√				10	Team decisions reflect concern All
	√				11	Trust in team's ability with each other
Supporting factors						Utilized with optimal
		√			12	Provision of printed and duplicating goods
	√				13	Coordinative and consultative meeting
		√			14	Provision of uniform agents and attributes
	√				15	Formal education and training
			√		16	Mental and spiritually development
		√			17	Preparation of performance achievement reports
			√		18	Other program assistance
		√			19	Monitoring, evaluation and reporting
			√		20	Performance publication
			√		21	The decrease number of food insecurity
			√		22	Increased productive economic business
			√		23	Increased income of the poor
				√	24	Rural sector employment growth
				√	25	Increase economic activity through creativity business Post-harvest, marketing and services
				√	26	Capital investment and rural business
			√		27	Reduced unemployment
			√		28	Increased village independence
	11	14	3	0	28	
Inhibiting factors barriers to entry						Handled properly and fundamentally
		√			29	Interaction with outside communities
		√			30	Slow development of science and technology
			√		31	Traditional community attitudes
			√		32	Prejudice against new and Foreign cycles
			√		33	Cultural and habits
		√			34	Dependency
		√			35	Superego
		√			36	Unconfident
		√			37	Do not want to follow cropping patterns (Regression)
			√		38	Reluctant to make changes (insecurity)
				√	39	Interest group
				√	40	Criticism of aid providers
			√		41	Community participation in the rules
	0	6	5	2	41	
Σ	11	20	8	2	41	Total
Percentage	32	50	13	3	100	Procentation

B = Not fulfilling the criteria, K = Less fulfilling the criteria, C = Enough and S = Having fulfilled the criteri

policies are put in to action through the development of programmes, budget and procedures. This process might involve change within the overall culture, structure and or management system of the entire organization. Implementing strategy is a critical process. Implementation has two main aspects, one formal and the other informal they are organizational structure and organizational culture. Wheelen and Hunger, content that a programme is a statement of activities or ateps needed to accomplish a single use plan. Why because at the end of the course, the next question is how to assess the results of performance (Anonymous, 2014a, b, 2015, 2017).

Evaluation results on community leadership: Evaluation of leadership in the community which consists of team trust on problem assessment confidence in correct information team decisions reflect collegial concern and trust in the team's abilities with each other. Explanation Hughes *et al.* (2012), although, organizational competency models have played a perpassive role in selecting, developing and promoting government and business leaders, they have not been use much in community leadership. Community leadersip is the process of building a team of volunteers to

accomplish some importance community outcome and represents an alternative conceptualization of leadership behaviour. Each community can take a lot of potential activities that can never happen because people who are "responsible" are never sensitive to framing the activity, so that, others can understand the results, how they will benefit from the results and what they have to do to achieve the results. Another thing that is not less important is the ability to build the personal credibility of each agent which will directly affect other people and or parties. Thus, reasoned that only by increasing expertise and building abilities that give rise to trust for others (to tenders trust to others).

Evaluation results of supporting factors in community empowerment and follow-up: Consists of 17 indicators which are utilized optimally with the results criteria 3 (already) 11 (enough) and 3 (moderate). Theory of community participation participation can be interpreted as the participation, involvement and togetherness of the community in a particular activity both directly and indirectly and carried out consciously, without any element of coercion. But it must also be realized that poverty, mindset and the backwardness of traditional rural communities will influence participation itself. And therefore a number of indicators become the basis for the performance appraisal, how to use it, so that, it is constructive for the realization of the worth and value to be achieved.

Evaluation results of inhibiting factors in community empowerment and follow-up: Consists of 13 indicators which overall cannot be properly and fundamentally repeated with the results criteria 6 (enough) 5 (medium) and 2 (not yet). As explained earlier, the main inhibitor of empowerment, its resistance to change is the original characteristic of human nature. Resistance can be enlarged and expanded when suspicion replaces trust. Goetsch and Davis (2012) syndrome was discussed. In this syndrome, employees have experienced enough flash-in-the-pan management strategies that either did not work out or were not followed through on that they have become skeptical. In addition to skepticism, there is the problem of inertia. Resistance to change is natural. Even positive change can be uncomfortable for employees because it involves new and unfamiliar territory. However, when recognized for what they are skepticism and inertia can be overcome. It is clear that if a syndrome where employees experience a failure management strategy, it is likely to cause failure. And in the end this failure will be followed by skepticism and it could be that the situation becomes hopeless.

Evaluation results on product components: The purpose of product evaluation is to measure, interpret and assess the extent of efforts to improve assessment whether it has achieved short-term goals and long-term goals. Product evaluation results of empowerment show 3 factors that are evaluated and as a whole can be said to have met the criteria set. Evaluation and follow-up to the product component with detailed indicators of each factor can be shown in the following Table 6.

Evaluation of competency improvement in community empowerment: In community empowerment activities, the stages of the activity program must be carried out in a sequential manner, so that, efforts in community empowerment can be realized. Stages that have been implemented include. Preparation (engagement) preparation of agents as officers must equate the perception of team members starting with field preparation, concerning pre-action for provision of interaction by doing. Feasibility study of the target area. Establish proactive contact with informal leaders and allows contact with the community.

Assessment: The following steps are also a must, so, the agent of change has an overview of the situation and conditions of the local community. And for that purpose is done with iIdentifying perceived needs identifying the resources they have having initial data about the community has been involved in the assessment phase. Sometimes "normative needs" are found that are not felt by the community but here is the sensitivity of the agent of change in seeing that need as the real needs of the community members.

Competency improvement is generally carried out in skills training programs which are specifically tailored. The adjustment is for individuals, their knowledge, experience, maturity and ambition and is generally, focused on achieving a number of goals. These goals often include individuals who are able to perform specific and well-defined tasks while taking into account the personal development needs of the individual.

One-to-one job training training is not the same. What sets it apart is that any intervention on good personal or professional development is based on needs assessment. This form of skills training tends to focus purely on the skills needed to perform job functions even though it might adopt a facilitative coaching approach. All of this is done in an effort to avoid the classic excuses of neglect or unthinkable.

In the end, the agents must question. What has driven them to do the task for their role the most appropriate answer is how each agent focuses on

Table 6: The 4th CIPP component (factors and indicator) are mentioned simultaneously

| Component/product/factors | Evaluation results | | | | Sequence No. | Indicators |
	Already	Enough	Moderate	Not yet		
Improvement of agent competences economic		√			1	Competence, agent benefits and productive on activity
	√				2	Empowerment promotes productivity
Program developement		√			3	Program development and social sensitivity
	√				4	The mindset and productivity of the poor
			√		5	Utilization of results and social relations of the community
	√				6	Empowerment and contribution of community PEM
	√				7	Empowerment, the pace of change is slow but be a solution to overcome poverty
The program's contribution to community wellfare increased	√				8	Development and Improvement of KEP encourage ommunity activity and creativity
			√		9	Productive economic activities and strengthening business capital
	0	6		0	9	Sub total
Σ	26	41	11	3	81	Total
Percentage	32.10	50.13	13.58	3.7	100	Procentation

B = Not fulfilling the criteria, K = Less fulfilling the criteria, C = Enough and S = Having fulfilled the criteria

promoting impulses in themselves (intrinsic motivation). There are a number of prominent communication problems in a screening activity that must be considered by agent of change including communication competencies that should be owned by each agent, the nature or spirit of leadership as a potential that must exist in self an agent of change and techniques or methods of effective communication for socialization activities themselves.

Attitudes and preferences: Because after all an individual thinks, feels and behaves in relation to work and work. Besides that motivation is an inner condition that energizes, channels and sustains human behavior to achieve goals.

Evaluation results of program development in community empowerment and follow-up: Consists of 5 indicators which as a whole can be said to be carried out properly and fundamentally with the results criteria 3 (already) 2 (enough), 0 (medium) and 0 (not yet). As explained earlier that in the process of implementing RPEMC program activities, program development is carried out, specifically for the mutual cooperation activities. In the middle of 2017 program activities were broadly developed with several criteria that enabled the target group to accept the concept of empowerment from the economic aspects in particular. In the economic field, empowerment with the intention of changing the realistic mindset and productive actions of the poor, through the support of capital to invest in their respective fields. With productive effort, the value of profits becomes an additional amount of capital, so that, from year to year, capital accumulation will be carried out which will increase revenue and directly provide welfare for recipients of stimulant funds.

Evaluation results for the contribution of the empowerment program on community welfare and follow-up: Consists of 2 indicators which as a whole can be said to be carried out properly and fundamentally with the results criteria 1 (already), 1 (enough), 0 (medium) and 0 (not yet). However, the productive economic activity has signaled a positive stimulus to the activities and creativity of the poor. Programs that conceptually touch the most basic side of life as they are.

Change is certainly not instant but it has provided space for families to develop towards creative economy activities. Savings have become the basis of operational considerations, so that, they are more reasonable (reasonable) which allows savings by reducing operational costs from activities that arise. Efficiency has encouraged the fertilization of the rural sector capital whose growth is able to make a real contribution to improving welfare for program beneficiaries and for the community as a whole . Based on Table 6, it shows that PDPGR goals and objectives can ultimately contribute positively, efforts to reduce the number of poor people will be achieved.

Empowerment outcomes in numbers: As previously explained that the number of PoSWP based on the December 2015 statistical data, shows a 16.45% poverty rate from 132,018 people in the West Sumbawa Regency. The number of PoSWP that has been handled is only 3,148 people or 2.3%. This reality means that there are a large number of 18,569 more people who have to get immediate treatment or around 14.06% with various criteria.

The quantitative data above shows that the population is 135,031 people. Data input from each Peliuk

and village and district shows that there are 63,217 people who have received an Assistance for Disadvantaged Areas (AfDA), really supported by RPEMC.

This amount has been re-verified, so that, in detail the description of the number of people living in poverty in each Peliuk, village and subdistrict is still indicated which is 4,483 people from 1,587 Head of Family (HoF) or 3.32%. In reality, the empowerment program has been able to minimize and reduce the poverty rate gradually from 14.06% or 18,569 people (statistical data December 2015) down only 4,483 people or 3.32%. A significant decrease of 14,086 people or 75.86% can be out of the criteria of the poor with the title PoSWP. Thus as a conclusion, it cannot be denied that RPEMC as a program actually brings changes in mindset and pattern of action gives a positive impact and is far more productive.

RESULTS AND DISCUSSION

The data obtained from this content validation stage is an assessment and input from the validator. The validator is asked to provide a check mark for each statement in the CIPP Model evaluation instrument in accordance with the statement contained in the validation sheet.

Overall, the CIPP dimension has met the criteria, although for several factors, the indicators indicate that they have not fully met the criteria. Some of the indicators used in this research are target recipients, community participation and benefit services received by the community. Based on the results of field observations and data processing it was obtained that first for the target beneficiary indicator, the village community that benefited the most from RPEMC was the poor as the PoSWP in the sector micro, agriculture, animal husbandry and fisheries and marine businesses. Second indicators of community participation, obtained categories for good participation. Third for the indicator of benefits received, it was found that the benefits of the skills, knowledge, health and income received by the villagers were still categorized in the medium increase category. The novelty of this research is that with full authority given to agents, it is not only the success of PoSWP empowerment but as a climax that with RPEMC it is able to significantly reduce the number of poor people.

This research is based on the commitment of regional leaders by providing full duty and authority (fully authorized), supported by PERDA to agent of change which comprehensively makes an effort on the competencies possessed capable of empowering the poor. Participation can be interpreted as involvement and community togetherness in a particular activity both directly and indirectly and carried out consciously, without any element of coercion. As a theory combined with the concept of gotong royong as a national culture that contains values and a spirit of togetherness, unity. and please help. Preserving and growing as an effort to realize the great power in overcoming poverty in the life of the community, especially, the implementation and handling of empowerment will cover all aspects of the lives of the poor in the region.

PDPGR structures and organizations that are arranged in an integrated manner (integrated design team) by inviting and directly involved personnel/institutions outside the government structure in the region become leverage of success in the implementation of the regional program for empowering gotong royong in a sustainable manner.

Authority, responsibility and accountability are interrelated. The right consideration when introducing delegation of authority in an organization. In the delegation process, the leader transfers his duties/responsibilities by giving full authority to the agent of change to carry out the responsibilities given. At the same time, the leader is responsible for the performance of his subordinates.

Leadership behavior and work motivation will increase employee productivity. And with organizational commitment will encourage potential that exists in itself (self efficacy) agent of change, so that, "empowerment" fosters its ability to produce what is desired and in line with what is intended by the organization (the ability to produce a desired or intended result by organization).

CONCLUSION

Full authority sustained leadership behavior and work motivation will increase productivity. And with organizational commitment to encourage potential that exists in itself (self efficacy), so that, "empowerment" fosters its ability to produce what is desired and in line with what is intended by the organization (the ability to produce a desired or intended result by organization).

Based on the results of the research and discussion, it can be concluded that the CIPP Model evaluation instrument has several characteristics including evaluation instruments with valid and reliable categories.

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