



ANALYSIS OF THE EFFECTIVENESS OF LEADING SECTOR IMPLEMENTATION IN MAJELIS DAERAH KEDIRI UTARA I

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Article info	ABSTRACT
<p>Corresponding Author:</p> <p>Akde Triyoga akdetriyoga021273@gmail.com STIKES RS Baptis Kediri</p>	<p>This study aims to evaluate the effectiveness of the Leading Sector program using the CIPP evaluation model (Context, Input, Process, Product). The Leading Sector is a program strategy in which selected congregations with certain potential act as the main implementers, while the District Council (Majelis Daerah) serves as the coordinator. This research employed a quantitative approach with explanatory research design. Data was collected through questionnaires from 93 respondents consisting of PHMJ, BPMJ, and organizing committees from four congregations that had implemented the Leading Sector. Multiple linear regression analysis was applied to examine the influence of context, input, and process variables on product. The findings revealed that context, input, and process significantly influenced the product, contributing 51.4% ($R^2 = 0.514$). Among these, process was found to be the most dominant factor affecting program success. In general, respondents assessed the aspects of context, input, process, and product as being in the “fair” category. However, improvements are still needed in terms of clarifying program objectives, ensuring equitable funding, strengthening coordination, and encouraging innovation in implementation. In conclusion, the Leading Sector program is considered sufficiently effective and feasible to continue, with necessary improvements particularly in the areas of socialization, funding, and coordination between the District Council and implementing congregations.</p> <p>Keywords: <i>Leading Sector, program evaluation, CIPP, GKJW, Majelis Daerah Kediri Utara I</i></p>
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INTRODUCTION

Contemporary religious organizations are now required to focus not only on spiritual aspects but also on professional, accountable, and strategic organizational governance. As a programmatic church organization, the Greja Kristen Jawi Wetan (GKJW) consistently implements all aspects of its ministry through a structured system of programs and activities. Each designed program does not emerge in a vacuum but must go through scientific and theological stages, starting with a needs assessment, social context analysis, thorough planning, formal approval at the council level, field implementation, and finally, a

comprehensive evaluation process. This structured program management aligns with modern management principles, which emphasize that the success of an organization's vision depends heavily on the continuous execution of planning, organizing, implementing, and monitoring (Stoner, Freeman, & Gilbert, 2020).

However, the dynamic and complex nature of the current situation, coupled with the high contextual demands of service, often results in an increase in the number of work programs that must be executed within a single year. On the other hand, this phenomenon of increasing service program quantities has led to a logical consequence in the form of an increase in organizational budget requirements. If all program plans from various commissions and service sections are added together, the total funding requirement becomes enormous. Limited financial resources are a classic, yet crucial challenge faced by non-profit and religious organizations worldwide (Hansmann, 2018). This challenge is particularly experienced by the District Council (Majelis Daerah) Kediri Utara I, where the organization's service financing structure still exhibits a very high level of dependence on a single source of income.

To date, the District Council (Majelis Daerah) Kediri Utara I primary funding source is almost entirely the Congregation Fellowship Fund (DPMD). This fund is a mandatory contribution paid periodically by congregations within the administrative coordination area of the District Council (Majelis Daerah) Kediri Utara I. This absolute dependence on the DPMD system places the Regional Assembly's treasury in a vulnerable position to fluctuations in the congregation's internal economic conditions. If the financial burden continues to increase without reforming the financing system, there is concern that fiscal capacity at the local congregation level will be weakened, which in the long term could disrupt the stability of grassroots ministry. Therefore, to maintain the sustainability of ministry holistically without harming or burdening the operational cash flow of the Regional Assembly, a paradigm shift is needed that focuses on strategic work program structuring and budget rationalization in an efficient and accountable manner.

Responding to this urgency, the District Council (Majelis Daerah) Kediri Utara I have adopted a strategic policy by establishing the search for and implementation of a more efficient alternative financing model. This strategic choice fell on the implementation of the leading sector model. Conceptually, the leading sector model is adopted from regional economic growth theory, which states that stimulation of certain leading sectors will encourage the growth of other surrounding sectors through a multiplier effect (Hirschman, 2019). In the context of GKJW ministry governance, this model translates into program decentralization, where operational program implementation, previously centered on the Regional Assembly, is transferred directly to local congregations deemed to possess the potential, competence, logistical facilities, and human resource readiness to serve as primary implementers.

Through the implementation of this leading sector system, program financing patterns undergo significant restructuring. The financial burden no longer rests solely on the Regional Assembly's coffers but is instead distributed and shared proportionally among three main pillars: the host congregation as the primary implementer, self-funded contributions from participants from other congregations, and a matching grant allocated from the Regional Assembly's coffers. This cost-sharing mechanism allows for optimal budget efficiency without compromising the quality of the service program output. Based on empirical

organizational data, of the 12 congregations under the coordination of the District Council (Majelis Daerah) Kediri Utara I, four are currently actively and independently implementing service work programs using this leading sector scheme.

While this model theoretically offers a solution to budgetary problems, the effectiveness of its empirical implementation in the field still requires valid and objective scientific testing. Program evaluation in religious organizations is crucial to avoid wasting resources and ensure the achievement of the organization's substantive goals (Wholey, Hatry, & Newcomer, 2018). Therefore, to assess the success, efficiency, and sustainability of this leading sector model, an in-depth evaluative study was conducted using the CIPP evaluation approach. The CIPP evaluation model, initiated and developed by Daniel Stufflebeam, was chosen as the primary analytical framework due to its comprehensive, systematic, and decision-oriented nature (Stufflebeam & Zhang, 2017).

The primary advantage of the CIPP model lies in its ability to provide a comprehensive assessment through four interdependent evaluative dimensions. First, the Context dimension is used to analyze the extent to which the policy foundation, rationale, and appropriateness of the leading sector program address the real needs and cultural dynamics of the local congregation. Second, the Input dimension focuses on assessing the availability, adequacy, and readiness of supporting resources, such as the quality of human resources (committee and facilitators), the congregation's physical infrastructure, and the management of allocated budget planning. Third, the Process dimension examines the effectiveness, obstacles, and dynamics of implementation in the field, including how coordination between implementing congregations, partner congregations, and the Regional Assembly is established. Fourth, the Product dimension measures the results, achievements, program success rates, and the resulting long-term impact on the theological independence, power, and funds of the congregation. Through this scientific approach, it is hoped that a complete evaluative portrait will be produced regarding the empirical contribution of the Context, Input, and Process variables in influencing the success of the Product dimension in the implementation of the leading sector model in the District Council (Majelis Daerah) Kediri Utara I region.

Program evaluation is a crucial pillar in the organizational management cycle, serving to provide an objective assessment of the success or failure of a planned intervention. Epistemologically, program evaluation is a structured and systematic process carried out to scientifically collect, analyze, and interpret data and information to assess the extent to which a program has achieved predetermined tactical and strategic objectives. In line with the view of Arikunto and Jabar (2018), evaluation activities are essentially a series of empirical and methodological data collection activities, which are then critically analyzed, resulting in valuable information or recommendations for decision-makers. Therefore, evaluation should not be viewed merely as a formality at the end of a program, but rather as a constructive diagnostic mechanism for continuous quality improvement of organizational performance.

The primary urgency of conducting program evaluation is to ensure the principles of accountability and efficiency are met at every operational level, particularly in ensuring that the program is running according to plan, achieving targeted performance indicators, and delivering concrete impacts for beneficiaries. Through a comprehensive evaluation design, organizational service management can detect and confirm several crucial parameters. These parameters include: (1) the level of relevance between the program's substantive objectives and the actual needs of its targets; (2) the adequacy and effectiveness of the allocation of

available resources; (3) compliance of field implementation operations with codified standard operating procedures (SOPs); and (4) the accountability ratio of program achievement compared to the amount of costs, time, and effort invested (Wirawan, 2016).

In the discourse of evaluation methodology, there are two main functions inherent in program evaluation instruments: formative and summative. The formative function refers to evaluation activities carried out periodically throughout the program (ongoing evaluation), with the aim of providing real-time feedback to modify operational strategies and address tactical weaknesses before the program concludes. Meanwhile, the summative function is an evaluation conducted comprehensively after the entire program cycle has been completed, with an orientation toward assessing the program's cumulative success, cost-effectiveness, and macro-impact to determine future replication or sustainability policies (Tayibnapi, 2014). For this evaluation process to produce credible and reliable conclusions, its implementation must be based on four basic principles of research governance: **Objectivity**: Assessments and conclusions must be based strictly on valid, reliable, and verified empirical data findings in the field, not on subjective assumptions or the evaluator's personal opinions. **Systematicity**: The evaluation process must follow well-planned, coherent, logical, and scientifically accountable research methodological steps. **Relevance**: Each indicator and measurement instrument designed must have functional alignment with the basic objectives of the program being evaluated. **Transparency**: The results and evaluation process must be transparent and accessible to all stakeholders for the sake of public accountability and a basis for quality improvement.

Furthermore, Sudjana (2016) emphasized that evaluation plays a strategic role, acting as a bridge between the empirical reality of implementation and managerial policies. The output of this program evaluation activity will guide the organization in three strategic decision directions: (1) continuing the program without modification if it is deemed to be running optimally and effectively; (2) modifying or restructuring the strategy if operational weaknesses or shifting needs are identified; or (3) terminating the program entirely if it is proven to be no longer relevant, inefficient, or triggering budget inefficiencies. Therefore, program evaluation is not an optional activity, but rather an integral instrument of modern management that ensures accountability, transparency, and organizational sustainability.

Among the various evaluation methodology approaches developed in management science, the CIPP evaluation model initiated by Daniel L. Stufflebeam is one of the most widely adopted frameworks. Its superiority lies in its holistic and decision-oriented evaluation approach. Developed in the late 1960s, this model views programs as dynamic, open systems. Therefore, evaluation should not focus solely on the outcome (output) but rather encompass the entire system cycle, from upstream to downstream. The acronym CIPP represents four essential analytical dimensions: Context, Input, Process, and Product, each of which plays a specific role in providing comprehensive information for organizational management (Stufflebeam & Zhang, 2017).

Context Evaluation: This dimension focuses on analyzing the macro- and micro-environmental situations that serve as the conceptual background for a program's inception. Context evaluation aims to identify immediate needs, systemic problems, and contextual opportunities available in the field to ensure that program objectives are highly relevant to the reality of their intended audience. Operationally, research in this dimension seeks to answer several fundamental questions, such as what types of crucial problems the program

aims to address, whether the program's objectives align with the dynamic needs of the congregation, and whether the program's target audience is based on an objective priority scale (Widoyoko, 2017). Through context evaluation, organizations can formulate evidence-based policy directions.

Input Evaluation: The input dimension focuses on assessing the feasibility of strategies and action plans, as well as the availability, adequacy, and readiness of resources invested to realize program objectives. Analytical aspects in this stage include the quality and quantity of human resources (HR) as executors, the adequacy of the allocated financial budget, the availability of supporting infrastructure, and the appropriateness of the chosen operational scheme (Mulyasan, 2015). Input evaluation is crucial for management to assess the feasibility of a program before its massive implementation, allowing the organization to minimize the potential risk of technical failure (risk mitigation) in the field.

Process Evaluation: The process dimension focuses on monitoring and critically assessing the actual implementation of the program in the field. This evaluation aims to detect the extent to which operational activities adhere to the agreed timeline, test the alignment of field actions with existing technical guidelines, and identify obstacles, unforeseen constraints, and deviations that occur during implementation. Through rigorous process evaluation, organizational management can take immediate corrective action (mid-course correction) to resolve technical obstacles before they negatively impact the quality of the program's results (Arikunto & Jabar, 2018).

Product Evaluation: The product dimension aims to measure, assess, and interpret the results achieved from program implementation, both in terms of immediate outputs and long-term impacts. This dimension compares actual achievements in the field with the key performance indicator targets set in the planning document. Success parameters are assessed based on the level of beneficiary satisfaction, significant changes in behavior or organizational conditions, and the effectiveness of the program's impact on strengthening institutional capacity (Stufflebeam & Zhang, 2017). The results of this product evaluation will serve as an empirical basis for policymakers to make crucial decisions: whether the leading sector program is worth maintaining, modifying its cost-sharing system, or terminating it altogether.

Theoretically, the CIPP model has four key comparative advantages over other evaluation models: **Comprehensive:** Capable of capturing a complete program from upstream (planning) to downstream (impact). **Improvement-Oriented:** Not merely assessing program success but also providing a roadmap for solution-oriented improvements. **High Flexibility:** Flexible for application to various organizational clusters, from the public sector and for-profit organizations to religious organizations. **Strong Data-Driven:** Prioritizes valid, multi-method data collection to generate accurate decisions (Wirawan, 2016). With these characteristics, the CIPP approach is highly relevant for analyzing the effectiveness of the leading sector decentralization model, which is highly complex in the service governance of the District Council (Majelis Daerah) Kediri Utara I.

METHOD

This research was designed as evaluative research, adopting the CIPP (Context, Input, Process, Product) Model framework developed by Daniel L. Stufflebeam. This approach was chosen because of its methodological advantages in capturing and assessing programs

holistically, from upstream to downstream organizational dimensions (Stufflebeam & Zhang, 2017). Through the CIPP framework, the effectiveness of the leading sector model is analyzed not only on the outcome (product), but also by simultaneously examining the suitability of policies to needs (context), the readiness and adequacy of resource allocation (input), and the dynamics of implementation governance in the field (process).

The approach applied in this research is a quantitative approach with explanatory research methods. According to Sugiyono (2019), explanatory research is a type of research that aims to test hypotheses and explain the causal relationships between independent and dependent variables. In the context of this research, the Context (X1), Input (X2), and Process (X3) variables are positioned as predictor (independent) variables suspected of having a significant influence on the Product (Y) variable, the criterion (dependent) variable. To empirically prove this causal relationship, the statistical analysis used was multiple linear regression analysis.

This research was conducted at a regional-scale analysis unit, namely four East Javanese Christian Church (GKJW) congregations under the administrative coordination of the District Council (Majelis Daerah) Kediri Utara I. These four local congregations were selected purposively because they represent a congregation cluster that has implemented a leading sector-based program independence system. The series of field data collection, distribution of digital-based questionnaires, and compilation of raw data were carried out within a structured timeframe, from August 15 to August 22, 2025.

The target population in this study was all church institutional functionaries directly involved, possessing managerial authority, and fully responsible for the execution of the leading sector program in the District Council (Majelis Daerah) Kediri Utara I. This population included daily servants, congregation leaders, and operational committee members, totaling 93 members. These members were spread across four implementing congregations, as follows: Daily Servants of the Congregation Assembly (PHMJ), the Congregation Assembly Advisory Board (BPMJ), and the structural members of the Leading Sector Activity Implementation Committee.

Given geographical limitations and to maintain homogeneity of data representation from each congregation's analysis unit, the sampling technique used in this research was probability sampling with a proportional quota sampling approach. Referring to the concept of quota sampling by Sugiyono (2019), the researcher determined a balanced quota of respondents at each research location. In this case, the number of respondents in each congregation was set at a fixed 30 respondents. Thus, the total accumulative sample collected from the 4 implementing congregations was 120 respondents. The inclusion criteria for sample respondents in each congregation were required to meet the element of representation of church functionaries consisting of PHMJ, BPMJ, and the Implementing Committee components who were actively involved (hands-on) in the implementation of the leading sector operational program.

RESULT AND DISCUSSION

Finding

This study successfully collected data from 93 respondents, who are key stakeholders in the implementation of the leading sector program in the service area of the District Council (Majelis Daerah) Kediri Utara I. Respondent demographic data was classified based on two

main parameters: local congregation origin and the church structural office held. Clustering data based on congregation origin was intended to provide a representative empirical portrait of the four congregations that were appointed and implemented operational programs under a decentralized leading sector scheme. The frequency distribution of congregation origins is presented in table 1.

Table 1. Frequency Distribution Based on Congregation Origin.

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Bulusari	27	29,0	29,0	29,0
Semampir	25	26,9	26,9	55,9
Kediri	24	25,8	25,8	81,7
Gedangan	17	18,3	18,3	100,0
Total	93	100,0	100,0	

Based on the data in Table 1, the distribution of respondents shows a fairly balanced proportion among the implementing congregations, with the largest contribution coming from the Bulusari GKJW Congregation at 29.0%, followed by the Semampir Congregation (26.9%), the Kediri Congregation (25.8%), and the Gedangan Congregation (18.3%).

The structural position profile was mapped to confirm that the questionnaire was completed by functionaries with managerial capacity and a substantive understanding of church program management. Data on the distribution of respondents' positions is summarized in table 2.

Table 2. Frequency Distribution by Position in the Congregation

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
PHMJ	27	29,0	29,0	29,0
BPMJ	31	33,3	33,3	62,4
Executive Committee	35	37,6	37,6	100,0
Total	93	100,0	100,0	

The data in Table 2 shows that all functionary groups were optimally represented, with the Executive Committee comprising the largest portion (37.6%), followed by the Congregation Council Advisory Board (BPMJ) (33.3%), and the Congregation Council Daily Servants (PHMJ) (29.0%). This ensures the validity of the information, as all respondents are operational actors in the program.

Descriptive Analysis of Research Variables

Respondents' assessments of the four main dimensions of the CIPP evaluation approach (Context, Input, Process, Product) were categorized into three assessment clusters: Poor, Adequate, and Good.

Context Variable (Context - X1)

The context evaluation aimed to assess the level of understanding, policy relevance, and alignment of the program with the congregation's real needs. The tabulated results of the questionnaire assessment are presented in Table 3.

Table 3. Frequency Distribution of the Context Variable (X1)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	7	7,5	7,5	7,5
Sufficient	58	62,4	62,4	69,9

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Good	28	30,1	30,1	100,0
Total	93	100,0	100,0	

The analysis results in Table 3 reveal that the majority of respondents (62.4%) rated the Context dimension as "sufficient," while 30.1% rated it as "good," and only 7.5% as "poor." This indicates that the congregation has recognized the philosophical basis, urgency, and relevance of the leading sector program, but the foundation of this conceptual understanding is not yet fully established and rooted at the grassroots level.

Input Variables (Input - X2)

The input evaluation focused on the availability of logistical support, the qualitative readiness of human resources, budget efficiency, and the feasibility of the decentralization strategy work plan. The descriptive data are presented in Table 4.

Table 4. Frequency Distribution of Input Variables (X2)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	4	4,3	4,3	4,3
Sufficient	62	66,7	66,7	71,0
Good	27	29,0	29,0	100,0
Total	93	100,0	100,0	

Table 4 shows a similar trend, with the largest portion of respondents (66.7%) placing the Input variable in the "sufficient" category, followed by "good" (29.0%), and "poor" (4.3%). This finding provides a managerial signal that resource instruments (especially financial and facility aspects) are available, but their utilization is perceived as not being optimal or still experiencing capacity imbalances between congregational locations.

Process Variables (Process - X3)

The process evaluation examines the level of compliance of implementation in the field with work timelines, structural coordination patterns, and the committee's ability to mitigate technical obstacles. The data tabulation is shown in table 5.

Table 5. Frequency Distribution of Process Variables (X3)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Poor	5	5,4	5,4	5,4
Sufficient	63	67,7	67,7	73,1
Good	25	26,9	26,9	100,0
Total	93	100,0	100,0	

Based on data from Table 5, 67.7% of respondents rated the Process dimension as "sufficient," 26.9% as "good," and approximately 5.4% as "poor." Empirical indications from these findings suggest that the governance cycle, from cross-line coordination to monitoring, has been ongoing, but its intensity is considered inconsistent or still plagued by various sporadic operational obstacles.

Product Variable (Product/Outcome - Y)

Product evaluation measures the success of program outputs, the expansion of theological insight and congregational skills, and the strengthening of ecumenical ties between congregations. The distribution is summarized in table 6.

Table 6. Frequency Distribution of Product Variable (Y)

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Kurang	4	4,3	4,3	4,3
Cukup	61	65,6	65,6	69,9
Baik	28	30,1	30,1	100,0
Total	93	100,0	100,0	

The data tabulation in Table 6 shows that the majority of respondents (65.6%) rated the Product Program as "adequate," 30.1% gave it a "good" rating, and a small minority (4.3%) stated it was "poor." This distribution structure demonstrates that the leading sector decentralization program has produced concrete outputs whose benefits are recognized, although the quality of its long-term impact has not yet reached the peak performance expected by the organization.

Analysis of Multiple Linear Regression Results

To test the significance of the causal relationship and the contribution of the predictor variables simultaneously to the criterion variable, a multiple linear regression test was applied using statistical software.

Model Summary (Coefficient of Determination Test)

The strength of the predictive relationship of the regression model was assessed using the correlation coefficient (R) and the coefficient of determination (R^2 or R Square). Based on the calculated data, the regression model with the predictors Context (X1), Input (X2), and Process (X3) had a fairly strong relationship with an R value of 0.717. Furthermore, the estimated coefficient of determination ranged from 49.8% to 51.4% ($R^2 = 0.514$). This statistic indicates that 51.4% of the variation in the Product (Y) variable's success in the leading sector program can be explained by the combined changes in context, input, and process variables. The remaining 48.6% of the variation is controlled by other residual factors outside the mathematical research model.

Simultaneous Significance Test (F-Test)

Through the ANOVA table, it was concluded that the developed regression model met the goodness of fit requirements. The significance value was well below the 5% alpha threshold (Sig. <0.05). This empirical finding automatically rejects the Null Hypothesis (H_0) and scientifically proves that the Context, Input, and Process dimensions simultaneously or collectively have a significant influence on the success of the Product dimension (the achievement of the leading sector model) in the service area of the District Council (Majelis Daerah) Kediri Utara I.

Discussion

The Influence of the Context Dimension on Product

Based on regression parameter estimates, the Context variable was shown to have a positive and significant influence on Product success, with a path coefficient of $B = 0.216$ and a significance value of Sig = 0.043 (Sig < 0.05). This statistical finding confirms that the sharpness of the needs analysis, the clarity of the formulation of the service vision, and the alignment of the program with church regulations are important determinants influencing the quality of the program product. The high relevance of program objectives to the real

conditions of the congregation will linearly leverage the achievement of its benefits (Widoyoko, 2017).

Although statistically, the direction of the influence is significant, qualitative data in the field record ripples of conceptual confusion at the congregation level regarding the macro essence of the leading sector scheme. The immature flow of policy communication has fueled confusion regarding the boundaries of authority division and the strategic direction of the program. Congregation aspirations consistently voiced the urgency of strengthening socialization, transparency in the appointment of implementers, firmness in the determination of responsible figures, and assurance of intensive mentoring from Regional Assembly functionaries. This confirms the theoretical thesis of Stufflebeam and Zhang (2017) that failure to transparently communicate the contextual dimension will weaken the sense of ownership of implementers at the grassroots level. Congregations demand program designs that are educational, operational, and adaptive to real local spiritual and sociological needs, rather than abstract, top-down programs.

Influence of the Input Dimension on Product

The Input Dimension demonstrated a positive and significant influence on Product achievement, with a regression coefficient of $B = 0.231$ and a significance value of $\text{Sig.} = 0.009$ ($\text{Sig.} < 0.05$). This coefficient value indicates that the availability of stable financial support, committee competence, the adequacy of physical worship facilities, and accurate operational planning management are absolute prerequisites for downstream program success. Adequate input availability acts as a technical risk mitigation tool, minimizing potential obstacles in the field of service (Mulyasan, 2015).

Based on the analysis of open-ended responses, funding instruments were the crucial topic of discussion most frequently highlighted by local congregation constituents. The significant financial burden has raised concerns about draining the domestic coffers of the congregations designated as hosts. To address this fiscal vulnerability, a wave of budget restructuring proposals has emerged, with the financing scheme expected to be fully covered by the Regional Assembly's coffers or regulated through a proportional and equitable cost-sharing mechanism among all congregations in the region. Budget efficiency must be addressed through active congregation involvement in the participatory budget planning (RAB) process. In addition to financial management, congregations also recommend utilizing supporting facilities based on advances in information technology, strengthening inclusive worship facilities, and integrating programs with community economic empowerment (MSMEs). This finding aligns with descriptive data, where 66.7% of respondents rated new input as "adequate," reflecting a gap in logistical capacity between congregations that must be addressed through a regional financial capacity mapping policy by the Regional Assembly.

Influence of the Process Dimension on Product

The Process variable emerged as the most dominant determining factor influencing the optimization of the Product dimension of the leading program sector. This is evidenced by the highest regression coefficient, $B = 0.384$, with a very strong significance level ($\text{Sig} = 0.001 < 0.05$). This finding provides a sharp theoretical portrait that, beyond the availability of abundant input capital, the actual success of a decentralized service model is ultimately determined by the quality of process management, strong coordination, integrated communication, and smooth implementation of field procedures (Arikunto & Jabar, 2018).

This dominance of the process dimension is fully supported by a range of qualitative field data. Congregation respondents emphasized the importance of revitalizing active, intensive, and two-way coordination patterns between the Regional Assembly and the local implementing committee structure. Utilizing contemporary digital communication channels, such as optimizing social media, is seen as a vital instrument for accelerating the flow of operational information.

Furthermore, the congregation noted the importance of time management (scheduling) and carefully planned activity calendars to eliminate conflicts with the local congregation's internal agenda. Active participation between congregations must also be triggered through innovations in the formation of joint committees across congregations and the establishment of a host system Regular rotations. Through maintaining an open monitoring process and effective communication, process variables can act as the primary catalyst, ensuring program effectiveness, while transforming limited inputs into high-value service products.

Holistic Analysis of Product Achievement

The CIPP model integration cycle shows that the simultaneous configuration of the Context, Input, and Process dimensions successfully guided Product achievement, explaining 51.4% of the variation in success. Generally, the tangible product of this policy is the implementation of a leading sector-based independence program in four congregations in North Kediri I, although it is acknowledged that there are still fluctuations in the quality of success between locations.

Qualitative assessments from the congregations generated positive appreciation. The presence of the leading sector program has proven to have constructive theological and sociological impacts, including serving as a forum for refreshing faith, broadening the congregation's ecumenical perspective, and strengthening bonds of brotherhood among congregations within the region. However, the congregation offered critical comments, suggesting that future program formats be designed to be more varied, innovative, and less monotonous. Program diversification can be realized through the provision of arts/sports competencies, creative economy bazaars, cultural outreach, intensive youth development, local MSME empowerment movements, and the provision of service spaces for groups with disabilities. In addition, the congregation emphasized that product accountability must be maintained through periodic performance evaluations and the transparent dissemination of evaluation results by the Regional Assembly to all partner congregations. This innovation and transparency measure aligns with the descriptive assessment, which found that 65.6% of congregations still viewed the product as "adequate." Improvements in the innovation line will accelerate the transformation of program products toward equitable, broad-based, and sustainable outcomes.

CONCLUSION

Based on the results of quantitative data analysis and qualitative discussions integrating the CIPP evaluation model for leading sector-based service programs within the District Council (Majelis Daerah) Kediri Utara I, the following conclusions can be drawn: 1. The Context dimension has been shown to have a positive and significant influence on the success of the Product program. However, its position in the field is still considered uncertain due to lingering confusion in interpretation at the grassroots level regarding the program's macro

essence, leading to high congregational demands for clarity of objectives, transparency of governance, and intensive mentoring from higher-level congregations. 2. The Input dimension has been shown to have a positive and significant influence on achieving Product outcomes. The main obstacle in this dimension centers on the vulnerability of financial budget governance. Congregations demand reform of the fair financing formula through a cross-subsidy system or proportional cost-sharing to minimize disparities in logistical support capacity between localities. 3. The Process dimension was found to be the most dominant predictor variable and has the strongest influence on the success of the leading sector Product program. The key to the program's success lies in the strength of its active coordination rhythm, intensive use of digital communication channels, accurate activity scheduling, and collective participation through a joint committee and rotating implementation system. 4. The Product dimension is generally considered quite good. The congregation highly appreciates the theological benefits and strengthening of ecumenical relations generated by the program. However, to improve the quality of program outputs and achieve optimal performance, the congregation urgently notes the importance of injecting innovation into various activities and institutionalizing a regular, open evaluation system.

Theoretically and practically, this research integration demonstrates that the successful implementation of the leading sector model is not solely determined by the abundance of financial capital input but rather depends heavily on the quality of the governance of the activity process, which is harmoniously coordinated between the Regional Assembly, the Implementing Congregation, and the Participating Congregations.

As academic and practical implications of the findings of this evaluation research, several constructive recommendations are proposed for future program development: 1. Strategic Actions in the Context Line: The District Council (Majelis Daerah) Kediri Utara I is recommended to immediately hold a massive, structured, and comprehensive socialization and education forum regarding the blueprint and basic philosophy of the leading sector model for all local congregation functionaries, in order to align understanding and eliminate conceptual confusion at the grassroots level. 2. Strategic Actions in the Input Line: An inclusive roundtable discussion forum with local congregation leaders is urgently needed to examine budget instruments. Formal regulations regarding the standardization of leading sector program financing patterns based on the principle of socio-economic justice (cross-subsidies) are needed, as well as a comprehensive mapping of the potential local strengths of each congregation. 3. Strategic Actions for Process & Product Lines: Regional Assemblies are required to increase the intensity of their operational assistance presence, actively act as a bridge that mitigates communication deadlocks between implementing congregations and participating congregations, and facilitate the birth of varied program content innovations (such as economic empowerment of congregations/MSMEs and disability inclusivity). In addition, the evaluation results of each program must be documented and disseminated openly as a basis for public accountability and continuous improvement of service quality.

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