



RESEARCH ARTICLE

Evaluation of Program Activity Planning as an Effort to Improve the Minimum Service Standard Index of the Department of Education and Culture of Pasuruan Regency

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Evaluation of educational program planning is a strategic step in ensuring the improvement of the quality of educational services. This study aims to evaluate the planning of the program activities of the Pasuruan Regency Education and Culture Office in an effort to improve the Minimum Service Standards Index (SPM) of Education in the region. By using the CIPP (Context, Input, Process, Product) evaluation approach, this study identifies strengths, weaknesses, opportunities, and threats in program planning. A qualitative approach is applied to gain an in-depth understanding from the perspective of stakeholders through the program evaluation method. The results of the study indicate that although the planned program has considered aspects of the local needs context, there are limitations in terms of resources and stakeholder involvement. In addition, the implementation of the program has not been fully effective in achieving the expected SPM target, with the SPM value still in the "young completion" category at 65.6. These findings provide important input for the Pasuruan Regency Education and Culture Office to improve coordination and allocation of more optimal resources, as well as encourage active participation of all related parties in the implementation of education programs.

1. INTRODUCTION

Education is one of the main pillars in building quality and competitive human resources. In the current era of globalization, improving the quality of education is a must for every region to be able to produce the next generation who are able to face challenges in the future. One of the efforts to improve the quality of education is by evaluating the planning of program activities carried out by the Pasuruan Regency Education and Culture Office. Evaluation according to Mulyasa (2013) is a systematic process for assessing the results of achieving the goals or objectives of a program, activity, or policy. Supadi (2017) found that quality evaluation involves analysis of input, process, and output components. Although these three components are important for improving quality, the participation of school committees in education management is still not optimal.

Pasuruan Regency, as one of the regions in East Java, has the responsibility to provide quality education services for all its people. However, in its implementation, there are still several obstacles and problems faced. Based on data from the Pasuruan Regency Education and Culture Office, the level of education participation in the region is still not optimal, especially at the secondary education level. In addition, the ratio of students per teacher in several schools still exceeds the established standards, which can affect the quality of learning. To overcome these problems, the Pasuruan Regency Education and Culture Office has prepared various activity programs aimed at improving the quality of education in its region. However, before the activity program is implemented, an evaluation must be carried out first to ensure that the planning of the activity program has been prepared properly and in accordance with the needs and conditions in the field.

Evaluation of the planning of this activity program is very important to do because it can provide valuable information for decision makers at the Department of Education and Culture of Pasuruan Regency. By conducting an evaluation, strengths and weaknesses in the planning of the activity program can be identified, as well as opportunities and threats that may be faced in its implementation.

In conducting an evaluation of the program activity planning, the Pasuruan Regency Education and Culture Office can use the CIPP (Context, Input, Process, Product) approach. This approach allows for a comprehensive evaluation, starting from the context or background of the preparation of the program activity, the input or resources available, the process of planning and implementing the program activity, to the products or results expected from the program activity. The CIPP model is considered a clear evaluation model with agreed standards (Arikunto, 2010).

Context evaluation aims to analyze the needs, problems, and opportunities that form the basis for the preparation of activity programs. In this case, the Pasuruan Regency Education and Culture Office needs to identify the factors that drive and inhibit the improvement of the quality of education in its region, as well as analyze the suitability between the planned activity programs and the needs and conditions in the field.

Input evaluation is conducted to assess the availability and adequacy of resources needed in implementing program activities, such as budget, human resources, facilities and infrastructure, as well as curriculum and learning materials. By identifying strengths and weaknesses in the input aspect, the Pasuruan Regency Education and Culture Office can take the necessary steps to ensure the availability of adequate resources.

Process evaluation aims to assess the effectiveness and efficiency of the planning and implementation process of the program activities. In this case, the Pasuruan Regency Education and Culture Office needs to analyze whether the program activity planning process has been carried out properly, involving all stakeholders, and considering various relevant aspects. In addition, process evaluation can also provide information about the readiness and ability to implement the program activities.

Finally, product evaluation is carried out to assess whether the planned activity program can achieve the expected goals and targets, namely increasing the Minimum Service Standards (SPM) Index for Education in Pasuruan Regency. SPM according to Cahya & Lestari (2013) are the rights and responsibilities of recipients and providers of services used by the government and local governments to ensure that residents receive basic services of the same quality in carrying out mandatory tasks. Product evaluation can also identify the positive and negative impacts of implementing program activities, as well as measure the level of community satisfaction with the educational services provided. Andhika & Iswahyudi (2021) found that although the Education Office had allocated funds and distributed teachers to meet the Basic Education SPM, the implementation of the program was still less than optimal due to management constraints.

By conducting an evaluation of the program planning activities using the CIPP approach, the Pasuruan Regency Education and Culture Office can obtain comprehensive and in-depth information about the strengths, weaknesses, opportunities, and threats in efforts to improve the quality of education in its region. This information is very valuable to be used as a basis for decision making and improving future program activities, so that it can increase the effectiveness and efficiency in achieving the goal of increasing the Minimum Service Standards Index (SPM) of Education in Pasuruan Regency. Research results Supadi (2017) found that the evaluation of the quality of the program conducted at SMA 61 Jakarta was related to the elements of input, process, and output. The combination of the three elements, namely input, stages, and quality of goods, is an important factor in improving the quality of education.

Through the evaluation of this program planning activity, it is expected that the Pasuruan Regency Education and Culture Office can identify priority programs that need to be implemented, and optimize the allocation of available resources. Thus, quality education services can be realized, and the SPM index of the Pasuruan Regency Education and Culture Office can increase significantly.

Evaluation of program activity planning is a crucial step in ensuring the effectiveness and efficiency of the program being implemented. In the context of increasing the SPM Index of the Pasuruan Regency Education and Culture Office, evaluation of program activity planning is very important.

Pasuruan Regency as one of the regencies in East Java is committed to continuing to improve the quality of education services to the community.

By conducting an evaluation of the program planning activities, the Pasuruan Regency Education and Culture Office can evaluate the extent to which the activity plans that have been prepared are in accordance with the objectives of increasing SPM. This evaluation also helps in identifying potential improvements and ensuring the allocation of appropriate resources to achieve the targets that have been set.

Improving the quality of education services in Pasuruan Regency is very important to improve the quality of education in the area. In this context, the Department of Education and Culture of Pasuruan Regency has a very vital role in organizing various programs and activities to achieve the minimum service standards that have been set.

The Department of Education and Culture of Pasuruan Regency plays an important role in realizing quality education for the community. As one of the government agencies responsible for organizing education, the Department of Education and Culture of Pasuruan Regency is required to continuously improve the quality of its services in accordance with the established SPM.

The SPM index is a benchmark for the success of the Education and Culture Office's performance in providing optimal education services to the community. However, based on the evaluation conducted, it is known that the SPM index of the Pasuruan Regency Education and Culture Office has not yet reached the expected target.

To improve the SPM index, comprehensive and targeted program planning is needed. This program planning must be prepared by considering various aspects, such as community needs, existing conditions, available resources, and target achievements to be achieved.

Evaluation of program activity planning is very important to do. This aims to identify the strengths, weaknesses, opportunities, and threats that exist, so that necessary adjustments and improvements can be made. Thus, program activity planning can be more effective and efficient in efforts to increase the SPM index of the Pasuruan Regency Education and Culture Office.

The Department of Education and Culture of Pasuruan Regency is responsible for improving the quality of education in its region. One of the efforts made is through the evaluation of program activity planning as an effort to increase the SPM Index. SPM is a benchmark for the performance of educational services that must be met by the local government. By conducting an evaluation of program activity planning, it is expected to identify strengths, weaknesses, opportunities, and threats in order to improve the quality of educational services in Pasuruan Regency.

The phenomenon in efforts to improve the quality of education in Pasuruan Regency, the Education and Culture Office has prepared several activity programs aimed at increasing the Minimum Service Standards Index (SPM) of Education. However, in its implementation, the SPM Index of Pasuruan Regency in 2023 was 65.6. This figure places it in the "young completion" category. This indicates that although there has been an increase, there is still room for further improvement. Therefore, evaluation of program activity planning is very important to be carried out in order to identify the root of the problem and find the right solution in order to achieve the Minimum Service Standards Index (SPM) of Education target.

Increasing the SPM index in the Pasuruan Regency Education and Culture Office is important in improving the quality of education services in the area. Evaluation of program activity planning is a crucial step in ensuring the effectiveness and efficiency of programs implemented by the agency. By conducting a comprehensive evaluation, the Pasuruan Regency Education and Culture Office can identify successes, weaknesses, and opportunities for improvement in the implementation of education programs.

2. MATERIALS AND METHODS

Qualitative approach with program evaluation methods. Qualitative approach according to Moleong (2008) that qualitative research is to identify phenomena experienced by study participants, including behavior, perceptions, motives, and other experiences. A qualitative approach is used to evaluate the program planning process in depth and gain a comprehensive understanding from

various stakeholder perspectives. The program evaluation method is very relevant because the main objective of this study is to evaluate the effectiveness and impact of program planning on increasing the SPM index.

In qualitative research, data analysis is carried out from the beginning and throughout the research process. This research uses qualitative data analysis from (Miles et al., 2014) which consists of: data reduction, data presentation, and drawing conclusions/verification.

3. RESULTS AND DISCUSSION

3.1 Evaluation of the program planning activities of the pasuruan regency education and culture office in an effort to increase the minimum service standards (SPM) index for education using the CIPP (context, input, process, product) approach

Evaluating the planning of activity programs prepared by the Pasuruan Regency Education and Culture Office in an effort to improve the Minimum Service Standards Index (SPM) of Education using the CIPP (Context, Input, Process, Product) approach is an important step to ensure that the activity program can be implemented effectively and efficiently. This evaluation will provide a comprehensive picture of the strengths, weaknesses, opportunities, and challenges in the planning of activity programs, so that improvements and refinements can be made to achieve the target of increasing the SPM of Education in Pasuruan Regency.

Based on the information provided that the Minimum Service Standards Index (SPM) for Pasuruan Regency Education in 2023 is at level 5 (young completion) out of 6 existing levels with a value of 65.6, this can be discussed in the evaluation of program activity planning as follows:

Context evaluation is intended to provide useful information in planning goals and targets (Arikunto, 2010). The Pasuruan Regency Education SPM Index score at level 5 indicates that the quality of education services in Pasuruan Regency is still not optimal and needs to be improved. Although it is already at a fairly good level, there is still room for improvement in order to reach the highest level (level 1). This is a strong context or background for the Pasuruan Regency Education and Culture Office to prepare a program of activities in an effort to improve the Education SPM Index. In the context evaluation, it is necessary to examine the background or reasons underlying the preparation of the program of activities by the Pasuruan Regency Education and Culture Office. This includes an analysis of needs, problems, and opportunities related to improving the quality of education in the region.

Based on the data and information obtained, one of the main factors that drives the preparation of this activity program is the low SPM Education Index in Pasuruan Regency. SPM Education is a benchmark for the performance of education services that must be met by the local government, including indicators such as education participation rates, student-to-teacher ratios, availability of textbooks, and others.

Input evaluation aims to determine how best to utilize it in achieving program objectives. This evaluation is important to ensure that input, both human and facilities, is able to support the implementation of the education program effectively (Arikunto, 2010). In an effort to increase the Education SPM Index from level 5 (young completeness) to level 4 (primary completeness), the Pasuruan Regency Education and Culture Office needs to evaluate the adequacy and suitability of the input or resources available. For example, whether the number of educators and education personnel and their qualifications are sufficient to support the education quality improvement program. Is the allocated budget sufficient to finance the planned program activities. Do the available educational facilities and infrastructure meet the standards to achieve the SPM Index level 4. Input evaluation aims to assess the adequacy and suitability of the available resources in supporting the implementation of the Education SPM improvement program activities in Pasuruan Regency. The resources in question include the budget, human resources, facilities and infrastructure, as well as the curriculum and learning materials. The aspect of educational facilities and infrastructure is also one of the main inputs that must be evaluated. Are the conditions of school buildings, libraries, laboratories, and other facilities adequate to support the implementation of the program activities. If there are deficiencies or limitations in facilities and infrastructure, steps need to be planned to overcome them, such as renovating or procuring new facilities. The results of this study are in line with The Untamed (2022), the research results show that 27 Achievement Indicators (IP) of the

Minimum Basic Education Service Standards (SPM) increased slightly in various indicators from the previous year.

Process evaluation is intended to determine whether a program is being implemented well (Arikunto, 2010). In the process of planning a program of activities to improve the SPM Education Index, the Pasuruan Regency Education and Culture Office needs to involve all stakeholders, such as school principals, teachers, school committees, and community representatives. Their involvement can ensure that the planned program of activities is in accordance with the needs in the field and can be accepted by all parties. In addition, it is also necessary to consider the right strategy to increase the SPM Education Index from level 5 to level 4. Is the strategy used in the program of activities in accordance with the goals and targets to be achieved? Has the time for implementing the program of activities been planned well so as not to interfere with learning activities at school. Process evaluation aims to assess the effectiveness and efficiency of the planning process and preparation for the implementation of the program of activities to improve the SPM Education by the Pasuruan Regency Education and Culture Office. In this evaluation, it is necessary to examine whether the program of activities planning process has been carried out properly, involving all stakeholders, and considering various relevant aspects. One important aspect in process evaluation is the involvement of stakeholders in the preparation of program planning activities. Has the Pasuruan Regency Education and Culture Office involved parties such as school principals, school committees, teachers, and community representatives in the planning process? This stakeholder involvement is very important to ensure that the planned program activities are in accordance with the needs in the field and can be accepted by all related parties. In addition, the process evaluation also needs to examine aspects such as the suitability of the program activity goals and targets with the needs and conditions in the field, the strategies used in preparing the program activities, and the planned implementation time. Have the program activity goals and targets been clearly defined? Adilah & Suryana (2021) found that improving education standards in was done through four steps of strategic management: environmental analysis, conceptualization, implementation, and evaluation. This analysis includes strengths, weaknesses, opportunities, and threats. The process involves developing a school vision and strategy, implementing eight National Education Standards, and evaluating through direct meetings and assessments. Support comes from adequate facilities and partnerships, although challenges include some educators who do not meet standards and competition with other schools.

Process evaluation provides valuable information to improve and enhance the overall quality of program implementation (Arikunto, 2010). In product evaluation, the Pasuruan Regency Education and Culture Office needs to set a target for increasing the Education SPM Index to be achieved through the planned program activities. In addition, it is also necessary to identify the positive and negative impacts that may arise from the implementation of the program activities, as well as measure the level of community satisfaction with the education services provided after the program activities are implemented. The Pasuruan Regency Education and Culture Office can identify priority areas that need to be focused on in the program activities to increase the Education SPM Index. For example, at the PAUD level, there needs to be an effort to improve the accreditation of PAUD units. At the elementary school level, there needs to be a program to improve students' numeracy skills, while at the junior high school level, there needs to be an effort to improve students' literacy skills. This information can be used as evaluation material in planning program activities, so that the programs that are prepared can be right on target and in accordance with the needs of improving the quality of education at each level in Pasuruan Regency. This finding is in accordance with research Supadi (2017), who found that the evaluation of program quality at SMA 61 Jakarta involved analysis of input, process, and output components. The combination of these three components is an important element in improving the quality of education.

3.2 Driving and inhibiting factors in increasing the minimum service standards for education of the pasuruan regency education and culture office

In an effort to improve the SPM Education Index in Pasuruan Regency, there are several factors that can encourage the success of the program activities planned by the Education and Culture Office. The following is a discussion of these driving factors:

Commitment and Support of the Local Government, One of the important driving factors is the strong commitment and support of the local government of Pasuruan Regency in improving the quality of

education. This is reflected in the policies and budget allocations provided for the education sector. With the support of the local government, the program activities planned by the Education and Culture Office will have a strong foundation in their implementation. The commitment and support of the local government of Pasuruan Regency in improving the quality of education and achieving the SPM Education target is a very important driving factor. This can be seen from the following aspects: Local Government Policy, budget allocation, formation of a special team, cooperation with stakeholders, as well as socialization and campaigns,

Community Participation and Involvement, the success of the program to improve the SPM Education also depends heavily on community participation and involvement. When the community, including the school committee, parents of students, and community leaders, are involved in the planning and implementation process of the program, a greater sense of ownership and support will grow. Community participation can also help identify needs and priorities that are in accordance with conditions in the field. Community participation and involvement are very important driving factors in efforts to improve the SPM Education in Pasuruan Regency. The success of the program planned by the Education and Culture Office does not only depend on the commitment of the local government, but also the support and active participation of the community. Community involvement can be realized through the following aspects: involvement in program planning, formation of school committees, involvement in supervision and evaluation, support in the form of manpower and resources, and socialization and campaigns. With broad community participation and involvement, the program to improve the SPM Education in Pasuruan Regency will have a strong foundation and greater support from the community. This will help create a sense of ownership and shared commitment in efforts to improve the quality of education in the region.

Another driving factor is the existence of partnerships and collaborations with various related stakeholders, such as educational institutions, non-governmental organizations, and the private sector. These partnerships can provide access to resources, expertise, and funding that can support the implementation of program activities more effectively and efficiently. In addition to the commitment of local governments and community participation, partnerships and collaborations with various related stakeholders are also important driving factors in efforts to improve the SPM of Education in Pasuruan Regency. These partnerships can provide access to resources, expertise, and funding that can support the implementation of program activities more efficiently and effectively. The following are some forms of partnerships and collaborations that can be carried out: partnerships with educational institutions, collaboration with non-governmental organizations, collaboration with the private sector, collaboration with other government agencies, and partnerships with the mass media. With extensive partnerships and collaborations with various related stakeholders, the Pasuruan Regency Education and Culture Office will have access to greater resources, expertise, and funding. This will help strengthen the implementation of program activities and increase the effectiveness and efficiency in efforts to achieve the SPM Education target in the region.

Utilization of Technology and Educational Innovation, in the current digital era, the utilization of technology and innovation in the field of education is a very important driving factor in efforts to improve the SPM of Education in Pasuruan Regency. Technology and innovation can help improve the quality and effectiveness of the learning process, as well as provide wider access to quality learning resources. The following are some aspects of the utilization of technology and educational innovation that can be done: application of information and communication technology in learning, development of digital learning media, application of innovative learning methods, development of online learning resources and training and development of teacher capacity. By optimally utilizing technology and educational innovation, the Pasuruan Regency Education and Culture Office can improve the quality of the learning process, expand access to learning resources, and create a more interesting and interactive learning environment for students. This will ultimately support efforts to improve the SPM of Education in the region.

The quality of educators and education personnel is a very important primary factor in efforts to improve the SPM of Education in Pasuruan Regency. Competent, skilled, and dedicated teachers and education personnel will have a positive impact on the quality of education provided to students. Therefore, the program to improve competence and professional development for educators and education personnel needs to be a priority in the program of activities planned by the Pasuruan

Regency Education and Culture Office. The following are several aspects related to the quality of educators and education personnel that need to be considered: academic qualifications and competence, training and professional development, reward and incentive systems, recruitment and selection, and performance supervision and evaluation. By paying attention to these aspects, the Pasuruan Regency Education and Culture Office can ensure that educators and education personnel involved in the education process are of good quality. This will be a strong driving factor in efforts to improve the SPM of Education in the region.

The culture of learning and students' enthusiasm in seeking knowledge are very important driving factors in efforts to improve the SPM of Education in Pasuruan Regency. When students have a strong drive to learn and achieve high achievements, efforts to improve the quality of education will be easier to achieve. Therefore, the Pasuruan Regency Education and Culture Office needs to design a program of activities that encourage the growth of a positive learning culture in the school environment. The following are some aspects related to the culture of learning and student enthusiasm that need to be considered: creating a conducive learning environment, learning motivation programs, awards and appreciation, extracurricular activities, and the involvement of parents and the community. By creating a positive learning culture and increasing students' enthusiasm in seeking knowledge, the Pasuruan Regency Education and Culture Office will have strong capital in efforts to improve the SPM of Education. Students who are motivated and have a high enthusiasm for learning will find it easier to absorb knowledge and achieve good academic achievement.

Although there are many driving factors in efforts to increase the Minimum Service Standards for Education in Pasuruan Regency, there are also several inhibiting factors that need to be identified and addressed, including:

Budget constraints, one of the main inhibiting factors is the limited budget allocated for the education sector in Pasuruan Regency. Although the local government has attempted to increase the budget allocation from period to period, the budget is still insufficient to meet all the needs for improving the quality of education. This can hinder the implementation of programs and activities such as improving facilities and infrastructure, teacher training, procuring books and learning tools, and other activities that require adequate funding. Budget constraints are one of the main inhibiting factors in efforts to improve the Minimum Standards of Education in Pasuruan Regency. Although the local government has attempted to increase the budget allocation for the education sector from year to year, the budget is still insufficient to meet all the needs for improving the quality of education in the region. This can hinder the implementation of programs and activities such as improving facilities and infrastructure, teacher training, procuring books and learning tools, and other activities that require adequate funding. Susanto et al. (2020) found that the implementation of SPM Basic Education at SD Al Bayan has been optimal in the era of the Industrial Revolution 4.0. This school uses Smart Classroom with supporting technology and a curriculum that focuses on data literacy, technology, and humans. Educators adopt the TPACK (Technological, Pedagogical, and Content Knowledge) approach and use computer-based interactive media, such as DVD Rom, to support flexible learning.

Uneven Distribution of Resources, another inhibiting factor is the uneven distribution of educational resources throughout Pasuruan Regency. Several schools, especially in remote or rural areas, experience a shortage of qualified educators, inadequate facilities and infrastructure, and limited access to learning resources. This can cause a gap in the quality of education between schools in urban and rural areas.

Inadequate Quality of Educators, although efforts to improve the quality of educators continue to be made, there are still a number of teachers who do not meet the required qualification or competency standards. This can be due to various factors, such as lack of opportunities to participate in training or professional development, low motivation to improve self-quality, or lack of understanding of effective learning methods.

Lack of Community Support, in some cases, there is a lack of support and participation from the community in efforts to improve the quality of education. This could be due to a lack of understanding of the importance of quality education, or the perception that the responsibility for education lies

entirely with schools and the government. This lack of community support can hinder the implementation of programs that involve community participation.

Geographical and Infrastructure Challenges, Pasuruan Regency has a fairly large area with diverse geographical conditions, including mountainous areas and remote villages. This can be a challenge in providing equitable access to education and optimal distribution of resources. In addition, infrastructure conditions such as roads and transportation in several areas can also be an obstacle in efforts to improve the quality of education.

Social and Cultural Challenges, social and cultural factors can also be obstacles in efforts to improve the quality of education in Pasuruan Regency. For example, there is a culture or perception of society that does not support education, especially for girls or certain community groups. In addition, the economic conditions and education levels of parents can also affect their participation and support for children's education.

By identifying these inhibiting factors, the Department of Education and Culture of Pasuruan Regency can develop appropriate strategies and efforts to overcome these obstacles. This is important to ensure that the program of activities to improve the SPM of Education can be implemented effectively and sustainably.

4. CONCLUSION

In relation to the discussion, the conclusion is as follows: In order to improve the SPM Education Index in Pasuruan Regency, evaluation of the program activity planning prepared by the Education and Culture Office using the CIPP (Context, Input, Process, Product) approach is an important step. This evaluation aims to ensure that the program activity can be implemented effectively and efficiently, and provide a real contribution to improving the quality of education in the region. 1) Context Evaluation: Assessment of the context or background underlying the preparation of the program activity shows that although the SPM of Education in Pasuruan Regency is at level 5 with a value of 65.6 in the young completion category, there is still room for improvement. Factors such as low education participation, limited facilities and infrastructure, and the uneven quality of educators are the main reasons for preparing the program activity. However, there are also opportunities such as local government commitment and community participation that can support efforts to improve the quality of education. 2) Input Evaluation: Evaluation of available input or resources highlights the importance of the adequacy and suitability of human resources, budget, and educational facilities and infrastructure. It should be noted that the availability of highly qualified educators, adequate budget allocation, and adequate infrastructure conditions are very important in supporting the implementation of the program activities. 3) Process Evaluation: The process of planning and implementing the program activities must involve all stakeholders and consider various relevant aspects. The active involvement of the principal, teachers, school committee, and community is key to ensuring that the program activities are in accordance with the needs in the field. In addition, the strategy used must be right on target and the implementation time must be well planned. 4) Product Evaluation: Product evaluation aims to determine the target for increasing the Education SPM Index to be achieved and to measure the positive and negative impacts of the implementation of the program activities. Identification of achievements and accomplishments, as well as measuring community satisfaction are important in evaluating the success of the program activities.

Achievements per level in Pasuruan Regency, it is seen that there are several priority areas that need to be focused on in the program of activities to improve the SPM Education Index. This includes efforts to improve the accreditation of PAUD units, the numeracy skills of elementary school students, and the literacy skills of junior high school students. Subki et al. (2022), found that the implementation of SPM for Secondary Education in Banten Province is not optimal. Although SPM has been included in the 2017-2022 RPJMD and the budget and human resources are adequate, improvements are needed, especially in adding teachers and accelerating certification. The achievement of certification of high school and vocational school teachers is still low, with performance indicators below 50 percent due to limited central quotas, so that the fulfillment of SPM has not been as expected.

The driving and inhibiting factors in increasing the SPM for Education at the Pasuruan Regency Education and Culture Office are: 1) Factor Drivers: a) Commitment and Support of Local Government: Strong commitment and support from the local government of Pasuruan Regency

provides a strong foundation for the program to improve the SPM of Education. b) Community Participation and Involvement: By involving the community, especially parents of students and school committees, education programs will receive wider support. c) Partnership and Collaboration with Stakeholders: Collaboration with educational institutions, non-governmental organizations, the private sector, and the mass media opens access to resources, expertise, and funding. d) Utilization of Technology and Educational Innovation: Utilization of technology, such as ICT and digital learning media, as well as innovation in learning methods, helps improve the quality of the learning process. e) Quality of Educators and Education Personnel: Focus on developing the competence and professionalism of teachers and education personnel to ensure optimal quality of education. f) Learning Culture and Student Spirit: Creating a conducive learning environment, motivational programs, awards for achievement, extracurricular activities, and parental and community involvement helps foster a positive learning culture. Artanto et al. (2023) found that the pioneering program of superior madrasahs has succeeded in achieving its goals, as evidenced by the achievements of students who created innovative products and participated in scientific competitions. However, it is still necessary to improve the competence of educators in scientific research.

Inhibiting factors, namely budget limitations, can hinder the implementation of programs to improve SPM Education, especially in improving facilities and infrastructure, procuring books and learning tools, and teacher training.

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