

Strengthening Community Empowerment Through The RT Keren Program In Kepanjenkidul District, Blitar City

Szatjana Muthia Yemima Panese

NIPA School of Administration Jakarta, Indonesia

Hidayaturahmi

NIPA School of Administration Jakarta, Indonesia

Corresponding Author: paneseyemima@gmail.com

Abstract

The Rukun Tetangga Keren (RT Keren) Program is an innovative policy of the Blitar City Government that decentralizes authority for planning, budget implementation, and development oversight directly to the neighborhood community level. This study aims to analyze the process of community empowerment through the RT Keren Program in Kepanjenkidul District, Blitar City, by examining two main dimensions of Cook and Macaulay's ACTORS Theory: Authority and Responsibilities. The research uses a descriptive-analytical qualitative approach. Data were collected through direct field observations in 7 urban villages, examination of administrative documents and Budget Plans (RAB), and in-depth interviews with informants consisting of subdistrict and urban-village officials, physical and non-physical facilitator teams, administrators of the Urban Village Community Empowerment Institution (LPMK), the Family Welfare Empowerment Team (PKK), Neighborhood Association (RW) administrators, Neighborhood Association (RT) administrators, Community Group (Pokmas) administrators, and beneficiary residents. The findings show that, in the Authority dimension, the RT Keren Program has successfully transferred formal and substantive authority to residents through RT deliberation forums and Pokmas, enabling them to independently manage a budget of IDR 50,000,000 per RT per year. However, the exercise of this authority faces structural barriers in the form of disparities in administrative literacy and strict financial technical guidelines. In the Responsibilities dimension, the program has successfully revitalized the social capital of mutual cooperation and stimulated collective responsibility for maintaining physical infrastructure and sustaining non-physical economic units. The study recommends greater flexibility in technical guidelines for

1683



budget disbursement, periodic managerial training for Pokmas, and an extension of the post-training development cycle for non-physical programs to achieve resilient and empowered communities.

Keywords: Strengthening Community Empowerment; RT Keren Program; Authority and Responsibilities.

INTRODUCTION

Contemporary regional development has shifted from a centralized and technocratic (top-down) approach toward a people-centered development approach and participatory governance at the grassroots level. Communities are no longer positioned merely as beneficiaries but are transforming into key actors with the authority to identify problems, determine budget priorities, implement development activities, and maintain their outcomes. The Blitar City Government responded to this governance reform agenda by issuing Blitar Mayor Regulation No. 6 of 2022 concerning the Rukun Tetangga (RT) Keren Program. This program is an innovative instrument that allocates an annual Regional Revenue and Expenditure Budget (APBD) of IDR 50,000,000 per RT, operated directly by Community Groups (Pokmas) at the neighborhood level. The program covers 656 RTs across 21 urban villages throughout Blitar City, with a total budget allocation of IDR 32.8 billion.

The allocation is proportionally divided between physical neighborhood infrastructure development (70%) and non-physical programs for human resource capacity building and community economic self-reliance (30%). Kepanjenkidul District, as the center of government, commerce, and dense urban settlement in Blitar City, with a population of 46,147 and a density of 4,424 people/km², provides a highly dynamic empirical setting for implementing this program. Its seven urban villages—Kepanjenkidul, Kepanjenlor, Bendo, Kauman, Ngadirejo, Sentul, and Tanggung—display diverse patterns of community interaction and self-help implementation.

Although the program has generated various physical and economic achievements, such as drainage normalization, paving of neighborhood roads, improvement of security posts, and strengthening of processed-food businesses and local cultivation, fundamental managerial challenges remain. These include disparities in administrative literacy among Pokmas in preparing Budget Plans (RAB) and Accountability Reports (LPJ), risks of technical dependence on facilitator



personnel, and strict local financial regulations that may constrain the space for discretion and substantive citizen participation.

To examine this empowerment process in depth and with a focused scope, this study analyzes the empowerment phenomenon using the ACTORS Theory developed by Sarah Cook and Steve Macaulay (1997). The article specifically limits the analysis to two main dimensions that is Authority: The extent to which rights, power, and discretion are delegated to residents and Pokmas in determining activity priorities and managing public financial resources. Responsibilities: The extent to which role distribution, moral-administrative accountability, and commitments to sustainability are carried out by residents, local institutional administrators, and government officials in maintaining development outcomes and sustaining local self-reliance capacity.

THEORETICAL STUDY

Synthesis of Empirical and Policy Literature

Studies on community empowerment based on local communities and fiscal decentralization have been widely conducted. The previous studies are mapped as follows:

Table 1. Systematic Synthesis of Existing Literature on Community Empowerment

Researchers & Year	Research Title	Research Findings
Aguswan & Abdul Mirad (2021)	<i>Community Empowerment in Kuapan Village, Tambang District, Kampar Regency</i>	<i>Examined village community empowerment through participatory funding allocation in Kampar. Found that citizen participation in development-planning forums determines the success of physical development, but faces coordination-capacity constraints among officials and weak local institutions. Relevance: provides an important comparison for examining grassroots community institutional capacity.</i>
Mahmud, Djafar, & Herlan (2015)	<i>Urban Community Empowerment in East</i>	<i>Examined urban community empowerment through the PNPM program in Pontianak. Found increased critical awareness among</i>

	<i>Pontianak District, Pontianak City</i>	<i>residents, but it was constrained by dependency syndrome, or chronic dependence on facilitators. Relevance: provides a reference for examining assistance relationships in the responsibilities dimension at the RT level.</i>
Wisri et al. (2025)	<i>Independent Village Community Empowerment in Developing Local Potential toward a Sustainable Tegalwangi Village</i>	<i>Examined empowerment and self-reliance based on sustainable local village potential in Tegalwangi. Concluded that participation is often concentrated among a small number of local figures (elite capture) and that non-physical programs are vulnerable to stagnation after funding ends. Relevance: important for analyzing the sustainability of non-physical business units supported by the program.</i>
Pranata & Handayani (2022)	<i>Participatory Governance of Urban- Village Funds in East Java</i>	<i>Examined participatory governance of urban-village funds in East Java. The study found that delegating budget-management authority to community groups can streamline bureaucracy, but is constrained by rigid reporting formats. Relevance: provides an overview of authority dynamics in urban-village budgeting.</i>
Rahmawati & Susilo (2023)	<i>The Role of Community Facilitators in Strengthening Urban Women's MSMEs</i>	<i>Analyzed the role of community facilitators in strengthening urban women's MSMEs. The study demonstrated that intensive assistance accelerates business legalization, but women's participation is vulnerable to being</i>

		<i>reduced to formal attendance. Relevance: supports analysis of the role of PKK and women in the non-physical responsibilities dimension.</i>
Setiawan & Wulandari (2021)	<i>Effectiveness of Citizen Participation in Urban Thematic Development-Planning Forums</i>	<i>Citizen authority is often reduced during technical verification by higher-level bureaucracy. Relevance: Filtering of community proposals.</i>
Kurniawan & Lestari (2020)	<i>Social Capital and the Tradition of Mutual Cooperation in Maintaining Urban Settlement Facilities</i>	<i>Discussed social capital and the tradition of mutual cooperation in maintaining infrastructure in dense residential settlements. Showed that a sense of ownership emerges from residents' involvement in contributing labor and self-help materials. Relevance: relevant to the responsibilities dimension concerning maintenance of RT Keren infrastructure.</i>
Hidayat & Nurhasanah (2024)	<i>Accountability in the Management of Type IV Self-Managed Grant Funds by Community Groups</i>	<i>Analyzed accountability in the management of Type IV self-managed grant funds by community groups. Concluded that limited understanding of taxation and receipts becomes a source of legal anxiety for Pokmas administrators. Relevance: supports findings concerning procedural barriers in RT Keren budget accountability.</i>
Suryono & Utomo (2023)	<i>Urban Policy Innovation Based on Neighborhood Association Decentralization</i>	<i>The RT unit is an effective basis for reducing social exclusion when supported by transparent rules. Relevance: Effectiveness of the RT as a development locus.</i>

Saputra & Devi (2024)	<i>Facilitative Leadership of Urban- Village Officials in Local Community Empowerment</i>	<i>Inclusive urban-village heads increase information openness and residents' program commitment. Relevance: Interaction among urban-village heads, RT chairs, and Pokmas</i>
--------------------------------------	---	---

Source: Systematic Literature Review Synthesis (Aguswan & Abdul Mirad, 2021; Mahmud, Djafar, & Herlan, 2015; Wisri et al., 2025; Pranata & Handayani, 2022; Rahmawati & Susilo, 2023; Setiawan & Wulandari, 2021; Kurniawan & Lestari, 2020; Hidayat & Nurhasanah, 2024; Suryono & Utomo, 2023; Saputra & Devi, 2024)

Research Gap: Most previous studies have focused on village-scale programs (village funds) or national programs with standardized schemes. Few studies have comprehensively examined an innovation originating specifically at the city-government level and based on neighborhood associations (RT), analyzed through the two key lenses of ACTORS Theory: the distribution of authority and the fulfillment of responsibilities.

ACTORS THEORY

Dimensions of Authority and Responsibilities

ACTORS Theory was developed by Sarah Cook and Steve Macaulay (1997) as an integrated empowerment evaluation framework, emphasizing that empowerment does not emerge passively but through structural interactions that confer power and require commitment.

1. Authority: Refers to the degree of delegation of power, formal rights, and legitimate space provided by state institutions to community members. Within this framework, authority is not merely the right to voice opinions without influence, but the genuine discretion of communities to make decisions concerning resource allocation, determine neighborhood priority needs, independently manage self-managed budgets, and select physical and non-physical activities without coercitive bureaucratic intervention.

2. Responsibilities: Emphasizes that the transfer of authority requires accountability and moral-functional obligations. This dimension examines how communities and local implementers (Pokmas, RT/RW) bear the consequences of decisions through:

- (a) administrative accountability and transparency in reporting public budgets;
- (b) mobilization of social capital (mutual cooperation and voluntary contributions);



- (c) post-implementation commitment to safeguard, care for, and maintain the physical infrastructure that has been built; and
- (d) commitment of non-physical business actors to develop economic capacity sustainably.

METHOD

Research Method

This study uses a qualitative approach with a descriptive-analytical method. The qualitative approach was selected to enable the researcher to capture the meanings, perceptions, interaction patterns, and dynamics of program implementation in a natural setting without manipulating variables. The descriptive-analytical method is intended to provide a thick description of the exercise of authority and the realization of citizen responsibilities within the RT Keren Program. The researcher serves as the main instrument (human instrument), supported by interview guidelines, field notes, and visual documentation.

Data Sources and Data Selection Criteria: The research data consist of primary and secondary data

Primary Data

Primary data were obtained through semi-structured in-depth interviews and direct field observations. Informants were selected purposively based on the following criteria: possessing formal policy authority, being directly involved in program management and verification, or being a direct beneficiary. The informants included:

a. Government Elements: Head of the Government Administration Division of Blitar City, Head of Kepanjenkidul District, Head of the District Development and Community Empowerment Section, the Heads of the seven urban villages (Kepanjenkidul, Kepanjenlor, Bendo, Kauman, Ngadirejo, Sentul, and Tanggung), and the Field Assistance Teams (Physical and Non-Physical).

b. Community Institutional Elements: LPMK Chair, RW Chair, RT Chair, and core administrators of Pokmas managing self-managed activities.

c. Community and Beneficiary Elements: administrators of the PKK Family Welfare Empowerment Team, Youth Organization (Karang Taruna), community leaders, local MSME actors, and residents participating in the activities.



Secondary Data

Copies of Blitar Mayor Regulation No. 6 of 2022, SIPD documents, the Government Administration Division's Google Sheet recapitulation link, draft Budget Plans (RAB), minutes of community deliberation meetings, and Pokmas financial Accountability Reports (LPJ) for fiscal years 2022–2025.

DISCUSSION

Authority Dimension in the RT Keren Program

The authority dimension in Cook and Macaulay's framework reflects the extent to which regulations and program design delegate decision-making space to lower-level citizens. In the implementation of the RT Keren Program in Kepanjenkidul District, this dimension is manifested in three main aspects:

Community Deliberation

Based on empirical data, the delegation of budget-planning authority amounting to IDR 50 million per RT per year has clearly shifted from bureaucratic officials to RT-level community deliberation forums. Before the program existed, urban-village planning was often trapped in long lists of proposals from conventional development-planning forums that were never realized because of budget ceiling reductions at higher levels. Through RT Keren, grassroots residents receive a legal guarantee that their proposals will be implemented. The authority to determine what should be built rests with the RT deliberation forum. As stated by an RT Chair:

"The planning process for the RT Keren Program begins with community proposals through RT- and RW-level development deliberation forums. At this stage, residents communicate their needs and development priorities, both physical works and non-physical activities. Our role is to identify residents' needs, invite them to deliberate, propose activities, and mobilize community participation. During planning, residents take part in deliberations, express their aspirations, and provide input regarding the targets and locations of activities."

In community deliberation forums, women represented through family welfare groups and PKK also obtain authority to propose non-physical empowerment activities. The Chair of the Kepanjenlor Urban Village PKK Team stated:



“Women participate in community meetings/RT-level deliberation forums to determine regional development priorities, integrate family resilience programs, and participate in SAE Honey Lor stingless-bee cultivation training activities...”

This demonstrates that program formulation authority has been distributed to the grassroots level and is no longer dominated by urban-village bureaucratic apparatus.

Budget Governance and Pokmas Self-Management Authority

Institutionally, the Blitar City Government transfers technical budget-execution authority to Pokmas through a self-managed procurement mechanism. Each Pokmas has the authority to manage funds independently in accordance with a verified Budget Plan (RAB). The Head of Kepanjenkidul Urban Village explained:

“Pokmas manage their respective budgets independently according to the activity plans and RAB that have been prepared. From implementation until the activities are completed, Pokmas prepare implementation reports and accountability reports on the use of the budget...”

This management arrangement positions Pokmas administrators not merely as project supervisors, but as managerial decision-makers authorized to select local building-material suppliers, arrange work schedules, and recruit workers from nearby residents.

Structural Constraints and Limitations on Administrative Discretion

Although authority is formally delegated, field findings show that discretion is subject to strict limitations. Rigid technical guidelines for local financial management require every proposal to be fixed in the Regional Government Information System (SIPD) and reporting Google Sheet. The Head of Tanggung Urban Village explained:

“Proposals for RT Keren Program activities are entered through SIPD. Reporting on RT Keren implementation at the urban-village level is done by filling in the Google Sheet link created by the Government Administration Division.”

This system limits Pokmas’ flexibility when facing emergency situations in the field. For example, if a collapsed section of road requiring immediate treatment is discovered during drainage-channel construction, Pokmas do not have the authority to reallocate the budget without a document-revision process that takes considerable time. In addition, material restrictions—such as prohibitions on constructing gateways and ornamental gardens due to



asset-maintenance considerations—show that community authority remains within the preventive control framework of the city bureaucracy.

Responsibilities Dimension in the RT Keren Program

The responsibilities dimension in ACTORS Theory includes implementation commitment, accountability for managing public funds, and the obligation to maintain the sustainability of program outcomes. In the RT Keren Program in Kepanjenkidul District, these responsibilities are reflected in several fundamental aspects:

Administrative Accountability and Pokmas Financial Reporting: The allocation of IDR 50 million per RT directly creates a substantial administrative responsibility for Pokmas administrators. Pokmas administrators are responsible for preparing valid expenditure receipts, physical documentation (0%, 50%, and 100%), and Accountability Reports (LPJ) in accordance with public-sector accounting principles. The Head of the Development and Community Empowerment Section (Pemasbang) of Kepanjenkidul explained this verification responsibility:

This reporting responsibility often causes anxiety among Pokmas whose administrators are predominantly older residents or people with limited digital literacy. This is where the importance of functional responsibility-sharing becomes evident: Pokmas are responsible for physical implementation in the field and the accuracy of transaction receipts, while facilitator teams are responsible for guiding the systematic preparation of LPJ reports.

Social Responsibility and the Revitalization of Mutual Cooperation

One of the strongest indicators of the responsibilities dimension is the emergence of a sense of ownership that leads to social and material contributions from residents. The IDR 30 million physical allocation is often insufficient to meet the target construction volume for neighborhood infrastructure. Under these conditions, residents demonstrate their moral responsibility through mutual cooperation and voluntary self-help. Field observations in Sentul Urban Village showed residents voluntarily contributing daily meals, nighttime labor, and self-funded cement to complete the construction of a 115-meter paved road in RT 01 RW 06. A similar situation occurred in Bendo Urban Village, where maintenance of the Birawa Security Post in RT 01 RW 03 was managed through a regular rotating neighborhood patrol and ultimately received second place in the East Java-level neighborhood security competition. As noted by the RW Chair in Bendo Urban Village:



“The main supporting factors are the involvement and support of community leaders and youth, as well as active community participation through coordination meetings with RT administrators to select priorities.”

This collective responsibility demonstrates that residents do not view RT Keren infrastructure as a “government project,” but as their own neighborhood assets that must be maintained.

Responsibility for the Sustainability of Non-Physical Programs

In the non-physical dimension, responsibility is tested through participants’ commitment to utilize skills funded by the APBD. The non-physical allocation of IDR 20 million per RT is directed toward community economic empowerment and skills development. Empirical evidence from the field shows several forms of self-reliance responsibility:

a. In Tanggung Urban Village, food-processing training generated the micro culinary business unit “Ngemil Yukk!!,” which operates independently and records orders of hundreds of portions per week.

b. In Kepanjenkidul Urban Village, Pokmas Melati Berkah maintains and develops grape cultivation in pots (tabulampot) on limited residential land into a commercially valuable seedling center.

c. In Bendo Urban Village, rengginang-making training enabled residents to establish a home-based food production business that independently increases household income.

Nevertheless, downstream responsibility challenges have emerged. As highlighted by the RW Chair of Bendo Urban Village:

“Non-physical programs should not stop after the training activities are completed. Future improvements should connect training participants with access to MSME financing and marketing.”

Without continued supply-chain facilitation from the relevant agencies, residents’ responsibility for sustaining micro-businesses remains vulnerable to inactivity or failure because of limited access to additional capital.



Synthesis of the Relationship between Authority and Responsibilities

Based on the synthesis of empirical data, the relationship between authority and responsibilities in the implementation of the RT Keren Program in Kepanjenkidul District forms an interlocking balance:

Table 2 : Synthesis of the Relationship between Authority and Responsibilities

ACTORS Dimension	Field Indicators in Kepanjenkidul District	Governance and Empowerment Implications
Authority	The right to determine programs in RT deliberation forums; self-management of IDR 50 million/RT through Pokmas; involvement of PKK women in proposing non-physical activities.	Community empowerment is directed toward strengthening the position of residents, from merely being participants in activities to becoming actors who have the space, authority, and capacity to participate in decision-making and management of the RT Keren Program at the RT level.
Authority Constraints	Restrictions on expenditure nomenclature in SIPD; prohibition of gateways/ornamental gardens; dependence on urban-village verification for legal validation.	Prevents misuse of funds, but limits decision-making authority.
Responsibilities	Obligation to prepare LPJ and maintain transparent bookkeeping; residents' voluntary mutual-cooperation contributions; commitment to	Builds a strong sense of communal ownership.

	independently maintain security posts and drainage.	
Responsibilities Challenges	Gaps in accounting literacy among Pokmas; absence of continued marketing networks for supported MSMEs.	May trigger fatigue among Pokmas administrators and stagnation of economic activities after training.

Source: Synthesized from Literature Review Analysis, 2026

The synthesis table clearly shows that the success of the RT Keren Program is not merely a physical achievement measured by 100% budget absorption, but also the successful construction of a micro-democratic order. The authority granted by the Blitar City Government is responded to by residents through the fulfillment of social responsibilities that exceed the expectations of an administrative project.

CONCLUSION

Based on the analysis of the research findings and discussion using ACTORS Theory in the dimensions of authority and responsibilities, several main conclusions can be drawn:

Implementation of Authority

The RT Keren Program in Kepanjenkidul District, Blitar City, has demonstrably transferred authority for planning and managing public funds amounting to IDR 50 million per RT per year to the community through citizen deliberations and Pokmas institutions. This pattern has challenged the centralization of urban development and elevated community participation to the level of citizen power. Nevertheless, this authority remains constrained by the rigidity of the local financial administration system (SIPD) and standardized technical guidelines that do not yet provide flexible discretion for urgent local innovation.

Implementation of Responsibilities

The transfer of authority is balanced by the growth of moral, social, and administrative responsibilities at the community level. Residents actively mobilize voluntary mutual cooperation and maintain the sustainability of built physical assets. On the other hand, the administrative responsibility of preparing Accountability Reports (LPJ) remains a significant burden for Pokmas



because of limited accounting literacy, while responsibility for sustaining non-physical activities requires more integrated support for market supply chains.

RECOMMENDATIONS

Based on the empirical findings, the following strategic recommendations are formulated to enhance the RT Keren Program:

1. Flexibility and Harmonization of Technical Regulations: The Blitar City Government should revise technical guidelines to provide Pokmas with a 5–10% budget flexibility margin for urgent field adjustments, bypassing complex SIPD bureaucratic revisions.
2. Managerial Support and Simple Digitalization: Relevant agencies should provide structured bookkeeping training and develop a user-friendly reporting application to reduce the administrative burden and mitigate dependence on facilitators.
3. Strengthening the Post-Training Ecosystem: Local government agencies (e.g., Cooperatives and MSME Agency) must integrate RT Keren-supported business groups into sustained assistance programs, facilitating business licenses, microcredit access, and digital marketing.
4. Institutionalization of Environmental Maintenance Committees: Urban villages should formalize neighborhood infrastructure maintenance units to ensure built assets receive planned, sustainable self-help maintenance allocations.

REFERENCES

- Aguswan, & Abdul Mirad. (2021). Pemberdayaan Masyarakat Desa Kuapan Kecamatan Tambang Kabupaten Kampar. *Jurnal Administrasi Politik Dan Sosial*, 2(2), 90–98.
<https://doi.org/10.46730/japs.v2i2.67>
- Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571.
- Arnstein, S. R. (1969). A Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35(4), 216–224.
- Badan Pusat Statistik Kota Blitar. (2024). Kecamatan Kepanjenkidul dalam Angka 2024. Blitar: BPS Kota Blitar.
- Badan Pusat Statistik Kota Blitar. (2025). Kota Blitar dalam Angka 2025 (Blitar Municipality in Figures 2025). Blitar: BPS Kota Blitar.



- Cook, S., & Macaulay, S. (1997). *Perfect Empowerment: All You Need to Get It Right First Time*. London: Kogan Page.
- Denhardt, J. V., & Denhardt, R. B. (2015). *The New Public Service: Serving, Not Steering* (4th ed.). New York: Routledge.
- Dwiyanto, A. (2021). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Yogyakarta: Gadjah Mada University Press.
- Hidayat, R., & Nurhasanah, E. (2024). Akuntabilitas Pengelolaan Dana Hibah Swakelola Tipe IV oleh Kelompok Masyarakat. *Jurnal Tata Kelola & Kebijakan Publik*, 6(1), 45–58.
- Hikmat, H. (2013). *Strategi Pemberdayaan Masyarakat* (Ed. Revisi). Bandung: Humaniora Utama Press.
- Keban, Y. T. (2018). *Enam Dimensi Strategis Administrasi Publik: Konsep, Teori, dan Isu* (Ed. 3). Yogyakarta: Gava Media.
- Kementerian Dalam Negeri Republik Indonesia. (2018). *Peraturan Menteri Dalam Negeri Nomor 130 Tahun 2018 tentang Kegiatan Pembangunan Sarana dan Prasarana Kelurahan dan Pemberdayaan Masyarakat di Kelurahan*. Jakarta: Kemendagri.
- Kurniawan, T., & Lestari, P. (2020). Modal Sosial dan Tradisi Gotong Royong dalam Pemeliharaan Sarana Pemukiman Perkotaan. *Jurnal Sosiologi Perkotaan*, 8(2), 112–125.
- Mahmud, S., & Djafar, L. (2015). Pemberdayaan Masyarakat Perkotaan di Kecamatan Pontianak Timur Kota Pontianak. *Jurnal Tesis PMIS-UNTAN-PSIIS*, 4(1), 1–15.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2015). *Qualitative Data Analysis: A Methods Sourcebook*. Thousand Oaks: SAGE Publications.
- Moleong, L. J. (2017). *Metodologi Penelitian Kualitatif*. Bandung: Remaja Rosdakarya.
- Pasolong, H. (2019). *Teori Administrasi Publik*. Bandung: Alfabeta.
- Pemerintah Kota Blitar. (2022). *Peraturan Wali Kota Blitar Nomor 6 Tahun 2022 tentang Program Rukun Tetangga (RT) Keren*. Blitar: Bagian Hukum Setda Kota Blitar.
- Pranata, I. W., & Handayani, S. (2022). Tata Kelola Partisipatif Dana Kelurahan di Jawa Timur. *Jurnal Kebijakan dan Manajemen Publik*, 10(3), 201–214.
- Rahmawati, A., & Susilo, B. (2023). Peran Pendamping Komunitas dalam Penguatan UMKM Perempuan Perkotaan. *Jurnal Pemberdayaan Masyarakat*, 7(1), 78–92.
- Saputra, H., & Devi, M. (2024). Kepemimpinan Fasilitatif Aparatur Kelurahan dalam Keberdayaan Masyarakat Lokal. *Jurnal Transformasi Administrasi*, 14(1), 33–46.



- Setiawan, D., & Wulandari, R. (2021). Efektivitas Partisipasi Warga dalam Forum Musrenbang Tematik Perkotaan. *Jurnal Ilmu Administrasi Negara*, 18(2), 140–155.
- Siagian, S. P. (2020). *Administrasi Pembangunan: Konsep, Dimensi, dan Strateginya*. Jakarta: Bumi Aksara.
- Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Suryono, A., & Utomo, B. (2023). Inovasi Kebijakan Perkotaan Berbasis Desentralisasi Rukun Tetangga. *Jurnal Analisis Kebijakan Daerah*, 5(2), 89–104.
- Wisri, W., Novianti, C., Abdurrohman, A., Firmansyah, P., Lismawati, L., Indri, I., Noviyanti, M., Sofyan, M., Ningsih, N. K., Melina, G., Prayoga, A., Sholeh, M. A., & Syifa, A. (2025). Pemberdayaan Masyarakat Desa yang Mandiri dalam Mengembangkan Potensi Lokal Menuju Desa Tegalwangi yang Berkelanjutan. *Jurnal Pengabdian Masyarakat Bangsa*, 3(8), 3839–3847. <https://doi.org/10.59837/jpmmba.v3i8.3144>
- Zimmerman, M. A. (2000). Empowerment Theory: Psychological, Organizational and Community Levels of Analysis. In J. Rappaport & E. Seidman (Eds.), *Handbook of Community Psychology* (pp. 43–63). New York: Springer.

