

Implementation of Result of the 'Kader Surabaya Hebat' (KSH Program) in Citizens Association 05, Balongsari Urban Village, Tandes District, Surabaya City

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Abstract. Kader Surabaya Hebat is a cadre that helps the Surabaya City Government solve social and health problems. Surabaya Hebat cadres in RW 05, Balongsari Village, Tandes Subdistrict, Surabaya City, there are several problems, namely the lack of assistance from medical personnel, the lack of recommendations / suggestions from KSH regarding measuring the elderly's tension, the lack of activeness of cadres inviting RW 05 residents to join the program from KSH. This research uses a qualitative method with a descriptive approach. The theory in this study uses Van Meter and Van Horn Theory with 6 variables, namely: 1) Basic Measures and Policy Objectives, 2) Policy Sources, 3) Inter-Organizational Communication and Implementing Activities, 4) Characteristics of Implementing Agencies, 5) Economic, Social, and Political Conditions, 6) Attitudes of Implementing Agencies. The data sources used are primary and secondary. Data collection techniques using observation, interviews, and documentation. Data analysis techniques through data reduction, data presentation, and conclusion drawing. The results showed that (1) KSH in RW 05 implemented all 5 programs according to Perwali No. 14 of 2022. (2) The funds provided are still considered adequate and facilities, comprehensive infrastructure support the implementation in achieving success. (3) Communication between the KSH Party and the Surabaya City Government is carried out indirectly using the "GPS map camera" application and "SAYANG WARGA" Direct communication is implemented in the implementation of the KSH program held by RW 05. (4) The characteristics of K S H RW 05 with 21 members aged 40-70s use a rolling system and the implementation is followed by attendance for reporting to the Surabaya City Government through the "GPS Map Camera" application. (5) RW 05 residents have different backgrounds, both in work and residence. Surabaya City Government implemented an approach through BPJS Health. (6) Criticism and suggestions from some people, especially the Posyandu service, the KSH in RW 05 needs to pay attention to input from RW 05 residents who participate in Posyandu for the Elderly. Because input from residents can make KSH in RW 05 better.

Keywords: Policy Implementation, Van Meter and Van Horn, Kader Surabaya Hebat (KSH)

1. Introduction

In 2019, the spread and increase in the number of COVID-19 cases has occurred very quickly and has even spread in various countries including Indonesia. The Covid-19 pandemic has become a serious disaster for all countries experiencing it, including Indonesia [1]. This pandemic not only has a direct impact on health aspects but also other aspects of life such as the economy and society. In this difficult situation, the government made many movements by issuing many policies and programs to restore all aspects that were affected [2].

Public policy is a series of activities with certain objectives that are followed and implemented by a person or group of actors related to a problem or area of concern [7]. Public policy involves a variety of actors and including the government, legislature, interest groups, and the community. Public policy is influenced by social, economic, political, and cultural contexts, and serves as an important tool in directing government actions to achieve broader goals in society. Public Policy covers various fields, one of which is in the health sector (Dimjati Lusno, 2023)[8]. Seeing this figure makes the Indonesian state ranked 4th and of course problems in the health domain really need to be given serious attention. In fact, there is still an increase in health complaints over the past month with 2021 amounting to 28.55% increasing to 32.14% in 2022. the increase in health complaints is precisely in East Java Province. Basically, East Java province has 3 main focus issues regarding health. namely: 1) Handling Covid-19, 2) Stunting Reduction, 3) Strengthening the Community Economy.

Surabaya City is the largest city in East Java. This is evidenced by the total population of Surabaya city in 2022 of 2,893,698 (source: *surabayakota.bps.go.id*). The Surabaya city government, as one of the actors in the public policy process, needs to formulate and implement various health policies aimed at achieving better results in terms of public health [9]. The Mayor of Surabaya issued Regulation No. 59/2023 concerning Integrated Service Posts, creating Great Surabaya Cadres (KSH) appointed by the Sub-district Head. The program aims to involve communities in urban development, support village-level health services, and empower local change agents.

Cadres Surabaya Hebat is an initiative program of the Mayor of Surabaya, Eri Cahyadi, to help the city government overcome social, health, and poverty problems. Of the approximately 45,000 cadres in Surabaya, 28,000 will be selected as Great Surabaya Cadres. Based on previous research, it is known that the Surabaya City Government has made various efforts to reduce the stunting rate and has shown a decrease in the stunting rate from 2021 of 23.5% to 19.2% in 2022, but this figure is still far from the stunting eradication efforts in Surabaya City, which is targeted to decrease by 14% by 2023. (Source: *Kemenkopmk.go.id*). One of the main ways to reduce the stunting rate in Surabaya is the Kader Surabaya Hebat (KSH).

Tandes sub-district is one of 31 sub-districts in Surabaya City which is famous for its strategic location. Because the position of this sub-district is in Surabaya- Gesik. This area is a road that is passed when heading to Gresik City. Tandes sub- district itself has 6 sub-districts namely (Tandes, Karangpoh, Balongsari, Manukan Kulon, Manukan Wetan, Banjar Sugihan) has a total of 51 RW, with a total of 314 RT. with a total population of 91,784 residents. with a total of 45,195 men and as many women. 46,589

people (Source: Kecamatan tandes in figures 2023). This can be given the fact that balongsari village is ranked 4th with the largest population (source: *tandes sub- district in numbers 2023*). by ranking in the top 5, of course balongsari village also has several problems that must be resolved. seeing this, the Surabaya city government created a new program, namely Kader Surabaya Hebat (KSH) which is also present in Balongsari Village.

The Kader Surabaya Hebat program itself is implemented in the political realm. Because there is an approach from the top (Surabaya City Government) to the cadres, with the provision of a budget to carry out activities. And also the implementation of this KSH program is "top down". which means that all activities held by KSH come from the Government then KSH carries out activities in accordance with the Government's direction.

By reviewing the implementation of the Kader Surabaya Hebat Program in the political realm and its relationship with Van Meter and Van Horn's theory, the author is interested in the complex dynamics between policy, government, and implementers, which reflects the deep interaction in the formation and implementation of the program. The existence of this explanation made researchers conduct research on the implementation of the Kader Surabaya.

1.1. Policy Implementation

Policy implementation is defined as an action taken by an individual, official or group of governments to achieve identified goals. Furthermore, Van Meter and Van Horn stated that there are 6 independent variables. these variables are: 1) Policy size and objectives, 2) Policy sources, 3) Characteristics or nature of the implementing agency/agencies, 4) Communication between related organizations and implementation activities, 5) Attitudes of implementers and 6) Economic, social and political environment.

Successful implementation depends on a careful understanding and handling of the six independent variables that influence the process, namely the size and objectives of the policy, the sources of the policy, the characteristics of the implementing agency/agencies, communication between related organizations and implementation activities, the attitudes of the implementers, and the economic, social, and political environment. It is expected that policy implementation can achieve maximum results and provide effective solutions to the problems faced by the community.

1.2. Van Meter and Van Horn Theory

The thinking model related to policy implementation by Van Horn and Van Meter formulates a policy implementation model (policy Implementation Process Model). This theory starts from the argument that differences in implementation will be influenced by the nature of the policies implemented, because each policy has different characteristics. At this point, they have different characteristics. offers an approach that seeks to link policy issues with implementation and a conceptual model that links policy with performance. According to them, important concepts in the implementation process are change, control and compliance.

1.3. Kader Surabaya Hebat

Kader Surabaya Hebat are cadres who are on standby to help the city government solve social, health and poverty problems. This program was created by Eri Cahyadi as the Mayor of Surabaya in November 2022. The Kader Surabaya Hebat program is regulated in Surabaya Mayor Regulation Number 59 of 2023 concerning the Implementation of Integrated Service Posts. Surabaya Hebat cadres are also expected to increase community activeness in order to further strengthen kinship and mutual cooperation between local communities.

2. Method

The research method used is qualitative research with a descriptive approach. Descriptive approach refers to the formulation of problems that guide research to explore social situations thoroughly, broadly, and deeply. The purpose of the qualitative approach is to gain a deeper understanding of the implementation of the KSH Program in RW 05, Balongsari Village. about "Implementation of the Kader Surabaya Hebat (KSH) Program in RW 05, Balongsari Village." The research was conducted in RW 05, Balongsari Urban Village, Tandes Subdistrict, Surabaya City because in 2023, RW 05 won the KAS-RPA competition and placed in the top three category. This research focuses on the implementation model of Van Meter and Van Horn. There are six variables as determinants of success, namely: 1. Basic Measures and Policy Objectives, 2. Policy Sources, 3. Interorganizational Communication and Implementing Activities, 4. Characteristics of the Implementing Agency, 5. Economic, social and political conditions, 6. Implementation tendencies.

The research lasted for 3 months to obtain valid and accountable information and be used as evaluation material in the future. The research used qualitative data, such as responses, attitudes, and views of the community related to KSH in RW 05, Balongsari Village. Data was collected through observation, interviews, and documentation. Observation of the implementation of the RW 05 KSH program was carried out by visiting or coming directly to the research location. Interviews were conducted with residents of RW 05 in Balongsari Village and KSH members. In determining the sources, researchers used purposive sampling technique by focusing on the most relevant groups [10], the research is expected to achieve more accurate and relevant results. The documentation technique is used to collect data related to observations in the form of photos when participating in activities, statutory documents, namely Surabaya Mayor Regulations, Surabaya Regional Regulations, Activity Photos.

Data were analyzed through data reduction, data presentation, and conclusion drawing to understand the success, constraints, and impacts of KSH and provide recommendations for future improvements. Data presentation is done through narratives, interview quotes, and observation findings that describe the process and results of the implementation of the KSH Program in RW 05, Balongsari Village. The final step in qualitative research analysis is conclusion drawing. Conclusions are drawn from the analysis of the successes, constraints, and impacts of the KSH Program in RW 05, Balongsari Village, as well as providing recommendations for future program improvement and development.

3. Result and Discussion

Surabaya City is the largest city in East Java with a total population of 2,465,469. Behind this large population, there are problems that must be faced by the Surabaya City Government. one of them is regarding Public Health. These problems are: stunting babies, malnutrition, reducing maternal and infant mortality, increasing active cases of Covid-19, revamping health services (source: surabaya.go.id). So the Surabaya City Government created a new program, namely Kader Surabaya Hebat (KSH). This program is available in various RWs throughout Surabaya. One of these RWs is RW 05 which is located in Tandes Subdistrict, Balongsari Village.

3.1. Basic Measures and Policy Objectives

Basic measures and policy objectives play an important role in policy implementation, if the basic measures and policy objectives do not exist, there will be multiple interpretations and it is easy to cause conflict among implementation agents [11]. Implementation performance can be measured by success and clear and achievable goals [12].

The Kader Surabaya Hebat (KSH) program in RW 05, Balongsari Urban Village, Tandes Sub-district, provides significant benefits to the community. Based on the portfolio of KAS-RPA RW 05, programs such as Kampung Belajar, Kampung Sehat, Kampung Asuh, Kampung Aman, and Kampung Kreatif have produced various positive impacts. Some of the KSH activities are in accordance with Perwali No. 14 of 2022, including elderly weighing, Posyandu for toddlers, mosquito larvae inspection, Sayang Warga application data collection, and Puspaga. Although the toga plant program was not implemented due to limited land, other programs have been integrated and implemented effectively. The presence of KSH has helped residents in the health and social fields, in accordance with the provisions in Surabaya Mayor Regulation No. 14 Year 2022.

According to the Mayor's Regulation No. 14 of 2022 in point 9 of the Main Tasks section of the Surabaya Hebat Cadre, it states "conducting monitoring in the community, including: monitoring of larvae, People with Mental Problems (ODMK), tracing / contact monitoring if there are cases of disease, monitoring the sorting of organic and inorganic waste, fire preparedness in the environment". Kader Surabaya Hebat (KSH) RW 05 has carried out one of these main tasks, namely checking for larvae, which is carried out once a month on Friday. From a total of 21 active members

The Kader Surabaya Hebat (KSH) program in RW 05 has been implemented in accordance with Surabaya Mayor Regulation Number 14 of 2022. The program includes Learning, Healthy, Nurturing, Safe, and Creative Villages. Despite obstacles related to Family Medicinal Plants (TOGA), the program has had a positive impact on environmental cleanliness, residents' health, and the reduction of mosquito larvae-related diseases. KSH contributes to achieving program goals and improving the quality of life and well-being of the community.

3.2. Policy Source

In addition to the basic measures and policy objectives, what deserves attention in the policy implementation process are the available resources. Policy resources in this program (KSH) refer to all sources that can be used to support successful policy

implementation and the resources in question include capital, facilities, infrastructure or other incentives to encourage and facilitate effective implementation [14].

Funds related to the KSH program can be categorized as adequate, the availability of government funds of Rp 13.4 billion has been approved in the KUA-PAS for the 2022 changes, "We have agreed on the additional budget," said Adi Sutarwijono, Chairman of the Surabaya City DPRD, yesterday (2/9). Only 21% of the funds went to KSH. And the number of KSH is also quite a lot in 2023 around less than 47 thousand people, each cadre will also receive monthly compensation of Rp 500 thousand. Also the funds used for the KSH program in rw 05 are no more than Rp.500,000 (Source: jawapos.com). The funds are used by KSH to carry out programs that have been listed in Perwali No. 14 of 2022.

About the Main Duties and Responsibilities of KSH [13]. On the other hand, the KSH program is still absent related to cooperation with external and private parties which can be useful to support the KSH program.

The KSH program has a web-based data collection system "Sayang Warga" to collect basic, population, social and health data. The government can monitor community conditions through this system. Cadres receive working equipment gradually and are supported with facilities such as community land for TOGA plants. Although only 21% of the budget is allocated to KSHs, the financial support, significant number of KSHs, and comprehensive infrastructure demonstrate commitment to the success of the program.

3.3. Inter-organizational Communication and Implementing Activities

Implementation will be effective if the measures and objectives are clearly understood by those responsible for implementing the policy. Basic measures and objectives can only be implemented if they are stated clearly enough so that those responsible for implementation know what to expect from them [2].

Based on the results of interviews and observations of researchers, the implementation of the KSH Program involves various parties, namely RT / RW, Puskesmas, Surabaya City Government, and residents of RW 5. In implementing the KSH Program, the communication used is direct and indirect. Communication between the KSH and the Surabaya City Government is carried out indirectly through the "GPS map camera" and "SAYANG WARGA" applications. These reports can provide a comprehensive picture to the center regarding the overall performance of the KSH program.

Direct communication in the KSH Posyandu program should be accompanied by the Puskesmas, but in the researcher's observation, no assistance was found. KSH activities involve the RW 05 community such as Posyandu Balita and Lansia, and Jumantik. KSH members are selected from representatives of each RT, indicating RT/RW level involvement in cadre selection. Indirect communication is conducted through Surabaya Mayor Regulation No. 14 Year 2022 on the Main Duties and Responsibilities of KSH. Puspaga activities are implemented online using the zoom application.

Effective policy implementation requires a clear understanding of the measures and objectives by the individuals responsible. In the context of the Kader Surabaya Hebat (KSH) Program, precise and accurate communication is the key to control the activities of implementers. The importance of consistency and uniformity of information from various sources is also emphasized so that implementers can carry out policies correctly. Community involvement in decision-making can increase shared responsibility, while miscommunication at the community level (RW 05) highlights the importance of transparency and effective information channels to ensure successful policy implementation.

3.4. Characteristics of the Implementing Agency

Those interested in bureaucratic politics have identified many characteristics of administrative agencies that affect their policy achievement. The bureaucratic indicator used by researchers is the formal and informal relationship that an organization maintains with the organization responsible for developing or implementing the policy[2].

Based on this figure, KSH is the executor of the program made by the government. The number of KSH members in RW 05, Balongsari village is 21 people with an age range of 40-70s. The Organizational Structure contained in the Kader Surabaya Hebat only has 2 levels, namely coordinators and members. this is based on the Mayor's Regulation No. 14 of 2022 concerning the Main Duties and Responsibilities of KSH [13], precisely in the Structure and Responsibilities section of the Kader Surabaya Hebat in the first point, namely "Kader Surabaya Hebat work based on territorial, including: 1) Coordinator; and 2) Member. Regarding the tupoksi given, it uses a "rolling" system.

KSH in RW 05, Balongsari Village has 21 members aged 40-70 years old. The structure consists of coordinators and members, as per Mayor Regulation No. 14/2022. They run 5 main programs coordinated by Mrs. Tutik Muryani. Although connected to the Kelurahan, Puskesmas, and Surabaya City Government, reporting attendance through the "GPS Map Camera" application has potential shortcomings and risks of dishonesty. The programs still follow the 17 provisions of the main tasks of the Surabaya Hebat Cadres according to the applicable regulations.

3.5. Economic, Social and Political Conditions

Economic, social and political conditions are the next variables identified by Van Meter and Van Horn. The impact of economic, social and political conditions on public policy has been the focus of attention over the past decade. Although the impact of these factors on the implementation of policy decisions has received less attention, according to Van Meter and Van Horn, these factors can greatly affect the performance of implementing agencies[2].

Economy

Economic variables are one of the critical aspects that provide insight into the effectiveness of policy implementation. In analyzing the impact of public policies, a careful understanding of the dynamics of economic variables, such as economic growth, income distribution, and economic stability, is essential to evaluate the extent to which policies can achieve their objectives and provide significant benefits to society.

This diversity of work backgrounds creates a wealth of thoughts and creativity in activities. For example, in the gotong royong to clean up the environment, housewives help clean the barreled water tanks, while civil servants and private employees provide input on the professionalism of KSH. This is in line with Mr. A's suggestion that the elderly weighing activity be accompanied by a health worker. The diversity of occupations of RW 05 residents can lead to dynamic collaboration, sharing knowledge and skills, and creating an environment that supports mutual growth. The enthusiasm of residents towards KSH activities is the main basis in forming strong synergies and strengthening social ties.

In conclusion, the occupational diversity of RW 05 residents in Balongsari Village not only enriches the social structure, but also becomes the main driver in increasing their enthusiasm and involvement in every KSH and RW 05 activity. In this context, occupational diversity is not just a characteristic, but a valuable resource that strengthens community unity and sustainability.

Social

In the policy implementation model based on Van Meter and Van Horn's theory, social variables play a central role. Indicators of social environment involvement, including aspects such as the family system, community institutions, and the level of community participation, are key to detailing and analyzing the impact of public policies at the implementation level in the community.

The social conditions that can be shown by the residents of RW 05, namely with their life backgrounds, indicate interesting dynamics in the context of their enthusiasm for the activities created by KSH. In RW 05, the condition of the population, the majority of whom are immigrants, is reflected in the diversity of life backgrounds, as evidenced by the number of boarding houses scattered in each RT. Recognition of migrant status is a key factor in embracing the diversity of the RW 05 community.

Low citizen participation led to tragic events, such as the death of a toddler from dengue fever. KSH warnings were poorly responded to by boarding house owners, and mosquito repellent distribution was hampered by bureaucracy. Involving migrants in the planning and implementation of activities will ensure that the program accommodates the interests of all levels of society, increases the sense of belonging, and supports the creation of a solid and competitive community.

Politics

Indicators of engagement with the political environment, such as public policy dynamics, Institutional structures, and political decision-making processes, are essential for detailing and assessing the impact of public policies at the implementation level in communities. An understanding of these political variables helps to identify the influence of the policy on the political system as a whole, as well as how it can shape policy dynamics at the local or community level of implementation.

Surabaya City Government took a political approach towards KSH in RW 05 by providing BPJS cards fully funded by the city government for all its members. This action reflects a real effort in improving the welfare of KSH members through the provision of essential health facilities. Political variables play a significant role in the context of public policy and its implementation in the community. The provision of BPJS cards is not only a form of government intervention, but also illustrates efforts to improve the welfare of KSH members through policies that can be implemented at the local level.

3.6. Implementors Attitudes

Van Meter and Van Horn argue that each component of the previously discussed model must be filtered through the perceptions of practitioners in the jurisdiction where the policy was developed. However, the policy that will be implemented by the implementers is a "top down" policy in which most decision makers do not know (even cannot touch) the needs, desires or problems faced by the community. want. solve. [7].

The implementation of the KSH RW 05 activity, Balongsari Village, Tandes Sub-district, Surabaya is functioning as expected, as seen from community participation and the absence of protests. The implementers and the community showed a positive attitude towards the activities. However, there was criticism from the community regarding the absence of assistance from the Puskesmas, which caused doubts about the health check results. KSH have attended health training from the Puskesmas. For the need of abate (anti-mosquito larvae medicine), the community submitted a request through the head of RW 05 to the Puskesmas. The provision of abate is done only if there is a request, because some residents refuse due to the odor caused.

Van Meter and Van Horn's policy implementation model emphasizes the significance of implementers' perceptions in determining their capacity and willingness to implement policies. Nevertheless, there are criticisms and suggestions from some communities, especially regarding Posyandu services. The health competence of the Kader Surabaya Hebat (KSH) in RW 05 in the Posyandu for the Elderly service is still limited, leading to residents' doubts about the validity of the examination results conducted by the KSH. who participate in Posyandu Lansia. Because input from residents can make KSH in RW 05 better.

4. Conclusion

Based on the discussion above regarding the Implementation of the Kader Surabaya Hebat (KSH) Program in RW 05, Balongsari Village, Tandes Subdistrict, Surabaya City, this research refers to the legal basis reference of Perwali No. 14 of 2022 concerning the Main Duties and Responsibilities of KSH [13]. As for the impact given from the Implementation of the Kader Surabaya Hebat (KSH) Program in RW 05, Balongsari Village, Tandes District, Surabaya City. this can be seen based on the 6 variables contained in the Van Meter and Van Horn theory as follows:

4.1. Basic Measures and Policy Objectives

The Kader Surabaya Hebat (KSH) program in RW 05, Balongsari Urban Village, Tandes Sub-district, provides significant benefits to the community. The efficiency and effectiveness of the program is reflected in the unification of health and social services that were previously separate. The implementation of five programs in accordance with Surabaya Mayor Regulation No. 14 of 2022 is considered optimal, including Kampung Belajar, Sehat, Asuh, Aman, and Kreatif. Positive impacts are seen in the improvement of environmental cleanliness, residents' health, and the reduction of potential mosquito larvae-related diseases, which contribute to improving the quality of life and community welfare.

4.2. Policy Source

Based on the analysis of Policy Source variables, the Kader Surabaya Hebat (KSH) program in Surabaya City obtained funding support of IDR 13.4 billion, with 21% allocated for KSH. The program is supported by comprehensive facilities and infrastructure. Although the funding allocation is limited, it is considered sufficient to support the implementation and commitment to achieve success through a planned and structured approach. The number of KSHs reaching just under 47 thousand people demonstrates the significance of the program.

4.3. Inter-organizational Communication and Implementing Activities

In the context of the Kader Surabaya Hebat (KSH) Program, there are various communication methods, such as the use of the "GPS Map Camera" and "SAYANG WARGA" applications for online attendance and report collection. Direct communication is carried out through activities such as the implementation of the KSH Posyandu Program, Puspaga, and other activities that involve direct interaction between KSH, RW 05 residents, and related parties. Meanwhile, indirect communication occurs through the applications "GPS Map Camera" and "SAYANG WARGA," which are used for online reporting and interaction between KSH and Surabaya City Government.

4.4. Characteristics of the Implementing Agency

Based on the results and discussion, it can be concluded that Kader Surabaya Hebat (KSH) in RW 05, Balongsari Village, acts as an implementer of government programs with 21 members aged 40-70 years. The KSH organizational structure is simple, consisting of coordinators and members, this is in accordance with Mayor Regulation No. 14 of 2022 concerning the Main Duties and Responsibilities of KSH [13]. in carrying out the five programs, such as Jumantik, Sinau Bareng, Puspaga, Posyandu

Balita, and Weighing the Elderly, the implementation is carried out in turn "Roling". of course the implementation is followed by attendance which is made reporting to the Center (Surabaya City Government) through the "GPS Map Camera" application.

4.5. Economic, Social, Political Conditions

A. The economic conditions that occur in Residents 05 in the implementation of the program implemented by KSH RW 05, namely having different employment backgrounds. But behind this difference, it can actually provide feedback to KSH members when implementing their program and can improve the optimization of program implementation.

B. The social conditions that occur in RW 05 residents in the implementation of the program implemented by KSH RW 05, namely having a background with their living conditions. in RW 05, most of them are dominated by boarding houses. The existence of these background conditions has an effect on the enthusiasm in participating in the program implemented by KSH RW 05. There are still residents of RW 05 who live in boarding houses who do not participate in the implementation of the KSH program in RW 05. Therefore, the enthusiasm of residents in RW 05 can be considered quite enthusiastic because it is not All residents in RW 05 enthusiastically participated in the program held by KSH in RW 05.

C. The political conditions that occur in KSH RW 05, namely the approach of the Surabaya City Government by providing BPJS Health Cards to all KSH members in RW 05 so as to improve the welfare of KSH cadres.

4.6. Implementation Inclination Attitude

The Van Meter and Van Horn policy implementation model shows that the success of the Great Surabaya Cadre (KSH) in RW 05 depends on the perception of the implementers. Positive participation and cooperative attitudes between the community and the implementing agent indicate the success of the implementation. However, there are still obstacles related to KSH competence in Posyandu Elderly services, because residents doubt the validity of the examination results. KSH RW 05 needs to pay attention to input from residents to improve the quality of their services.

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