



<https://ejurnal.pps.ung.ac.id/index.php/PPJ/index>

## Evaluation of the Non-Cash Food Assistance (BPNT) Program in Mojo Village, Surabaya City

Moch. Althaaf Alikhlas Abdussamad<sup>1</sup>, Danda Eka Pramudya<sup>2</sup>, M. Azriel Rajendra<sup>3</sup>

<sup>1</sup>Faculty of Social, Cultural, and Political Sciences, UPN 'Veteran' East Java. [23041010238@student.upnjatim.ac.id](mailto:23041010238@student.upnjatim.ac.id)

<sup>2</sup>Faculty of Social, Cultural, and Political Sciences, UPN 'Veteran' East Java. [23041010241@student.upnjatim.ac.id](mailto:23041010241@student.upnjatim.ac.id)

<sup>3</sup>Faculty of Social, Cultural, and Political Sciences, UPN 'Veteran' East Java. [23041010249@student.upnjatim.ac.id](mailto:23041010249@student.upnjatim.ac.id)

| Article Information                                                                                                                                                                                                                                                | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Article History:</b><br/>           Accepted 20-07-2026<br/>           Fixed 28-07-2026<br/>           Approved 05-08-2026</p> <p><b>Keywords:</b> <i>Policy Evaluation, Non-Cash Food Assistance, Poverty, Social Assistance, Program Effectiveness</i></p> | <p><b>Abstract:</b> Poverty remains a complex social problem in Indonesia, leading the government to implement various social assistance programs, one of which is the Non-Cash Food Assistance Program (BPNT). This study aims to evaluate the implementation of the Non-Cash Food Assistance Program (BPNT) in Mojo Village, Surabaya City, based on William N. Dunn's policy evaluation theory, which includes effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. This study uses a descriptive qualitative method with data collection techniques through interviews, observation, and documentation. Research informants consisted of Family Hope Program (PKH) facilitators, RT heads, and community beneficiaries. The results of the study indicate that the BPNT Program in Mojo Village has helped the community meet their daily food needs and reduced the burden of expenditure on beneficiary families. However, several obstacles were still found, such as inaccurate recipient data, delays in aid distribution, and the presence of people who are eligible to receive aid but have not been registered as beneficiaries. In addition, program implementation is considered not yet fully equitable and optimal in meeting the needs of the community as a whole. Therefore, improvements are needed in the data updating process, monitoring of aid distribution, and coordination between related parties so that the implementation of the BPNT program can run more effectively and on target.</p> |

### Introduction

Poverty remains a major social problem facing the Indonesian government. Unequal economic conditions mean that some people struggle to meet basic needs, particularly food. Therefore, the government implements various social protection programs to help the poor and vulnerable improve their well-being. East Java Province remains one of the regions with a relatively high poverty rate. According to data from the East Java Central Statistics Agency (BPS) in 2025, the poverty rate in East Java still indicates that many people live under economic constraints, requiring government attention through social assistance programs.



Figure 1. Poverty Percentage in East Java 2025  
Source: East Java Central Statistics Agency, 2025

This condition also occurs in the city of Surabaya, one of the metropolitan cities in East Java. Even though Surabaya is known as a center for trade, services and urban development, there are still people who live in low economic conditions. Based on data from the Surabaya Central Statistics Agency for 2025, the poverty level in the city of Surabaya shows that there are still people who need government assistance to meet their basic daily needs.



Figure 2. Poverty Percentage in Surabaya 2025  
Source: Surabaya Central Statistics Agency, 2025

As an effort to alleviate poverty, the government implemented the Non-Cash Food Assistance Program (BPNT). This program is a form of social assistance distributed electronically using an assistance card that can be used by Beneficiary Families (KPM) to purchase food at e-warongs or government-designated distribution agents. The BPNT program is a transformation from the Rastrea Program, which previously used a direct food assistance system. This change in distribution mechanism was implemented to increase the effectiveness of assistance, strengthen transparency, and reduce irregularities in the distribution of social assistance (Rachman et al., 2018; Kusumawati & Kudo, 2019).

The BPNT program aims to help poor communities meet their food needs while improving the nutritional quality of beneficiary families. Furthermore, the non-cash system is expected to improve the accuracy of targeting beneficiaries because the distribution process is linked to community social welfare data. Over time, the BPNT program has transformed into the Sembako Program, which focuses not only on basic food assistance but also on meeting the nutritional needs of beneficiaries.

However, the implementation of the Non-Cash Food Assistance Program (BPNT) still faces various obstacles in the field. Frequently encountered issues include inaccurate recipient data, delays in aid disbursement, uneven food quality, and the continued presence of eligible recipients who are not yet registered as beneficiaries. Furthermore, limited public access to e-warongs and a lack of coordination between program implementers also hinder the distribution of non-cash social assistance (Hotimah & Koesbandrijo, 2018).

Several previous studies have shown that the implementation of the BPNT Program has not been fully optimal. Research by Rachman et al. (2018) explains that the non-cash assistance system can increase transparency in social assistance distribution, but still finds challenges with the validity of beneficiary data and the availability of program support facilities. Research by Hotimah and Koesbandrijo (2018) also indicates that the limited number of e-warongs and access to banking services are obstacles to the distribution of non-cash social assistance. Furthermore, other research indicates that the success of social assistance programs is greatly influenced by the accuracy of recipient targeting, the quality of supervision, and coordination between institutions involved in program implementation. Research on social assistance targeting also identifies exclusion and inclusion errors as persistent implementation challenges, especially when beneficiary databases are outdated or local verification is weak (Kusumawati & Kudo, 2019; Anward & Adi, 2024).

Mojo Village, Gubeng District, Surabaya City, is one of the recipient areas of the Non-Cash Food Assistance Program (BPNT). As an urban area with a significant number of social assistance recipients, Mojo Village is a relevant location to study the implementation of the BPNT program. Based on initial observations, several problems were still found in program implementation, such as delays in aid disbursement, public complaints regarding recipient data, and a mismatch between recipients and the economic conditions of the community on the ground. These conditions indicate that the implementation of the BPNT Program still requires evaluation to optimally achieve program objectives. Similar issues involving eligible residents who remain unregistered have also been documented in evaluations of social assistance targeting in Indonesia (Anward & Adi, 2024).

This study specifically focuses on evaluating the implementation of the Non-Cash Food Assistance Program (BPNT) in Mojo Village, Surabaya City, using William N. Dunn's policy evaluation theory. The evaluation was conducted based on six indicators: effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy (Dunn, 2003). This study aims to determine the extent to which the BPNT Program has been running according to its objectives and to identify supporting and inhibiting factors.

## **Method**

This research uses a qualitative approach with descriptive research type. The research was conducted in Mojo Village, Gubeng District, Surabaya City with a focus on evaluating the Non-Cash Food Assistance Program (BPNT). A qualitative approach was used to gain an in-depth understanding of the implementation of the BPNT program based on conditions occurring in the field.

Data sources in this research consist of primary data and secondary data. Primary data was obtained directly through interviews with Family Hope Program (PKH) companions, RT heads, and community recipients of the Non-Cash Food Assistance Program (BPNT). Apart from that, researchers also observed program implementation in the field. Meanwhile, secondary

data was obtained through literature studies in the form of books, scientific journals, policy documents and various archives related to social assistance programs.

Data collection techniques are carried out through interviews, observation and documentation. Interviews are used to obtain information regarding program implementation, obstacles, and community responses to the assistance provided. Observations were carried out to see directly the process of implementing the BPNT program in Mojo Village. Documentation is used to complete research data in the form of archives, reports and other supporting documents.

The data analysis technique in this research uses the Miles and Huberman (2014) interactive analysis model which includes data collection, data condensation, data presentation, and drawing conclusions. Research analysis was carried out using William N. Dunn's policy evaluation theory which includes effectiveness, efficiency, adequacy, distribution, responsiveness and accuracy to assess the implementation of the Non-Cash Food Assistance Program (BPNT) in Mojo Village, Surabaya City.

## **Result and Discussion**

### **1. Results**

#### **1.1 Effectiveness of the BPNT Program**

Effectiveness in this study was used to determine the extent to which the Non-Cash Food Assistance Program (BPNT) achieved its stated government goals, namely helping the poor meet their food needs and reducing the burden of household expenses on beneficiary households. Based on research findings in Mojo Village, Gubeng District, Surabaya City, the implementation of the BPNT Program was deemed to have provided benefits to recipients, particularly in helping them meet their daily food needs.

The BPNT program in Mojo Village is distributed to residents registered as Beneficiary Families (KPM). Assistance is provided through an electronic card that can be used to purchase food at e-warongs (e-food stalls) partnered with the government. In practice, beneficiaries generally use this assistance to purchase rice, eggs, and other basic necessities.

Facilitators for the Family Hope Program (PKH) explained that the government assistance provided is sufficient to help the community meet their basic daily needs. This was conveyed by Mrs. Sri, a PKH facilitator, as follows:

"The BPNT program has been quite helpful for the community, especially for daily necessities like rice and eggs. Many residents feel relieved because their expenses have been slightly reduced."

This statement indicates that the BPNT program has had a positive impact on the economic conditions of beneficiary communities. The assistance provided has helped people meet their food needs, thus reducing household expenses.

Furthermore, recipients also stated that the assistance received has significantly reduced their family's food needs. Mrs. Wiwin, a beneficiary, stated:

"With BPNT assistance, food needs at home are less expensive. Usually, the assistance is used to buy rice and other kitchen necessities."

Based on the interview results, it is clear that the BPNT program has been running according to its objective, which is to help people meet their daily food needs. However, several obstacles have been encountered in its implementation that have impacted the program's effectiveness.

One obstacle identified is the delay in disbursement of assistance. Several residents reported that assistance sometimes does not arrive on schedule, requiring them to wait longer to use the assistance. Furthermore, discrepancies in beneficiary data were still found in the field. Based on interviews with local officials, there are still some residents deemed eligible for assistance but not yet registered as beneficiaries.

This situation indicates that while the BPNT Program has provided benefits to the community, its implementation is still not fully optimal due to persistent administrative and technical obstacles in the aid distribution process.

### **1.2 BPNT Program Efficiency**

Efficiency in this study relates to the use of resources, time, costs, and aid distribution mechanisms in the implementation of the BPNT Program. Based on the research results, the non-cash aid distribution system was deemed more practical and efficient than the direct aid system in the form of goods used in previous programs.

The BPNT Program is implemented electronically using aid cards linked to beneficiary accounts. The aid is then used by the community to purchase food supplies at government-designated e-warongs. This system is considered more effective in reducing the risk of aid misappropriation because the entire distribution process is recorded electronically. A PKH (Family Hope Program) facilitator explained that the use of the electronic system simplifies aid distribution and program oversight. Ms. Nike stated:

"With the non-cash system, aid distribution is easier to monitor because everything is already entered into the system. So it's more practical than direct aid as it was before."

This statement indicates that the non-cash system makes it easier for the government to oversee the aid distribution process. Furthermore, beneficiaries also found the process of using the aid quite easy because the aid can be used directly to purchase food supplies at e-warongs. However, several obstacles remain in its implementation, impacting the program's efficiency. One frequent obstacle is long queues at e-warongs (e-warong) when aid is disbursed simultaneously. Furthermore, delays in aid disbursement mean that people have to wait longer to use the aid.

Several residents also reported that the electronic system network sometimes experiences disruptions, delaying aid transactions. This situation indicates that while the cashless system is considered more efficient than the previous aid system, its implementation still requires improvements to optimize aid distribution.

### **1.3 BPNT Program Adequacy**

In this study, the adequacy of the assistance received by the community was sufficient to meet the food needs of beneficiary families. Based on the research results, BPNT assistance was deemed sufficient to meet the community's daily food needs, but it did not fully cover all the needs of beneficiary households. Beneficiaries reported that the assistance received was usually used to purchase basic necessities such as rice, eggs, cooking oil, and other food items. This assistance was considered effective in reducing household expenses, especially for those with low economic status.

Mrs. Wiwin, a beneficiary, stated:

"The assistance is sufficient for food, but it's still not enough for all household needs."

This statement indicates that BPNT assistance does benefit the community, but the amount of assistance received is not fully sufficient to meet all the needs of beneficiary

families. This is because household needs are not limited to food alone, but also include other needs such as education, healthcare, and other daily necessities.

Furthermore, some residents also reported that the continuously rising prices of basic necessities sometimes make the assistance they receive insufficient. Despite this, the community still feels the BPNT Program is helpful because it reduces household food expenditures.

#### **1.4 Equity of the BPNT Program**

Equity in this study relates to the accuracy and fairness of aid distribution to eligible recipients. The research findings revealed discrepancies in recipient data in the field. The head of the neighborhood association (RT) in Mojo Village, Mr. Anas, explained that some residents from low economic conditions still have not received aid. He stated:

"Sometimes there are residents who are actually eligible to receive aid, but are not included in the recipient data. There are also those whose economic conditions have improved but still receive aid."

This statement indicates that the recipient data collection process is still not entirely accurate. Inconsistencies in recipient data mean that aid has not fully reached those who truly need it. Furthermore, some residents also expressed social jealousy within the community because some residents considered more affluent still received aid. This situation indicates that the verification and updating of recipient data still needs to be improved so that aid can be distributed more evenly and effectively. In practice, village officials and program facilitators have coordinated on updating beneficiary data. However, the process of changing beneficiary data takes time because it must go through a verification process by the central government.

#### **1.5 Responsiveness of the BPNT Program**

Responsiveness relates to the ability of program implementers to respond to the needs, complaints, and issues of beneficiary communities. Based on research results, facilitators and relevant officials were deemed quite responsive in assisting communities when obstacles arose during the aid disbursement process.

A PKH facilitator explained that communities typically complain about delays in aid or issues with recipient data. Ms. Sri stated:

"If there are complaints from residents, they are usually conveyed directly to the facilitator or the sub-district office so that the process can be immediately assisted."

This statement indicates that communication between the community and program implementers has been quite good. When communities encounter obstacles in using aid or encounter administrative issues, they can directly submit complaints to the facilitator or the sub-district office.

Furthermore, beneficiary communities also reported that the facilitators are quite helpful when they encounter obstacles in using the aid. Facilitators typically assist communities with checking aid balances, processing recipient data, and providing information regarding the aid disbursement schedule.

However, some residents reported that the complaint handling process sometimes takes a long time because they have to wait for verification from the relevant parties. This indicates that the responsiveness of program implementers is quite good, but still needs to be improved to address community issues more quickly.

### **1.6 Appropriateness of the BPNT Program**

Appropriateness in this study was used to assess the suitability of the BPNT Program as a solution to help communities meet their food needs. Based on the research results, the BPNT Program was deemed appropriate because the assistance provided aligned with the community's primary need, namely food.

Beneficiary communities stated that the assistance provided was more beneficial because it could be used directly to purchase basic necessities according to each family's needs. The cashless system also provided flexibility for communities in selecting the food they needed.

Furthermore, the BPNT Program was deemed appropriate because it helped communities reduce household expenses for daily food needs. This assistance was particularly beneficial for communities with low economic status.

However, the program's appropriateness was still influenced by the validity of recipient data. Based on the research results, there were still people who were eligible to receive assistance but were not registered as beneficiaries. Conversely, there were also communities whose economic conditions had improved but still received assistance. Therefore, regular data updates are needed to ensure that aid is truly received by the people in need in accordance with the program's objectives.

## **2 Discussion**

### **2.1 Effectiveness of the BPNT Program**

Based on research findings, the Non-Cash Food Assistance (BPNT) Program in Mojo Village has been quite effective in helping the community meet their daily food needs. The assistance provided has reduced the burden of expenditure on beneficiary families, particularly for basic necessities such as rice, eggs, and other food items.

Research findings indicate that beneficiaries feel the BPNT Program is helpful because the assistance can be used to meet their family's food needs. This indicates that the program's primary objective, which is to help poor communities meet their food needs, has been achieved.

According to Dunn (2003), effectiveness relates to the extent to which a policy achieves its stated objectives. In the context of this research, the BPNT Program has had a positive impact on the economic conditions of beneficiary communities.

However, the program's effectiveness is still affected by several obstacles, such as delays in disbursement of aid and inconsistencies in beneficiary data. This situation indicates that the program's objectives have not been fully achieved, as some eligible individuals still have not received assistance. This pattern is consistent with national assessments of BPNT/Rastra, which recommend improvements in beneficiary targeting, timeliness, food quality, and e-warong readiness (Rachman et al., 2018).

### **2.2 BPNT Program Efficiency**

The implementation of the BPNT Program is considered quite efficient due to the use of an electronic system that facilitates aid distribution and monitoring. The use of electronic accounts and e-warongs is considered to reduce the risk of misappropriation compared to the previous direct aid system. According to Dunn (2003), efficiency relates to the optimal use of resources to achieve policy objectives. In this study, the use of a cashless system is considered to increase aid distribution efficiency by making the distribution process more practical and transparent.

Furthermore, the electronic system also facilitates government oversight of the aid distribution process. All aid transactions are recorded in the system, thus minimizing misuse of aid. However, program implementation still faces several obstacles, such as long queues at e-warungs, disruptions to the electronic system network, and delays in aid disbursement. These obstacles indicate that program efficiency still needs to be improved to ensure optimal aid distribution. However, electronic recording alone does not eliminate operational barriers; infrastructure readiness and coordination remain important conditions for effective delivery (Rachman et al., 2018).

### **2.3 BPNT Program Adequacy**

The BPNT Program is considered to be quite helpful in meeting daily food needs. The aid received has reduced the burden on beneficiary households' expenses, especially for basic necessities. According to Dunn (2003), adequacy relates to a policy's ability to address the underlying problem. In this study, the BPNT Program has helped communities meet their food needs, but its benefits are still limited to certain basic needs.

The results indicate that the assistance received by the community has not fully met all the needs of beneficiary households. This is because community needs extend beyond food to include other needs such as education, healthcare, and other daily necessities. Furthermore, rising prices of basic necessities also impact the adequacy of the assistance received by the community. Nevertheless, the community still feels supported by the BPNT Program because it reduces household expenditures.

### **2.4 BPNT Program Equity**

Research results indicate that the equitable distribution of BPNT assistance has not been fully optimized, as some eligible individuals are still not registered as beneficiaries. Furthermore, some recipients are still considered to have improved their economic conditions. According to Dunn (2003), equity relates to the aspect of fairness in the distribution of policy benefits to the community. In this study, the recipient data collection process remains a major obstacle to equitable aid distribution.

Inconsistencies in recipient data have led to social jealousy within the community. This situation indicates that the verification and updating of recipient data still needs to be improved so that aid can be distributed more fairly and on target. The government and relevant parties need to periodically evaluate and update beneficiary data to ensure that aid truly reaches those in need. A review of cash social assistance research similarly emphasizes updated beneficiary identity and data, staff capacity, supervision, communication, and implementation resources as factors affecting targeting accuracy (Anward & Adi, 2024).

### **2.5 BPNT Program Responsiveness**

The responsiveness of program implementers in Mojo Village was deemed quite good, as the facilitators and relevant officials attempted to assist the community when obstacles encountered during the aid distribution process. According to Dunn (2003), responsiveness relates to the policy's ability to respond to community needs and expectations. In this study, program implementers demonstrated efforts to respond to various issues raised by beneficiary communities.

Program facilitators played a crucial role in assisting communities when issues arose related to aid disbursement and beneficiary administration. Furthermore, communication between the community and program implementers was quite effective through the submission of complaints and coordination with relevant parties. However, the process of

handling community complaints sometimes took a considerable time due to the need for verification by the central government. Therefore, improved coordination between program implementers was needed to address community issues more quickly and effectively. This finding also highlights the importance of accessible government services for poor households. In their study of the Family Hope Program, Mootalu, et al., (2026) report that targeting and monitoring still require improvement when eligible households are not recorded.

## **2.6 Appropriateness of the BPNT Program**

The BPNT program was deemed appropriate as a form of social assistance to help communities meet their food needs. The assistance provided was aligned with the primary needs of beneficiaries, thus helping reduce household expenses. According to Dunn (2003), appropriateness relates to the appropriateness of policies in addressing community problems. In this study, the BPNT program was deemed appropriate because the assistance provided could be directly used by communities to purchase food according to their individual family needs.

However, the program's accuracy is still affected by inaccurate recipient data. This inconsistency results in some eligible individuals still not receiving assistance. Therefore, regular data updates and verification are necessary to ensure that assistance reaches those in need, in accordance with the program's objectives. The need for accurate targeting and consistent monitoring also appears in research on social assistance as a public service, including work by Isa, et al., (2026) on village cash transfer management.

## **Conclusion**

Based on the results of a study on the Evaluation of the Non-Cash Food Assistance (BPNT) Program in Mojo Village, Surabaya City, it can be concluded that the implementation of the BPNT Program has provided benefits to recipients, particularly in helping meet daily food needs and reducing household expenses. This program is considered quite effective because the assistance provided helps people meet basic needs such as rice, eggs, and other food items.

From an efficiency perspective, the non-cash aid distribution system is considered more practical and transparent than previous aid systems because the entire distribution process is conducted electronically and through e-warongs. However, several obstacles remain, such as delays in aid disbursement, queues at e-warongs, and disruptions to the electronic system network, which impact the smoothness of aid distribution.

From an adequacy perspective, BPNT assistance is considered sufficient to meet the community's food needs, but it is not yet fully capable of meeting all the needs of beneficiary households. Furthermore, in terms of distribution, discrepancies in recipient data are still found, resulting in some eligible individuals not yet registered as beneficiaries.

The responsiveness of the program implementers was deemed quite good, as the facilitators and relevant officials made efforts to assist the community when obstacles arose during the aid disbursement process or during the administration of beneficiaries. Meanwhile, in terms of accuracy, the BPNT Program was deemed appropriate as a form of social assistance in helping the community meet food needs because the assistance provided was aligned with the primary needs of the beneficiaries.

Overall, the implementation of the Non-Cash Food Assistance (BPNT) Program in Mojo Village, Surabaya City, has been quite successful. However, improvements are still needed, particularly in updating beneficiary data, targeting beneficiaries accurately, and improving the quality of aid distribution services to more optimally achieve the program's objectives.

## Reference

- Anward, A. A., & Adi, I. R. (2024). Enhancing Target Accuracy: Insights into the Cash Social Assistance Program. *Khazanah Sosial*, 6(2). <https://doi.org/10.15575/ks.v6i2.33940>
- Asrin, A., Achmad, F. Y. N., & Sadat, A. (2022). Evaluasi Kebijakan Program Bantuan Pangan Non Tunai pada Keluarga Miskin di Kelurahan Baadia Kota Baubau.
- Badan Pusat Statistik Jawa Timur. (2025). Persentase Penduduk Miskin Provinsi Jawa Timur September 2025.
- Badan Pusat Statistik Surabaya. (2025). Persentase Penduduk Surabaya Miskin Maret 2025.
- Badan Pusat Statistik. (2025). Persentase Penduduk Indonesia Miskin September 2025.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. California: Sage Publications.
- Dunn, W. N. (2011). *Public Policy Analysis*. New York: Routledge.
- Elsariyani. (2025). Implementasi Bantuan Pangan Non Tunai terhadap Kesejahteraan Ekonomi Masyarakat Penerima Manfaat.
- Firdaus, A., & Yuliani, F. (2022). Program Bantuan Pangan Non Tunai (BPNT) di Kecamatan Bengkalis: Suatu Evaluasi. 4(1), 113–123.
- Hotimah, S., & Koesbandrijo, B. (2018). Implementasi Peraturan Menteri Sosial Nomor 11 Tahun 2018 tentang Penyaluran Bantuan Pangan Non Tunai. *Jurnal Penelitian Administrasi Publik*, 5(2), 1211–1216.
- Isa, R., Aneta, Y., & Sulila, I. (2026). The Effectiveness of Village Cash Transfer Management as a Public Service Instrument: A Case Study of Telaga Biru District, Gorontalo Regency, Indonesia. *Journal Public Policy*, 12(4). <https://jurnal.utu.ac.id/jppolicy/article/view/14678>
- Kusumawati, A. S., & Kudo, T. (2019). The Effectiveness of Targeting Social Transfer Programs in Indonesia. *Jurnal Perencanaan Pembangunan: The Indonesian Journal of Development Planning*, 3(3). <https://doi.org/10.36574/jpp.v3i3.90>
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis: A Methods Sourcebook*. California: Sage Publications.
- Mootalu, A. R., Isa, R., & Nani, Y. N. (2026). Distribution of PKH Funds as a Form of Government Service for Poor Families. *Public Policy Journal*, 7(1). <https://doi.org/10.37905/ppj.v7i1.3226>
- Peraturan Menteri Sosial Republik Indonesia Nomor 11 Tahun 2018 tentang Penyaluran Bantuan Pangan Non Tunai.
- Rachman, B., Agustian, A., & Wahyudi, N. (2018). Efektivitas dan Perspektif Pelaksanaan Program Beras Sejahtera (Rastra) dan Bantuan Pangan Non Tunai (BPNT). 16(1), 1–18.
- Suryadarma, D. (2020). The Impact of COVID-19 Outbreak on Poverty: An Estimation for Indonesia.

- Wijaya. (2018). Triangulasi dalam Penelitian Kualitatif sebagai Teknik Pemeriksaan Keabsahan Data.
- World Bank. (2022). Poverty and Shared Prosperity Report.