



# Analysis of the Gema Madani Program as a Participatory Public Policy in the City of Tasikmalaya

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## ABSTRACT

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The Tasikmalaya City Government has basically issued a policy on the Mayor of Tasikmalaya regulation number 8 of 2016 concerning guidelines for implementing the Civil Society Movement program, which is competitive and innovative, this program comes from the Tasikmalaya City Budget by distributing funds for the development of various infrastructures and also improving the quality of human resources. In a competitive environment, in the process the Gema Madani program in the City of Tasikmalaya has been implemented well by each Kelurahan in its area, however, there are some shortcomings that still need to be improved, especially in terms of its implementation to the whole community. This research is a type of qualitative research, using descriptive methods, while the purpose of this study is to analyze the Gema Madani program as a participatory public policy in the City of Tasikmalaya, and the results of this study explain that, the City Government of Tasikmalaya in its efforts to increase public participation in development, and as an effort to prosper the underprivileged, the Gema Madani Program (Independent and Innovative Community Movement) was launched, where the program was built on several considerations such as increasing regional economic capacity, labor quality, agriculture and regional food security. Through the echo Madani program, namely the Independent, Competitive and Innovative Community Movement, the City of Tasikmalaya government is expected to be able to strengthen the capacity of community development in the context of developing regional autonomy. There are several factors that still need to be a concern for policy makers, namely in determining human resources as policy implementers, it takes people who have knowledge and abilities in various programs planned through the Madani Overtime program in order to run efficiently and effectively.

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## 1. Introduction

Tasikmalaya City is one of the cities located in East Priangan which consists of 10 sub-districts and 69 urban villages where in the process several areas in Tasikmalaya City are actively carrying out various developments in various fields, in accordance with the Vision of the Tasikmalaya City Government, namely, based on Faith and Taqwa, Realizing Competitive Economic Independence Towards Civil Society. The focus and priorities of the development program for the City of Tasikmalaya to achieve the vision as intended above are clearly divided into two periods, namely the first period (2013 – 2015) the development is prioritized in the infrastructure sector, while in the second period (2016 – 2017) the focus is on development. more directed at the economic field, namely increasing competitiveness, purchasing power, and community independence (Fatimah, 2020; Ilhami et al., 2022).

The consequences of the shift in focus and development priorities will ultimately have a direct impact on changes in the overall program scheme, one of which is the village self-reliance community empowerment program (P2KK) which has been ongoing since 2010, this process is carried out to deal with a number of problems in order to adjust to the vision, mission, strategies, and policies to be achieved. The change in the name of the program is based on the Mayor of Tasikmalaya Regulation Number 8 of 2016. First, the program



nomenclature which was originally (2010 – 2015) was called the Village Independence Empowerment Program (P2KK), and from 2016 it changed its name to the Independent, Competitive, and Innovative Community Movement Program. (Echo Madani).

The Tasikmalaya City Government in its efforts to increase community participation in development, and as an effort to improve the welfare of the underprivileged community has launched the Gema Madani Program (Independent and Innovative Community Movement), where the program was built on several basic considerations such as increasing regional economic capacity, labor quality, agriculture and regional food security. Through the echo Madani program, namely the Independent, Competitive and Innovative Community Movement, the City of Tasikmalaya government is expected to be able to strengthen the capacity of community development in the context of developing regional autonomy. The independent and competitive community movement was launched as an effort to build participation and aspirations from various circles of society. Through the direct participation of government elements, even the most important needs will be easily felt by various groups of people (Hamdani, 2017).

The implementation of the Echo Madani Program is based on the vision of the City of Tasikmalaya Government, namely the medium-term development plan for the City of Tasikmalaya which is religious, advanced and civilized. Therefore, the Tasikmalaya City Government implements a community empowerment plan through an independent and authoritative community movement plan. Competition and innovation are models of sustainable development based on community participation. The implementation of the program can be determined by the community itself, both for infrastructure improvement, community empowerment and economic activities to improve the community's economy itself. Increasing the social welfare of the community is still an interesting phenomenon because it is quite difficult to make it happen, where in the current era of regional autonomy it is increasingly clear that regions have low levels of social welfare, and it is the responsibility of the Regional Government to improve the welfare of their people through various sources. its resources, such as in the spirit of regional autonomy in an effort to develop the region as wide as possible.

The Gema Madani program was developed on the basis of the principle of partnership between the Regional Government and the community through community institutions as referred to in the Regional Regulation of the City of Tasikmalaya Number 7 of 2009 concerning Community Institutions at the Village Level, such as Community Empowerment Institutions (LPM), Youth Organizations, Neighborhood Associations and Rukun Warga (RT/RW), DKM, PKK, and others, who are members of the TPK and PPL as technical implementers. The Gema Madani–Sympathy Program is given flexibility and space for TPK as technical implementers to coordinate development activities at the kelurahan level by optimizing all potential development resources owned by the community, starting from the stages of planning, implementing, monitoring, reporting, and maintaining results. - the development results it has achieved (Hamri et al., 2016; Freddy et al., 2022).

The implementation of policies from the Independent, Competitive, and Innovative Community Movement program is a participation-based development model in the City of Tasikmalaya as regulated in the Tasikmalaya Mayor Regulation Number 2 of 2019, but in the course of the program, in fact, it still has several notes and shortcomings, for example the environmental conditions of the community in Indonesia. Indihiang District does not provide support for the implementation of the Gema Madani Simpati Program, there are still many people in the Indihiang District who do not know about the Gema Madani Simpati Program so they are not much involved in implementing the program, then cooperation between policy program implementers is still lacking, especially in conveying or socialize the existence of the Echo Madani Simpati Program to the community through community institutions so that the public can find out directly about the Echo Madani Simpati Program, as well as the lack of involvement of local government institutions Community services (LPM) that exist and finally human resources as the implementers of the Gema Madani Simpati Program are still lacking, where the managers are still not able to make accountability for the use of the budget through the implementation of the Gema Madani Simpati Program.

Basically, the activities of the Echo Madani Program are in accordance with applicable regulations, which state that the areas that can be implemented in the Echo Madani Program include infrastructure development, economic development, as well as the cooperative and social/community sectors. The activity carried out is a mutual agreement at the kelurahan level, involving documents that review development plans at the village level. The program included in Gema Madani is a community association in a sub-district and is designated as a comprehensive development model in the context of realizing civil society (Heryani, 2018).



Community empowerment is actually directed at changing community behavior patterns and increasing capacity and independence through four aspects, namely, social protection, capacity building, increasing accessibility and utilizing local potential. The reason is that the community empowerment policies that have been implemented so far are not limited to the level of the concept of adopting programs and activities, but most importantly adapting the concept to the community. carries something negative, although in practice it may be. In general, the term "policy" or "policy" is used to designate the behavior of an actor (eg an official, a group, or a government agency) or a number of actors in a particular field of activity. Thus, the meaning of policy is not only the domain of public organizations, but also private organizations, whether formal or informal, even individuals. So based on the description and description of the background above, the researcher is interested in further developing the focus of this research on the analysis of the Gema Madani program as a participatory public policy in the City of Tasikmalaya.

## **2. Methods**

This research is a type of qualitative research, using descriptive method. The definition of qualitative research can be understood as a research procedure that utilizes data and has the aim of describing and analyzing events, social dynamics, phenomena and attitudes of individual and group perceptions of something. The process of collecting these data begins with making observations in the form of taking data that is relevant to various problems that arise in the surrounding environment. The data collection tool is the researcher himself who functions as a research instrument and must be able to approach the respondent so that the data obtained is valid. Next, the researcher begins activities systematically to collect, process, and conclude data by using certain techniques in order to find answers to the problems faced. . The data analysis technique uses descriptive qualitative analysis, where this technique describes existing data and makes conclusions so that they are easily understood by themselves and others, for secondary data itself obtained from articles, journals, and books related to public policy strategy, collaborative governance, and government administration (Hudayana, 2021; Achmad & Yulianah, 2022).

## **3. Result and Discussion**

### **3.1. Social Capital in the Development of Echo Madani in Tasikmalaya City**

Regional development in the current era of globalization is actually often directed at improving people's welfare by making every effort to reduce disparities between regions and encourage the utilization of the potential and capacity of each region. In order to achieve this goal, various efforts and actions have been carried out, one of which is by developing urban and rural areas by empowering local communities. However, the development of a city will not be separated from the various problems faced, both economic, social, cultural and infrastructure problems (Indah & Hariyanti, 2018).

Regional autonomy has forced each region to make development programs to achieve the welfare of its people, including the Regional Government of the City of Tasikmalaya. The Tasikmalaya City Government, which consists of 10 sub-districts and 69 sub-districts, continuously implements development, especially with several programs that directly involve the community, one of which is the Gema Madani program which is one of 21 development programs implemented by the Tasikmalaya City Government. The Gema Madani program itself is part of the Tasikmalaya City central government program, which in its implementation is regulated through the Tasikmalaya Mayor Regulation Number 2 of 2019. The Simpati Gema Madani program itself has three main programs, namely I-PAKEM, I-PASLING and I-PASBUD. . Related to the Innovation Program for Development of Socio-Cultural Potential Based on Local Values, hereinafter referred to as I-PASBUD, is a program for the creation of a community or civil society on a micro scale (a neighborhood or a combination of neighborhood associations) through the integration of three areas of activity with the aim of developing the infrastructure sector. , economic, social, government, human and natural resources, as well as an integrated regulatory and policy system (Nugraha, 2020).

The Gema Madani program is part of the existing work program in the I-PASBUD field, where this activity consists of community empowerment, synergy with SKPD, regional planning, secretariat arrangement, application and website development, provision of laptops, printers, infocus and cameras, gate construction etc. In developing the institutional capacity of the Gema Madani Program, especially related to the Overtime Madani program, it can be measured from the dimensions of human resource development,

dimensions of organizational strengthening and dimensions of institutional reform. Regarding human resource development and organizational strengthening, it is necessary to pay attention to this related to social capital because not only the Regional Government is responsible for implementing the Civilian Overtime Program, but it is very closely related to elements of the community as the executor of its activities.

The purpose of the above policy is to act as an accelerator (accelerator) for the realization of the City of Tasikmalaya Civil Society through the establishment of an environmental-scale Civilian Overtime (RW or a combination of RW), and to drive and integrate programs/activities across sectors or fields on an environmental scale through a service management information system. integrated (SIMPADU). Meanwhile, the aim is to build Civil Overtime as a miniature of civil society in order to realize the vision of the City Government of Tasikmalaya as a civil society; integrate various interrelated multi-sectoral activities into an integrated/integrated development model that supports each other; increasing social solidarity and community self-reliance in overcoming socio-cultural problems on an environmental scale (NURFADHILAH, 2020).

One of the Gema Madani programs carried out in the Cibereum District of Tasikmalaya City with a land area of 19.04 Ha, where administratively the Cibereum District consists of 9 Kelurahan, 87 Rukun Warga (RW) and 338 Rukun Tetangga (RT) with a population of less more than 59,045 people. School facilities in Cibereum District are quite complete, where there are 9 high school/equivalent schools, 7 junior high schools/equivalents, 20 elementary schools/equivalents, 10 kindergartens, 10 TPAs, and 33 Religious Education Institutions, and 11 PAUD. The existing health facilities in Cibereum Sub-district are one Puskesmas, 134 3 Sub-Puskesmas, 5 Polyclinics/Medicine Centers, and 10 Pharmacies, and there are 10 Posyandu, as well as 5 Drug Stores and 6 doctors' practice places.

Cibereum District is a regional technical element that has the main task of carrying out general government duties and carrying out government authority delegated by the Mayor to handle several regional autonomy matters. Meanwhile, the task of fostering village government and public services is also placed on aspects of population administration, community empowerment, and the creation of public order and order. Cibereum sub-district itself is a center for public services, trade and service economy on a city and regional scale, related to the economy, as a center for the mendong mat industry, furniture, printing and processed food. From the Tasikmalaya City RPP with economic independence, it is expected to increase income which has an impact on increasing community welfare in accordance with the ideals of autonomy itself, namely the realization of community welfare (Rahadi, 2017).

The target that will be realized by the Cibereum District of Tasikmalaya City is to realize the welfare of the community through strengthening the regional economy and empowering local resources through a community empowerment approach and community facilitation in accordance with the authority, role and function of the sub-district. This is certainly in line with the program launched by the City Government of Tasikmalaya through Madani Overtime. However, in its implementation there are still obstacles in achieving the policy objectives set out in the Tasikmalaya Mayor's regulation related to the Madani Overtime program.

The implementation of the Civil Overtime Program policy in Cibereum District, Tasikmalaya City is always carried out in 9 (nine) urban villages in each fiscal year. In its implementation, there are many factors that influence its success, including environmental conditions with parameters measured through community attitudes and responses, community involvement in the implementation of the Madani Overtime program, and the attitude of the community receiving the Madani Overtime program in Cibereum District, Tasikmalaya City. The results of the study show that community attitudes and responses are still lacking, where there is still a lack of socialization from the implementers of the Madani Overtime policy at the Kelurahan level, so that community participation in its implementation (Ramdani et al., 2020).

Continuous socialization from policy implementers to the entire community is very necessary, so that community participation can increase, then the results of the implementation of the Civilian Overtime program can certainly be felt by the surrounding community, with the existence of several excellent programs that can improve the welfare of the community. The communication ability factor of policy implementers to other relevant agencies/organizations in the implementation of the Madani Overtime program in Cibereum District, Tasikmalaya City where the results of the study are seen from the communication skills possessed by policy implementers, communication skills between non-governmental organizations.

Basically, the government organization that is formed is certain to have goals and objectives, so that in achieving its goals it requires resources, especially increasing competitive human resources, because without these factors, even though the available facilities and infrastructure are very good, they will not achieve the



expected results. . Organizations as a group of people who interact with each other in achieving the goals that have been set, need to make various efforts to carry out various programs that have been planned by the organization (SANTI, 2019).

The implementation of current government policies is often carried out directly in the form of real programs, where one of the goals is to accommodate programs initiated by the government so that they can run according to what has been expected, based on several goals in advance, such as having goals to be achieved, has a plan in the form of a specific understanding to achieve goals, has a program, a series of activities directed at achieving goals, has action steps to realize the program, and has a real policy impact, whether intentional or unintentional, positive or negative, primary or secondary. From these understandings, it can be seen that public policy is the authority of the government in a political system, in the form of allocating values to the community, as a means to fulfill the interests of the community, where the process is carried out by force based on the authority possessed.

Civil society or civil society is a civilized society that always puts forward the principles of equality, tolerance, openness, mutual cooperation, deliberation for consensus, and is always guided by the cultural values of compassion, compassion, and parenting. Madani Overtime, which is a community unit or community of citizens in a community unit or community association in a sub-district which is designated as a pilot model for integrated development in the context of realizing civil society. Saung Madani is a joint secretariat as a center for information, promotion, product and packaging quality development management, as well as a marketing network development center. The superior products that are designated as sub-district-scale community economic clusters in the I-PASBUD activities in several Kelurahan that are designated as Civil Overtime synergize directly with the regional apparatus, are determined through several prerequisites including (1) Guidance and development of community life values that religious (2) Fostering and developing a literacy culture (3) Fostering and developing a culture of waste response (4) Fostering and developing law-aware areas and (5) Fostering and developing the role of social improvement and community empowerment (Danial et al., 2019).

The ability of individuals, community members, or individuals to participate in social networks is one of the keys to success in building social capital. Humans have the freedom to act, and make decisions, whatever power they have, so, directly or indirectly, they add power to the network. Conversely, by being an active part of the network, it will get additional power from the network.

Likewise, civil overtime in the City of Tasikmalaya requires the participation of the entire community so that they can maintain the environment they live in with a healthy, clean, hygienic, healthy and green environment. Based on the results of interviews with informants, it can be stated that participation in a network here means the active role of all elements of society in the implementation of various civil overtime activities whose implementation is regulated by the Village Level Activity Implementation Team whose membership is selected and / determined from elements of community institutions in the area. the village concerned.

The government here provides funds from the Madani Echo Program for the management of this civil overtime of forty million rupiah per year. With a stimulant budget from the local government, it is hoped that the community will be able to encourage them to participate independently in the development of this civil overtime. In civil overtime development activities, community participation is a form of community care, concern and responsibility for the importance of development that takes place in the village. That is, the role of the community in providing participation has an indication that the community is aware that overtime development activities are not only obligations that must be fulfilled by the government apparatus themselves, but also require community participation (Satibi & Sudrajat, 2019).

The success of the development of civil overtime is basically determined by community participation in providing input, implementation, monitoring and evaluation, as well as the utilization of various development outcomes carried out in civil overtime, so that the active participation of each individual in the beneficiary community will determine the success of the various activities contained in Civil Overtime program. For example, civil overtime in the City of Tasikmalaya makes infrastructure that is not maintained to look beautiful and makes the environment healthy and comfortable.

### **3.2 Implementation of the Madani Echo Program Policy in Indihiang District, Tasikmalaya City**

Based on Law Number 10 of 2001 concerning the establishment of the City of Tasikmalaya, Indihiang District is one of the sub-districts in the City of Tasikmalaya and in accordance with the Regional Regulation of the City of Tasikmalaya Number 6 of 2008 concerning the Establishment of Bungursari District and

Purbaratu District, Tasikmalaya City, the Administrative Area of Indihiang District includes 6 (six) Villages, namely Sukamaju Kaler Village, Sukamaju Kidul Village, Indihiang Village, Sirnagalih Village, Parakan Nyasag Village and Panyingikiran Village with a total area of 11,488 km<sup>2</sup> (Soleh, 2020).

The economy in Indihiang Subdistrict, Tasikmalaya City from 2012 to 2016 was driven by five main sectors driving economic growth, including, (1) the manufacturing sector (with an average contribution of 6.17%), the electricity, gas and clean water sectors (with an average contribution of 6.51%), (3) the trade, hotel and restaurant sector (with an average contribution of 8.29%), (4) the financial, leasing and corporate services sector (with an average contribution of by 2.34%), and (5) the Services Sector (with an average contribution of 2.15%). The five sectors absorb almost 82% of the workforce in the Indihiang District, Tasikmalaya City.

The economic growth of Indihiang Subdistrict, Tasikmalaya City since 2012 has continued to increase until 2016. Economic growth in 2012 (based on constant price GRDP in 2012-2016) was recorded at 5.18%, while in 2016 economic growth reached 5.11%. This economic growth is supported by an increase in investment both from the government side (in the form of an increase in local government capital expenditure) and from the private side (in the form of increased credit and investment in the form of PMA and PMDN) (Susanti, 2020).

The economic growth of Indihiang Subdistrict, Tasikmalaya City decreased (0.07%) in 2016 to only 5.07%. This condition was caused by weakening growth in the two main sectors driving GRDP in Indihiang District, Tasikmalaya City, namely the Manufacturing Industry Sector, Trade Sector, Hotels and Restaurants and the Financial, Leasing and Corporate Services Sector (Tasikmalaya City GRDP Data by Business Field 2012-2016) BPS Tasikmalaya City in 2017.

Infrastructure is the basic urban infrastructure as an indispensable support in an effort to achieve development goals, in all aspects of people's lives, especially in the context of developing the economy of Indihiang District as part of the Tasikmalaya City area. The provision of supporting infrastructure must be guided by the Regional Spatial Plan (RTRW) of the City of Tasikmalaya in order to achieve development synergy from all sectors. The implementation of policies regarding the Gema Madani Simpati Program in Indihiang District, Tasikmalaya City is always carried out in 6 (six) urban villages in each fiscal year. In its implementation, there are many factors that influence its success, including environmental conditions with parameters measured through community attitudes and responses, community involvement in the implementation of the Gema Madani Simpati program, and the attitude of the recipients of the Gema Madani Simpati program in Indihiang District, Tasikmalaya City (Susilawaty, 2007).

The steps that have been taken by the City Government of Tasikmalaya so that the Gema Madani Program policy becomes an ideal policy, among others, are carried out by taking strategic and operational steps to make it happen. Implementation is an activity to generate results and impacts as well as benefits that can be enjoyed by all target groups, then the policies made and implemented will have a certain impact on the target group, both positive and negative. The Gema Madani Program policy is implemented in order to achieve the expected goals, one of the objectives of this empowerment program is to increase community participation in planning, implementing, and increasing community income.

The use of participatory development planning deliberations has provided a positive space for the community to be involved in the development process. The stakeholders involved include the general public, entrepreneurs and universities. The implementation of the Gema Madani program activities in the City of Tasikmalaya resulted in several activities, among others, collaborating with the program management team by delivering socialization at the village level regarding the Mayor's Regulation Number 8 of 2016 concerning guidelines for implementing the Mandiri, competitive and innovative community movement program in Tasikmalaya City and has been amended with the Mayor's regulation number 3 of 2017 concerning changes to the Mayor of Tasikmalaya regulation number 8 of 2016 concerning guidelines for implementing the Mandiri, competitive and innovative community movement program in the City of Tasikmalaya (Zulkarnaen, 2020).

Then explore the assistance of community beneficiaries of the Gema Madani program, where the pattern of assistance to be carried out must be carried out by examining the sociological conditions of the community. In fact, participatory counseling can encourage and provide the widest possible space for the community to take initiatives and social participation, but there is a tendency if people are encouraged to follow government directions, it will result in weakening community participation, and weak critical attitude towards the government. The wrong approach can result in a lack of motivation and impetus for the



community to be involved in initiating, planning, making suggestions, formulating, debating, and evaluating and monitoring public policies, at the central or local level (Santosa, 2020).

The Gema Madani program itself has received various awards at the national level, one of which is the existence of superior products in several sub-districts. The institutional capacity development of the Gema Madani program in the City of Tasikmalaya has been carried out, one of them through a comparative study by visiting the Nusukan Village, Banjarsari District, Surakarta, but adhering to the vision of the Tasikmalaya City Government in 2013-2017, it turns out that this program has ended. 2010-2018, but no study has ever been conducted to see the success or weakness of the Gema Madani program in reducing poverty in the City of Tasikmalaya. Even though various efforts to develop the institutional capacity of the Gema Madani program in the City of Tasikmalaya have been carried out as one of the poverty reduction programs based on participation and community empowerment in the City of Tasikmalaya on the one hand it has received two national level awards but on the other hand the poverty rate in the City of Tasikmalaya is still very high. (Grace, 2020).

This implies that the existing guidelines for the implementation of the Echo Madani Program are not only perfect on the table by making various efforts to develop their institutional capacity, but actually become a reference for all stakeholders to be able to carry out the duties and responsibilities assigned to them. Seeing these indications, it can be stated that the Institutional Capacity Development of the Gema Madani Program in the City of Tasikmalaya has not been effective and efficient. The results of the research from the parameters above show that the attitudes and responses of the community are still lacking regarding the lack of socialization from the implementers of the Gema Madani Simpati policy at the Kelurahan level, so that community participation in the implementation of the program becomes less. Continuous socialization is needed from policy implementers to the entire community, so that community participation can increase. The results of the implementation of the activity program from the Gema Madani Simpati program can certainly be felt by the local community, with several excellent programs that can improve the welfare of the community.

The second factor is about the communication skills of policy implementers to other related institutions/organizations in the implementation of the Gema Madani Simpati program in Indihiang District, Tasikmalaya City, where from the results of the study seen from the communication skills possessed by policy implementers, communication skills between institutions implementing the Echo program Madani Simpati, and communication skills between community institutions in implementing the Gema Madani Simpati program, based on the research results, the implementers have sufficient communication skills, so that the programs implemented can run well, however, it is necessary to develop human resources so that the implementation of the program can be optimized. The third factor in achieving the successful implementation of policies regarding the Gema Madani Simpati program in Indihiang District, Tasikmalaya City is seen from the availability of resources, which include the availability of human resources as policy implementers, the support and availability of facilities and infrastructure in implementing policies, and the ability of implementing the Gema Madani Simpati program. (Alawiah et al., 2018).

Based on the results of the research from the three parameters above, human resources in the implementation of the Gema Madani program in every Kelurahan in the working area of Indihiang Subdistrict, Tasikmalaya City are quite available, but there is still a lack of support for the availability of facilities and infrastructure for policy implementers, in addition to recruitment from TPK, PPL and field implementers need a good selection so that they get people who have competence in each field or work unit. The last factor that becomes a measure of success in this research is the characteristics and abilities of implementing agents, in this case the Activity Implementation Team, the Gema Madani Simpati Field Implementation Committee (PPL) seen from the availability of the organizational structure, the attitude of the Gema Madani Simpati program implementers and the relationship between the implementers of the Gema Madani Simpati program in Indihiang District, Tasikmalaya City.

The Gema Madani program as a model of activity that provides flexibility and space for Community Empowerment Institutions to carry out development activities at the village level by optimizing all potential development resources with other community institutions, starting from the stages of planning, implementing, monitoring, and maintaining the results. - the results of existing development at the kelurahan level by containing the main activities in the field of development/infrastructure, the field of economic development, and the field of social development. Through the Gema Madani Program, it is hoped that the government will be able to contribute to solving problems of poverty that are multi-dimensional and

structural, especially those related to the political, social, economic dimensions and in the long term able to provide better assets for the poor in increasing their income, quality of housing and livelihoods. settlements, as well as voice their aspirations in the decision-making process.

#### 4. Conclusion

Based on the description of the discussion above, the conclusion from the results of this study is that institutional capacity development is basically managing a work team in achieving organizational goals that are effective and efficient. The dimensions of institutional capacity development of the Gema Madani Program in Tasikmalaya City are based on human resource development, organizational strengthening and institutional reform. The Gema Madani program policy in Tasikmalaya City can run effectively by taking into account environmental conditions, inter-organizational relationships, organizational resources for program implementation, characteristics and capabilities. There are several factors that still need to be a concern for policy makers, namely in determining human resources as policy implementers, it takes people who have knowledge and abilities in various programs planned through the Madani Overtime program in order to run efficiently and effectively..

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