



The Effectiveness of Village Cash Transfer Management as a Public Service Instrument: A Case Study of Telaga Biru District, Gorontalo Regency, Indonesia

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ABSTRACT

This study aims to *analyze the effectiveness of BLT-DD management as a public service instrument in Telaga Biru District, Gorontalo Regency, Indonesia*. BLT-DD management still faces inaccurate beneficiary targeting, inadequate socialization, and limited monitoring. Previous studies has primarily examined BLT-DD as a social protection and poverty reduction program, while its management as a public service process integrating organizational effectiveness and citizen participation remains underexplored. This study employed a qualitative case study approach. Data were collected through interviews, observation, and document analyzed involving village officials, program administrators, beneficiaries, and community representatives. Data analyzed through condensation, presentation, and conclusion drawing, while source and method triangulation ensured validity. The findings show that BLT-DD management was moderately effective in beneficiary targeting, program socialization, goal attainment, and monitoring. Its effectiveness constrained by outdated beneficiary, limited public information, weak citizen participation, and inconsistent community-based oversight. The study extends organizational effectiveness theory by showing that administrative goal attainment must be supported by participation, transparency, responsiveness, institutional coordination, and public accountability. Strengthening data verification, inclusive socialization, complaint mechanisms, and participatory monitoring is essential to improve BLT-DD management as a citizen-oriented public service.

INTRODUCTION

Poverty remains the main problem in the framework of Indonesia's national development agenda to date. The central and local governments continue to design policies to reduce poverty rates through social assistance and strengthening the locally-based economy. Wardhana (2019) stated that the condition of poverty in rural areas of Indonesia does not stand alone and is influenced by an unequal economic structure, but is also influenced by the limited access of rural communities to productive resources that are still limited and uneven, which has implications for low household economic capacity. The rural economic structure is still dominated by the primary sector with low productivity, so the ability of rural communities to improve their welfare is highly dependent on the effectiveness of government policy interventions. Meanwhile, village government institutions often face administrative and managerial obstacles in managing development effectively.

The enactment of Undang-Undang Number 6 of 2014 concerning villages provides strong legitimacy for villages to manage development autonomously through the Village Fund. The policy is positioned as an instrument of fiscal decentralization to improve public services, encourage community empowerment, and strengthen village economic independence as stated in Permendesa PDTT number 8 of 2022. This is as stated Arham & Payu (2020) Village funds are a form of government policy intervention in fiscal decentralization as one of the main instruments to overcome development inequality and poverty management between regions in Indonesia. However Farida et al. (2021) In his research, it was stated that fiscal decentralization has not completely overcome socio-economic disparities in rural areas due to weak institutional capacity and

low community participation. Wedi & Fathurrahman (2025) stated that effective fiscal decentralization not only moves fiscal authority to the village level, but also demands an increase in the managerial capacity of the apparatus and participatory mechanisms in decision-making.

Within the policy framework, Direct Cash Assistance for Village Funds (BLT-DD) acts as a social protection mechanism at the village level. Sutiyo (2022) stated that BLT-DD plays a role in strengthening the local social protection system through fiscal policy synergy and the empowerment of village communities. The program is designed to reduce the economic vulnerability of poor households by providing direct cash assistance. The initial BLT-DD regulation was stipulated through Permendesa PDTT Number 6 of 2020 and subsequently strengthened by Permendesa PDTT Noor 8 of 2022 to support the national agenda for the elimination of extreme poverty. The village fund transfer policy, according to Putra (2022) It is seen as the government's effort to expand the reach of social protection and increase village autonomy in managing community-based development. The implementation of BLT-DD emphasizes the principles of accuracy of targets, timeliness, and public accountability. This program specifically targets village communities affected by socio-economic crises, including the COVID-19 pandemic. However, as a study conducted by Dewi et al. (2021) shows that there are still problems, especially in the quality of recipient data, coordination of village apparatus, and participatory supervision of the community. Other research by Paska et al. (2025); Ernawati et al. (2021) It also highlights that the success of village funds in reducing poverty rates is highly dependent on governance, transparency, and synergy between local actors that support social inclusion and equitable distribution of

development results. Thus, the policy BLT-DD according to Anam (2022) It is not only seen as a fiscal intervention but also as a strategic institution in strengthening village development governance that is adaptive to the needs of the poor. Observing the description of the above concepts and problems, this study is aimed at analyzing the effectiveness of the management of Village Fund Direct Cash Assistance (BLT-DD) as a public service instrument for the poor by emphasizing the accuracy of targets, service quality, community participation, and accountability at the village level.

Telaga Biru District in Gorontalo Regency was selected purposively because it combines a relatively high poverty burden with recurring governance problems in BLT-DD implementation. In 2024, 1,785 of 15,095 households, or 11.82%, were classified as poor. Preliminary observations identified mismatches between beneficiary records and poverty criteria, uneven dissemination of eligibility and distribution information, limited citizen involvement in village deliberations, and weak monitoring and complaint mechanisms. These conditions make Telaga Biru an analytically relevant setting for examining BLT-DD effectiveness.

This study integrates Organizational Effectiveness Theory and the New Public Service (NPS) framework to explain BLT-DD effectiveness from complementary perspectives. Organizational Effectiveness Theory assesses whether village institutions adapt to their environment, integrate program activities, and achieve predetermined objectives. However, this perspective alone does not adequately explain the democratic quality of the service process. The NPS framework complements it by emphasizing citizens as public-service partners and highlighting participation, transparency, responsiveness, collaboration, and accountability. Their integration provides a stronger analytical explanation than either perspective independently because BLT-DD effectiveness depends not only on administrative goal attainment but also on how village governments involve citizens, disclose information, respond to public needs, and maintain accountability. Accordingly, organizational effectiveness represents the institutional capacity to produce program results, while NPS principles explain the participatory governance processes that shape those results.

The implementation of NPS indirectly shows the need for a structure that allows the community to participate in decision-making, planning, and evaluation of a policy program so that the decisions taken reflect the needs and aspirations of the community more accurately. Licsandru et al. (2025) A systematic review of the public administration literature underlines that the creation of open spaces for communities to participate in public service processes can support the adaptation of policy programs to local socio-economic dynamics, especially in the context of decentralization and community-based development. Likewise, the findings of research by Foli et al. (2025) the effectiveness of the differential policy program in poverty alleviation is highly determined by the synergy between institutional coordination and community participation. While Salampessy et al. (2024) In his research, it was stated that public participation in a policy program is able to increase transparency and accountability, while strengthening the legitimacy of the policies produced through consultation, deliberation, and collaboration between the government and the community.

This can be interpreted that the management of BLT-DD with the New Public Service (NPS) concept approach of community involvement is not only considered as a beneficiary but also as a partner in the formulation of recipient criteria, supervision of

fund allocation, and evaluation of the impact on community welfare. Therefore, this approach can be seen as a form of cooperation in public services where the community is actively involved in every stage of the BLT-DD policy program. This approach encourages the formation of open and adaptive governance in the BLT-DD management policy program to village socio-economic changes so as to enrich the participatory dimension in the concept of policy effectiveness theory and public services. Several other studies reveal the need for digitization and data transparency in the management of BLT-DD. Razak et al. (2025) In his research, it was stated that the digitalization of village fund management, especially related to direct cash assistance, can significantly increase efficiency, transparency, and accountability. However, these benefits still face constraints on limited public access and technical problems with the system. Therefore, the need for digital literacy and strengthening collaboration between stakeholders are the main requirement to ensure the sustainability of the effectiveness of the digitalization initiative for village fund management. While Radeana et al. (2024); Sessu (2025) emphasized that the improvement of village fund governance depends on the integration of the use of digital technology, information disclosure, and community involvement. BLT-DD accountability is not only determined by procedural compliance, but also by the accuracy of data management, information transparency, and the active role of the community in supervision.

Several previous studies have tended to position BLT-DD as a social assistance instrument that places more on aspects of distribution, procedural compliance, and the short-term impact of household consumption. However, studies that place BLT-DD as a public service instrument by emphasizing service quality, community participation, and accountability are still very limited. Bibliometric analysis using VOSviewer shows that research related to BLT-DD is dominated by keywords such as cash transfer, poverty, and fiscal policy, while the dimensions of public service, participation, and governance are still relatively rarely studied. This strengthens the urgency of research in filling these gaps and gaps through empirical analysis.

Globally, cash assistance programs such as Conditional Cash Transfers (CCT) have become a key instrument in social protection policies in various developing countries. Cross-country studies show that these programs are effective in increasing household consumption and access to basic services, but often face limitations in promoting long-term self-sufficiency. In the Indonesian context, BLT-DD is a local adaptation of global social protection policies integrated with fiscal decentralization schemes. However, the characteristics of village governance present their own challenges in its implementation. Thus, this research is not only locally relevant but also contributes to the global discourse on the effectiveness of cash assistance programs within the framework of community-based governance.

Previous studies generally agree that BLT-DD supports short-term household consumption, expands social protection, and reduces economic vulnerability. Nevertheless, these studies predominantly assess distribution accuracy, procedural compliance, budget absorption, and immediate poverty outcomes. Governance studies highlight transparency and accountability, while participation studies emphasize village deliberation and community oversight. These strands of research remain fragmented and do not explain how participatory governance influences the institutional capacity of village governments to achieve BLT-DD objectives. The unresolved

theoretical issue concerns whether program effectiveness results solely from administrative performance or also from citizen-oriented service processes. Therefore, the theoretical gap lies in the absence of an integrated explanation connecting governance and citizen participation with organizational effectiveness and BLT-DD outcomes. This study addresses that gap by combining Organizational Effectiveness Theory with the NPS framework in a single analytical model.

Based on this theoretical gap, the conceptual framework positions governance and citizen participation as complementary conditions that strengthen organizational effectiveness. Governance is reflected in transparency, coordination, responsiveness, and accountability. Citizen participation is reflected in deliberation, access to information, beneficiary verification, complaint mechanisms, and community oversight. These conditions influence organizational adaptation, integration, and goal attainment, which subsequently shape beneficiary-targeting accuracy, service quality, program accountability, and the welfare outcomes of BLT-DD. This position is consistent with public administration research that treats collaboration, coproduction, transparency, accountability, and citizen participation as core mechanisms of effective governance (Ansell & Gash, 2008; Hamzani & Rusmita, 2024; Madjid, 2024; Ostrom, 1996; Shubhan et al., 2020; Susilowati et al., 2018; Wijaya et al., 2022).



Figure 1. Conceptual Framework of BLT-DD Effectiveness

Based on the identified theoretical gap and conceptual framework, this study addresses the following research question: How do governance and citizen participation interact with organizational effectiveness in shaping BLT-DD outcomes in Telaga Biru District, Gorontalo Regency?

Accordingly, this study analyzes the effectiveness of BLT-DD management as a public service instrument in Telaga Biru District, with particular attention to beneficiary targeting, program socialization, goal attainment, citizen participation, and monitoring. The study contributes theoretically by connecting administrative effectiveness with citizen-oriented public service processes. It also provides practical recommendations for improving beneficiary data, information transparency, village-apparatus capacity, complaint mechanisms, and participatory oversight.

METHOD

This study employed a descriptive qualitative approach to examine BLT-DD management as a public service process. This

approach supports the interpretation of participants' experiences, institutional processes, and social meanings in their natural context (Strauss & Corbin, 1998). The study was conducted across 15 villages in Telaga Biru District, Gorontalo Regency. Informants were selected purposively based on their direct involvement in BLT-DD management. Recruitment continued until additional interviews produced no substantively new information, indicating data saturation.

Informants comprised village officials responsible for BLT-DD planning, beneficiary verification, distribution, and reporting; Village Consultative Body members and community leaders involved in oversight; and beneficiary households with direct program experience. Purposive selection considered each informant's direct involvement, knowledge of implementation, and ability to explain the service process. Recruitment continued until additional interviews produced no materially new information relevant to the research question.

The semi-structured interview guide followed the implementation sequence and examined beneficiary selection, information delivery, assistance use, citizen participation, complaint handling, monitoring, and follow-up action. Targeting accuracy referred to consistency among beneficiary conditions, official eligibility criteria, and village verification. Socialization concerned the reach, clarity, and accessibility of program information; goal achievement concerned support for beneficiaries' basic needs; and monitoring and evaluation concerned oversight, complaint handling, corrective action, and citizen involvement in implementation review.

Data were collected through field observations, semi-structured interviews, and document analysis. Interviews and observations identified governance and institutional mechanisms, while administrative documents contextualized beneficiary eligibility and assistance use. The targeting rate was calculated by dividing 1,392 eligible recipients by 1,785 registered recipients and multiplying by 100, resulting in 78%. No composite effectiveness index was applied because the available records lacked a validated scale, denominator, weighting procedure, and assessment rubric. Socialization, goal achievement, and supervision were therefore analyzed thematically. Data analysis followed Miles et al., (2023) interactive procedures of data condensation, data display, and conclusion drawing or verification. The data were selected, coded, organized, and presented through analytical narratives, tables, quotations, and conceptual relationships. Source and method triangulation compared accounts from different informants with observations and administrative documents to strengthen the credibility of the findings (Miles et al., 2023).

The research process included problem formulation, site and informant selection, data collection, interactive analysis, and triangulation. Figure 2 summarizes these stages:

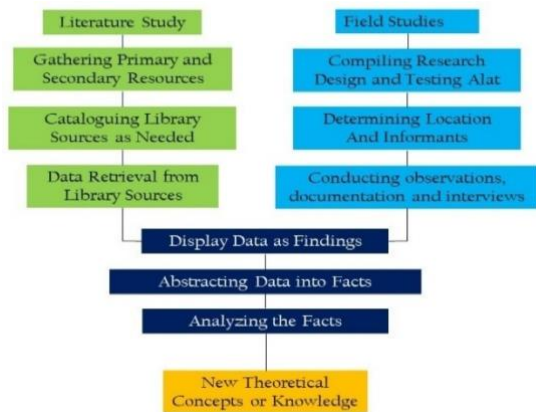


Figure 2. Research Method Flow Flowchart

RESULTS AND DISCUSSION

This study examines BLT-DD management as a public service for poor households in Telaga Biru District. Organizational Effectiveness Theory guides the analysis of adaptation, integration, and goal attainment, while the New Public Service framework guides the analysis of information access, participation, responsiveness, and accountability. The assessment covers beneficiary targeting, policy socialization, program goal achievement, and monitoring and evaluation. The findings indicate that BLT-DD met important short-term service objectives, although outdated data, uneven communication, limited citizen participation, and weak corrective oversight constrained its overall effectiveness.

Accuracy of Targets and Data Quality in BLT-DD Management

Administrative records show that 1,392 of 1,785 registered recipients met the applicable eligibility criteria, producing a documented targeting rate of 78%. The remaining 393 records indicate a mismatch between registered recipients and extreme-poverty criteria. This finding is not interpreted merely as a numerical shortfall. It reveals weaknesses in the institutional process used to update, verify, and contest beneficiary information. Village deliberation provides formal legitimacy to recipient selection, but its corrective capacity remains limited when participants rely on outdated records and lack equal access to verification information.

Table 1. Accuracy of BLT-DD Target Beneficiaries Telaga Biru District Year 2024

No.	Village	Number of Registered Recipients	As per the criteria	Not Fit the Criteria	Accuracy Percentage (%)
1.	Dulamayo Utara	120	92	28	76,7
2.	Dumati	115	89	26	77,4
3.	Lupoyo	125	98	27	78,4
4.	Modellidu	120	94	26	78,3
5.	Pantungo	115	90	25	78,3
6.	Pentadio Barat	118	90	28	76,3
7.	Pentadio Timur	130	104	26	80,0
8.	Talumelito	120	95	25	79,2

No.	Village	Number of Registered Recipients	As per the criteria	Not Fit the Criteria	Accuracy Percentage (%)
9.	Tapaluluo	115	89	26	77,4
10.	Timuato	118	92	26	78,0
11.	Tinelo	120	94	26	78,3
12.	Tonala	118	92	26	78,0
13.	Tuladenggi	120	94	26	78,3
14.	Ulapato A	115	90	25	78,3
15.	Ulapato B	126	98	28	77,8
Total / Average		1.785	1.392	393	78,0

Source: Primary Data from field observation and village documentation in 2024

Targeting weaknesses persist because beneficiary verification operates through fragmented manual records, limited integration with higher-level databases, and substantial administrative discretion at the village level. Village officials must interpret changing household conditions without a routine, transparent updating mechanism. This creates an information gap between formal eligibility criteria and actual household vulnerability. Kinship relations and community pressure further influence selection when decisions cannot be checked through an accessible grievance procedure or independent verification. The governance problem therefore lies not only in inaccurate data but also in the institutional rules that determine whose information is recognized, who may challenge a decision, and how corrections are made.

A village official explained: "We update BLT-DD beneficiary data through household registration and village deliberations. However, changes in residents' economic conditions are not always recorded immediately. Therefore, village officials conduct field verification to ensure that assistance is provided to eligible residents." (Informant KA, 08/10/2024).

According to Organizational Effectiveness Theory, organizational performance must be assessed through adaptation, integration, and goal attainment (Steers & Pennings, 1977). The delayed updating of beneficiary records shows weak adaptation because village institutions cannot respond promptly to changes in household vulnerability. Fragmented coordination among village records, deliberation results, and external databases also indicates weak integration. Consequently, the goal of accurate targeting is only partly achieved. The New Public Service framework places citizens as partners who help government identify public needs and correct service decisions (Denhardt & Denhardt, 2002). In this study, participatory verification becomes the link between both theories because citizen information can improve the organization's capacity to update and validate recipient data. These findings reinforce previous studies emphasizing collaboration, multi-stakeholder engagement, and accountability in strengthening village governance. Foli et al. (2025) show that government-community collaboration enhances public trust and service effectiveness, while Susanti et al., (2024), highlight the role of multi-stakeholder engagement in promoting inclusive and sustainable village financial governance., and Permatasari et al. (2024), further emphasize the importance of effective village fund management and reporting systems to strengthen accountability. It also complements Razak et al. (2025) by showing that digitalization alone is insufficient unless village institutions establish routine verification, transparent correction procedures,



Mohtashim et al., 2021; Tadjouling, 2019; Octavian et al., 2022). In Telaga Biru District, formal poverty criteria and beneficiary-data requirements were not consistently translated into coordinated verification across village records, village deliberations, and district-level databases. Ambiguity about changing household conditions, conflict arising from kinship and community pressure, and weak coordination across governance levels expanded administrative discretion and delayed corrective action. Thus, inaccurate targeting reflects limited implementation capacity to convert policy standards into integrated, adaptive, and accountable operational practices.

Before each distribution cycle, village governments should verify household conditions with village officials, the Village Consultative Body, and community representatives. The district government should provide a shared data-validation protocol and compare village records with available social-welfare databases before approving the final beneficiary list. Villages should publish eligibility criteria, verification schedules, and an accessible complaint channel while protecting beneficiaries' personal information.

Participation and Quality of Public Services in the Implementation of BLT-DD

Interviews and observations indicate that socialization and supervision remain uneven because communication is largely one-way and concentrated in village meetings, direct announcements, and WhatsApp groups. These channels distribute information, but they do not automatically create equal understanding or influence. Poor households, older residents, and citizens outside deliberative forums often receive incomplete information about eligibility, schedules, procedures, and complaint options. Participation is therefore limited by information asymmetry and by the absence of a reliable institutional channel through which citizens can question decisions, submit corrections, and receive responses. Weak supervision persists because community involvement is treated mainly as attendance or information receipt rather than as shared authority in monitoring and evaluation.

A beneficiary stated: "Information about eligibility requirements, distribution schedules, and changes in beneficiary data is not always clearly communicated to us. When problems arise, we usually report them directly to village officials because there is no accessible complaint mechanism through which we can monitor the follow-up process." (Informant RT, 12/10/2024).

The New Public Service framework argues that public institutions should serve citizens, build dialogue, and protect the public interest rather than treat citizens as passive service recipients (Denhardt & Denhardt, 2002). The findings show that participation becomes meaningful only when citizens receive

accessible information, enter recognized deliberative spaces, and obtain a clear response to complaints. Organizational Effectiveness Theory explains the organizational consequence of this condition: weak feedback restricts learning, coordination, and adaptation (Steers & Pennings, 1977). The results agree with Salampeyy et al. (2024), who identify citizen participation as an important element of public administration, and with Licsandru et al. (2025), who emphasize citizen inclusion in public services. They also support Suhardi et al. (2023), who connect accountability, transparency, and participation with public trust in village-fund management. However, this study adds a more specific explanation. Attendance at village meetings does not automatically strengthen supervision. Citizen voice improves BLT-DD effectiveness only when officials document complaints, verify the information, communicate the decision, and use the feedback to correct program implementation.

A BPD member explained: "We receive community concerns regarding beneficiary accuracy and the BLT-DD distribution process and submit them to the village government for follow-up. However, oversight remains limited because of restricted access to beneficiary data and the absence of a mechanism ensuring that each complaint receives a clear resolution." (Informant YM, 08/10/2024).

Village governments should combine deliberative meetings with information boards, mobile messaging, and direct outreach to older residents and digitally excluded households. Each channel should explain eligibility criteria, distribution schedules, complaint procedures, and citizen oversight roles. A designated service officer should record complaints, provide a response deadline, and report recurring problems to the village head and the Village Consultative Body.

Program Impact and Short- and Long-Term Effectiveness

Interview and documentary evidence indicates that BLT-DD is used mainly to stabilize immediate household consumption. Recorded utilization patterns show that assistance was directed primarily to food needs, followed by children's education and health expenses, while productive business use remained limited. These distributions are used only as contextual documentary evidence, not as a quantitative measure of program effectiveness. The finding demonstrates a capability gap: the program helps households maintain purchasing power during economic vulnerability, but its design and implementation provide limited support for converting short-term relief into sustainable income-generating capacity.

Another beneficiary stated: "We mainly use BLT-DD assistance to purchase basic necessities and cover our children's education and medical expenses. We cannot use the assistance as business capital because the amount is limited and must be prioritized to meet our family's daily needs." (Informant PM-02, 14/10/2024).

Figure 3. Governance and Organizational Mechanisms Shaping BLT-DD Outcomes

Source: Developed from the study findings using Organizational

Figure 3 explains why BLT-DD produces stronger short-term than long-term outcomes. Fragmented beneficiary data, one-way communication, and weak community oversight generate administrative discretion, information asymmetry, and limited corrective feedback. These mechanisms affect targeting and accountability while directing implementation toward immediate distribution rather than capability development. The finding is consistent with Aulia et al. (2025); Paska et al. (2025), who examine the role of village funds and BLT-DD in poverty reduction. It also corresponds with international cash-transfer research showing that transfers can protect consumption and basic needs, while their long-term economic effects depend on wider household and institutional conditions (Millán et al. (2019); M. T. Millán et al. (2020)). The present study extends this evidence by identifying a village-governance mechanism. Limited productive use is not explained solely by beneficiary choices. It also reflects the absence of institutional integration between cash assistance, beneficiary feedback, skills support, and productive empowerment programs.

In theoretical terms, the findings refine Organizational Effectiveness Theory by showing that goal attainment in social assistance has temporal and governance dimensions. Meeting food, education, and health needs represents short-term goal achievement. Sustainable effectiveness requires adaptation to changing household capabilities and integration with empowerment programs (Steers & Pennings, 1977). The findings also refine the New Public Service framework. Citizen participation must influence evaluation and program redesign, not merely the distribution process (Denhardt & Denhardt, 2002). When beneficiary experiences do not enter organizational learning, village institutions cannot correct the gap between short-term protection and long-term independence. BLT-DD effectiveness therefore emerges from the interaction of administrative capacity, transparent governance, citizen feedback, and institutional capacity for program adaptation.

The main theoretical insight is that BLT-DD effectiveness emerges from a feedback relationship between organizational capacity and citizen voice. Integrated data, transparent communication, and complaint mechanisms improve the quality of information available to village institutions. Citizen oversight can then correct targeting errors and strengthen accountability, while responsive organizations convert that feedback into administrative adaptation. This relationship explains why formally compliant distribution may still produce weak participation and limited long-term outcomes. Unlike previous studies that mainly confirm associations among governance, transparency, and program effectiveness, this study identifies the mechanism through which those factors interact. Practically, village governments should integrate beneficiary databases, document verification decisions, diversify communication

channels, establish traceable complaint procedures, strengthen BPD oversight, and connect BLT-DD evaluation with productive empowerment planning.

Local governments should retain BLT-DD as an unconditional social-protection instrument while creating a voluntary referral pathway to livelihood training, social services, and existing empowerment programs. Follow-up consultation should identify interested beneficiaries without making productive participation a condition for receiving assistance. Evaluation should distinguish immediate protection outcomes from longer-term empowerment outcomes because the latter require complementary policy instruments.

CONCLUSION

BLT-DD management in Telaga Biru District provides effective short-term social protection, but its effectiveness remains uneven. Beneficiary targeting is constrained by fragmented and infrequently updated data, socialization is dominated by one-way communication, and community oversight has not yet generated consistent corrective action. The program therefore protects household consumption and access to basic needs more strongly than it supports long-term economic self-reliance.

The study generates a new conceptual insight by showing that BLT-DD effectiveness is not a linear result of administrative goal attainment. It is a recursive governance process in which organizational capacity and citizen voice reinforce each other. Integrated beneficiary data, transparent communication, accessible complaint mechanisms, and community oversight improve the information available to village institutions. Responsive institutions then convert that information into adaptation, coordination, and program correction. This feedback mechanism links Organizational Effectiveness Theory with the New Public Service perspective and explains why formal compliance in fund distribution can coexist with inaccurate targeting, weak participation, and limited long-term outcomes. The study therefore extends organizational effectiveness by adding governance quality, temporal outcomes, and citizen-generated feedback as conditions of sustainable effectiveness. It also extends the New Public Service perspective by showing that participation creates public value only when citizen input influences evaluation and program redesign (Denhardt & Denhardt, 2002; Fukuyama, 2013; Matland, 1995; Steers & Pennings, 1977).

This conceptual contribution implies that implementation should connect administrative capacity, policy coordination, and citizen participation across the delivery cycle. Village governments should integrate and regularly update beneficiary databases, document verification decisions, diversify communication channels, establish traceable complaint procedures, strengthen Village Consultative Body oversight, and connect BLT-DD evaluation with productive empowerment programs. These measures can shift implementation from routine distribution toward adaptive and accountable public service. The single-district qualitative design limits statistical generalization and does not measure long-term household economic effects. Future studies should test the proposed feedback mechanism through mixed methods, comparative district designs, and longitudinal analysis of the relationship among citizen voice, organizational adaptation, targeting accuracy, and beneficiary self-reliance.

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CRedit authorship contribution statement

Rusli Isa: Conceptualization, methodology, formal analysis, writing original draft, supervision.
Yanti Aneta: Investigation, data collection, validation, writing review & editing.
Ismet Sulila: Data curation, visualization, writing review & editing.

We are the authors approved the final version of the manuscript.

Conflict of Interest

We declare that there are no conflicts of interest, either financial or personal in nature, that could affect the objectivity of the research reported in this article

Ethical Statement

This study was conducted in accordance with applicable research ethics principles. All participants voluntarily agreed to participate after receiving adequate information regarding the objectives and procedures of the study. Informed consent was obtained from all participants prior to their involvement in the study.

Data Availability

The data supporting the findings of this study are available from the corresponding author upon reasonable request. Certain data are not publicly available because they contain information that could affect participant confidentiality.

Declaration of Generative AI Use

During the preparation of this manuscript, the authors used QuillBot, and Grammarly to assist with language refinement and grammar editing during manuscript preparation. All scientific content, analysis, interpretation, and conclusions were developed and verified by the authors, who assume full responsibility for the final manuscript.

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