

Evaluation of the Strategic Policies of the Jokowi Government Volume 2

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ABSTRACT

Objective: This research aims to determine the extent to which the evaluation of the policy has successfully achieved national goals and provided tangible benefits for the community. The main focus of this research is to measure the extent to which Jokowi's second-term strategic policy has successfully achieved national goals and provided real benefits for the community. **Method:** This research uses a qualitative descriptive approach, which includes six main indicators: effectiveness, efficiency, adequacy, accuracy, responsiveness, and equity. Data was obtained through documentation studies in the form of official government reports, regulations, documents, the National Medium-Term Development Plan 2020-2024, as well as evaluations of national strategic projects. **Results:** The research results show that the six indicators have been well implemented. Effectiveness can be seen from the success of the program, program efficiency is assessed based on the program's ability to utilize existing resources, adequacy can be evaluated from the outcomes of a program in addressing existing issues, accuracy is judged by the success of improvements in various involved sectors, responsiveness is evaluated from the success in addressing public complaints, and equity is assessed by programs that can reach all layers of society. **Novelty:** The novelty of this research is evident from the effort to conduct a comprehensive evaluation of the strategic policies of Jokowi's second term government.

INTRODUCTION

Leadership is a social phenomenon that has a significant influence on the sustainability of a nation in organizing national life. Furthermore, leadership is also one of the strategic functions that can drive the realization of ideals, aspirations, and values that develop within society due to the interaction between leaders and the led.[1] A nation and state need a leader who will act as a motivator, guide, director, and protector for all citizens against impending dangers, and who is capable of solving the problems faced by the people, whether they arise from within the country or from external sources. Therefore, all countries are obligated and it is very important to elevate a leader, a head of state who will manage, lead the people, and address all national issues.

In the 2019 Presidential Election, Joko Widodo was re-elected as the President of the Republic of Indonesia for his second term. This time, Joko Widodo was accompanied by Vice President K.H. Ma'ruf Amin and was inaugurated on October 20, 2019, for the 2019-2024 term. During his second term, President Joko Widodo focused the government's main attention not only on physical development but also on the development and enhancement of the capacity of Indonesian human resources, so that the Indonesian people can achieve high quality and competitiveness on the international stage and can effectively compete with other countries around the world [2].

President Joko Widodo ensures that during his second term in office, he will focus on five priorities to be implemented over the next five years. These priorities include, first, the development of human resources (HR) towards a superior Indonesia. Based on the main definition outlined in the RPJMN 2020-2024, superior HR refers to the condition

of Indonesian human resources who are healthy, intelligent, adaptive, innovative, skilled, and have character. The concept of superior HR is not only understood as an increase in the number of educated workers but also encompasses aspects of health, skills, productivity, global competitiveness, and national character. The government emphasizes that Indonesia's demographic bonus can only become a strength if it is supported by healthy, educated, competent, and integrity-driven individuals.

In the field of employment, the Pre-Employment Card program was inaugurated through Presidential Regulation Number 36 of 2020 concerning the Development of Work Competencies through the Pre-Employment Card Program. The Pre-Employment Card program is a work competency development program aimed at job seekers, workers/laborers affected by layoffs, and workers/laborers needing skills enhancement. This program combines financial assistance and training subsidies from the government. The Pre-Employment Card scheme is essentially a system that provides opportunities for job seekers to enhance their skills through government-funded training [3]. Second, to continue enhancing economic development. Economic development is any activity undertaken by a country to develop economic activities and the standard of living of its people, or in other words, economic development is a process that leads to an increase in real per capita income of a country's population in the long term, accompanied by improvements in institutional systems. Based on this theory, it can be concluded that economic development brings progress to society, namely reduced poverty and increased welfare. In practice, economic development in a country is always accompanied by infrastructure development which is continuously pursued by the government to drive the wheels of development [4].

The third is the simplification of all forms of regulatory constraints. The Omnibus Law is the consolidation of several laws into one regulation; the government's goal in creating the omnibus law is to combine 1,244 articles and 79 laws into one regulation. One of the laws included in the omnibus law is the Employment Law, in the Draft Omnibus Law for Job Creation, it will create 11 changes including Simplification of Licensing, Investment Requirements, Foreign Workers, Working Hours, Workers' Rights and Protection, adding types of layoffs, and Strengthening Social Security. The fourth is the simplification of bureaucracy. Bureaucratic reform is an urgent necessity to improve the quality of the Civil Servants (ASN) and to achieve good governance in Indonesia. One concrete step to support bureaucratic reform is by utilizing information technology (IT) to enhance the quality of public service. In the era of the 4.0 industrial revolution, the government is expected to adopt information and communication technology (ICT) through the implementation of E-Government systems. This system aims to expedite administrative processes, increase efficiency, and expand the reach of public services [5].

The fifth is economic transformation. Economic transformation is a strategic effort to shift Indonesia's dependence from a resource-based economy to a manufacturing and modern service economy with high added value. The goal is to enhance the nation's prosperity and create social justice for all the people of Indonesia. Strengthening the transformation provides opportunities for the advancement of Indonesia's economy supported by a demographic bonus. To realize these opportunities, structural transformation supported by industrialization is needed. One important element in this in-

dustrialization strategy is downstream processing, which plays a role in increasing the added value from the production of natural resources.

A preliminary study titled "Reflections on the Performance of President Jokowi's Government During the Three Years of His Second Term" has been conducted. This research shows that the second term of President Jokowi has not gone smoothly due to the COVID-19 pandemic, which has had wide-ranging and profound impacts not only on the health sector but also on the economy, social conditions, and national stability as a whole. Additionally, the study titled "Jokowi and Communication: A Reflection on the Second Term Leadership of the President" emphasizes that the second term of President Jokowi has not proceeded smoothly because of COVID-19. Various government statements regarding COVID-19 seem to be a subject of ridicule, leading to controversy. Furthermore, various government statements on public issues, such as the Job Creation Law, have caused friction that resulted in conflict [6].

The subsequent research titled "Comparison of Government Policies During Jokowi's First and Second Terms Viewed from Utilitarian Theory" emphasizes that during Joko Widodo's leadership, from the first term to the second term, various efforts and policies implemented have successfully achieved a significant level of justice and utility for the broader community. The government strives to realize policies that are not only oriented towards economic growth but also focus on equitable benefits to all segments of society, including vulnerable groups and regions that have been underdeveloped.[7]

Based on the problems and previous research mentioned above, the aim of this study is to determine the extent to which the policy evaluation has successfully achieved national goals and provided tangible benefits for the community. This study utilizes the theory of policy evaluation which identifies six main factors that influence the success or failure of policy implementation. The first factor is effectiveness, which assesses the extent to which a policy or action achieves the expected outcomes or objectives. This criterion focuses on achieving the desired results technically. The second factor is efficiency, which measures the extent of effort, costs, or resources required to achieve a certain level of effectiveness. Efficiency refers to the relationship between the results achieved and the resources used, with the aim of maximizing results with minimal expenditure. The third factor is adequacy, assessing the extent to which the effectiveness of the policy satisfies the needs, values, or opportunities in addressing the issues at hand. In other words, it measures whether the policy outcomes genuinely meet the existing needs adequately. The fourth factor is assessing the extent to which the costs and benefits of a policy are distributed fairly or evenly among various groups in society. This relates to the social justice of the policy's impact. The fifth factor is evaluating the extent to which the policy outcomes align with and satisfy the needs, preferences, or values held by the target groups of the policy. The sixth factor is assessing whether the intended goals or outcomes are genuinely useful and valuable for the policy's targets. This refers to the relevance and feasibility of the policy goals.

RESEARCH METHOD

This research uses a descriptive qualitative method to explain in detail and comprehensively the implementation process and evaluation of strategic program policies

during the second term of Joko Widodo's presidency. This study focuses on the implementation of the Superior Indonesia program, infrastructure continuity, economic transformation, regulatory simplification, and bureaucracy, using six indicators: effectiveness, efficiency, adequacy, equity, accuracy, responsiveness, and leveling. Data was collected through documentation studies in the form of official government reports, regulations, the RPJMN 2020-2024 document, as well as evaluations of national strategic projects (PSN). The data sources consist of primary sources which are official documents issued by relevant government agencies, while secondary documents include studies, papers, or evaluation reports related to the research topic. Data analysis was conducted using the interactive model of Miles and Huberman 2014, which includes four main stages: (1) Data collection through documentation studies in the form of official documents, regulations, reports, and other relevant data sources. (2) Data reduction by selecting and summarizing to focus on data that is relevant to the research objectives. (3) Data presentation in the form of reduced data that is organized and presented systematically in the form of descriptive narratives, tables, or graphs to facilitate understanding and interpretation. (4) Drawing conclusions and verification by interpreting the presented data to generate research findings.

RESULTS AND DISCUSSION

To determine the extent to which the evaluation of the policy has successfully achieved national goals and provided real benefits to the community.

A. Effectiveness

Effectiveness according to William Dunn is a concept that refers to the extent to which predetermined results can be optimally realized. In other words, effectiveness is a measure of success in achieving previously set goals in the implementation of an action or policy. This concept is closely related to the aspect of technical rationality, where the implementation of actions must be carried out with a logical, systematic, and efficient approach so that the expected results can be maximally achieved [8].

The Pre-Employment Card Program is an initiative by the Indonesian government aimed at increasing participation and productivity in the workforce. This program is expected to help reduce stigma and raise public awareness, particularly during the COVID-19 pandemic.[9] Covid-19, which spread to Indonesia, delivered a severe blow to the economy that subsequently affected the employment sector. The widespread occurrence of layoffs (PHK) almost evenly across all industrial sectors, ranging from tourism, transportation, trade, construction, has made the economic resilience in the employment sector very fragile, especially for workers who rely solely on daily earnings.

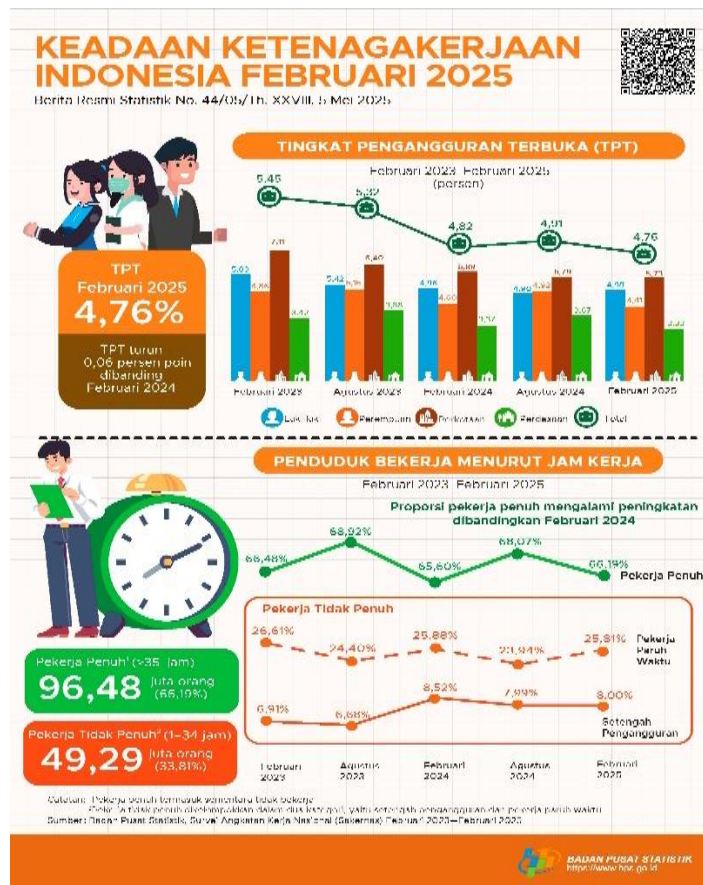


Figure 1. Open Unemployment Rate in Indonesia.

Based on the above data, it can be seen that the Open Unemployment Rate (TPT) in Indonesia in February 2025 was recorded at 4.76 percent, experiencing a decrease of 0.06 percentage points compared to February 2024, which was 4.82 percent. This decrease indicates an improvement in labor conditions, although the change is still relatively small. This data also shows a consistent downward trend since February 2023, when the open unemployment rate was still at 5.45 percent. The decrease in the open unemployment rate is a positive indicator showing that the government's efforts to create jobs through the pre-employment card program are beginning to yield results.

However, the success of the Pre-Employment Card program must be supported by intensive post-training assistance and continuous monitoring so that program graduates can be truly absorbed by the job market. Expanding access to training, especially for women and urban residents, as well as adjusting training content to meet the actual needs of the industry, is key to the effectiveness of this program. With an integrated approach, the Pre-Employment Card program is expected to significantly contribute to reducing the open unemployment rate and improving the quality of the Indonesian workforce sustainably.

Furthermore, other programs that contribute significantly to the effectiveness indicators according to William Dunn's theory were also found, namely infrastructure development. During the presidency of Joko Widodo, infrastructure development has become one of the main focuses that has received considerable attention from all layers of Indonesian society. The government realizes that adequate infrastructure is an important foundation for a country's progress, especially in supporting economic

growth, enhancing connectivity between regions, and facilitating the distribution of goods and services across the archipelago. Various types of infrastructure, both in the form of facilities such as roads, bridges, ports, and airports, as well as supporting infrastructure such as mass transportation systems and power networks, have become top priorities in the national development agenda [10].



Figure 2. The Amount of Infrastructure Development Budget.

Based on the data above, it can be seen that the budget for infrastructure development fluctuated from 2015 to 2022. In the period from 2015 to 2018, this budget increased significantly, reaching IDR 394 trillion. However, in 2019, the budget remained the same or stagnated, then drastically decreased in 2020 to IDR 281 trillion as funds were redirected for COVID-19 handling. Despite the budget decline, the government continued to prioritize infrastructure development as the foundation of national development. This is evidenced by the substantial budget increase in 2021, which amounted to IDR 417 trillion. These budget changes indicate the dynamics of state financial management, but also reflect the government's determination to continue prioritizing infrastructure development even while facing a crisis.

Overall, infrastructure development during the second period of President Joko Widodo's administration has shown significant progress in opening up access to regions, accelerating economic growth, and improving the welfare of the people. The government continues to emphasize its commitment to continue and expand these infrastructure programs, so that Indonesia can move from a developing country status to a developed country with a stronger, more inclusive, and sustainable economic system in the future.

The next program, which is also relevant to the effectiveness indicators, is related to the omnibus law policy, where the Indonesian government enacted Law Number 11 of 2020 concerning Job Creation (Omnibus Law) as a major breakthrough in the fields of labor and investment. This law consolidates various rules from many laws into a unified regulation to facilitate businesses, protect workers, and empower cooperatives and MSMEs. The government also mandates the issuance of implementing regulations within a maximum of three months, involving 20 ministries and agencies to create a more

conducive investment and labor ecosystem [11]. Therefore, with the existence of this Omnibus Law, it becomes easier for entrepreneurs to establish a business, one of which is MSMEs. The reason why this Omnibus Law can facilitate business actors in opening a business is due to the simplification of existing regulations and the merging or elimination of many business licenses. Foreign investors will be able to obtain business licenses through the Online Single Submission (OSS) system, thus they do not need to go through several ministries or other government agencies. MSMEs are one of the business activities that are open for public investment.

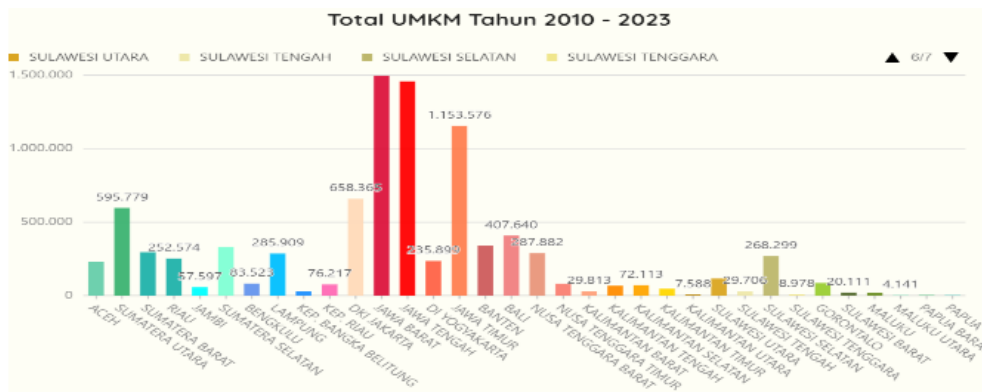


Figure 3. Total Number of MSMEs in 2010-2023.

Based on the data above, it shows that the number of MSMEs from 2010 to 2023 has experienced significant growth, with the largest concentration located on the island of Java, such as Central Java (1,153,576), West Java (1,500,000), and East Java (1,450,000). However, there is still a considerable gap with provinces outside Java, such as Papua (4,141), North Maluku (8,978), and Gorontalo (20,111). Before the Omnibus Law, many MSMEs were hindered by bureaucracy in obtaining business permits. With the presence of OSS (Online Single Submission), MSMEs can obtain legal status more quickly.

Furthermore, the program that is relevant to the effectiveness indicators is the OSS program. OSS is a concrete manifestation of bureaucratic transformation in the business licensing sector. OSS is not just a digital application, but a symbol of the change in Indonesia's bureaucracy from an old system that is convoluted, slow, and manual to a new, digital bureaucracy that is efficient, integrated, and pro-investment. The Online Single Submission (OSS) is a business licensing system issued by relevant agencies on behalf of the Minister, Heads of Agencies, Governors, or Regents/Mayors through an integrated electronic platform. With the existence of Online Single Submission (OSS), business actors no longer need to manage permits manually with various agencies or OPDs separately. Through this system, the licensing process can be done simultaneously, allowing business actors to immediately start production activities while completing other supporting documents such as location permits, building permits (IMB), environmental permits, and other requirements such as the Indonesian National Standards [12].



Figure 4. SPBE Index for the Years 2021 and 2023.

Based on the data above, the increase in the SPBE Index from 2021 to 2023 at the provincial, city, and district levels shows that the process of digital bureaucratic transformation in Indonesia is becoming more real and widespread. This indicates that local governments are increasingly ready to adopt an electronic-based governance system, both in terms of regulations, governance, and the implementation of digital public services. One of the main driving factors for this increase is the implementation of digitalization of licensing through the Online Single Submission (OSS) system. The presence of OSS has revolutionized the face of licensing bureaucracy in Indonesia by streamlining lengthy procedures, reducing administrative costs, and eliminating convoluted bureaucratic practices.

The last relevant program related to effectiveness indicators is the export downstream program. Downstreaming is an effort to reduce the level of raw material exports and encourage domestic industries to utilize these raw materials to increase domestic added value. In the context of nickel, the downstream process involves first processing nickel ore into finished goods through processing, rather than exporting the raw materials. The goal is to enhance the economic value of the nickel ore itself into products with higher added value [13].



Figure 5. The impact of downstream processing on the development of nickel derivative product exports.

The nickel downstream policy during Jokowi's second term, which began with a ban on exporting raw nickel ore since 2020, has significantly transformed Indonesia's economy by successfully shifting the focus from merely exporting raw materials to producing processed goods with high added value, such as ferronickel, stainless steel, and raw materials for electric vehicle batteries. This is evidenced by the substantial increase in the export value of nickel derivatives, rising sharply from around US\$ 11.7 billion in 2020 to over US\$ 33 billion in 2022–2023. The policy is also capable of attracting large amounts of foreign direct investment from partner countries such as China and South Korea for the development of smelters that require massive energy and produce waste, as well as the risk of being overly dependent on a single commodity without being balanced by diversification into other sectors like modern agriculture, technology manufacturing, and the creative economy.

Furthermore, previous research by Ardhito Bramandika Putra et al., Pande Made Rony Kurniawan, Trismadi, and Andrian Andaya Lestari titled 'Strategic Leadership during Joko Widodo's Administration in Overcoming the Covid-19 Pandemic in Indonesia to Support National Defense' shows that President Joko Widodo's leadership in facing the Covid-19 pandemic is strategically effective, adaptive in implementation, and able to maintain a balance between health and the economy. Although there were challenges in the initial phase, ultimately the strategies employed by the government succeeded in bringing Indonesia out of the peak of the pandemic crisis with results recognized both nationally and internationally [14].

B. Efficiency

Efficiency essentially relates to how well the available resources can be optimally utilized to achieve a certain level of effectiveness in achieving goals. In other words, efficiency illustrates the close relationship between the effectiveness to be achieved and the amount of resources used, so the fewer resources needed to produce the same or even greater output, the higher the level of efficiency. Efficiency concerns the amount of resources required to achieve a certain level of effectiveness.

Based on BPS data for February 2025 related to efficiency indicators, it can be concluded that the Pre-Employment Card Program has proven to make a significant contribution to improving the national labor market conditions. This can be seen from the decrease in the Open Unemployment Rate (TPT) from 5.45% in February 2023 to 4.76% in February 2025. The efficiency of the Pre-Employment Card can be viewed from various aspects. First, from the cost aspect, this program uses a relatively smaller budget compared to conventional training methods, yet it is able to reach over 18 million recipients across Indonesia. This cost efficiency is also reinforced by a fully digitalized system (registration, training, to incentives), which reduces administrative costs by more than 50% according to Bappenas. Second, from the time aspect, the Pre-Employment Card accelerates the recruitment, training, and incentive distribution processes. If in conventional training programs participants need weeks to register and attend face-to-face sessions, the Pre-Employment program is able to cut that time down with online registration and incentive disbursement that typically occurs within 3–5 days. This indicates that the program has successfully created temporal efficiency that supports the acceleration of job creation.

The next program that is also relevant to the efficiency indicator is the Online Single Submission (OSS). OSS is the implementation of bureaucratic transformation related to an electronic-based business licensing system launched by the Indonesian government since 2018, and updated to Risk-Based OSS (OSS-RBA) in 2021. This system is managed by the Investment Ministry/BKPM and serves as the main instrument in the bureaucratic reform of business licensing. With business licenses issued through an integrated electronic system, OSS marks a milestone in progress and can open doors to ease for business actors (including MSMEs) in both the process and requirements for establishing a company as well as obtaining business permits.

Table 1. Number of Issuance of Registered Numbers.

Month	Number of issued nibs
January 2024	256.128
February 2024	342.260
March 2024	617.633
April 2024	491.226
May 2024	424.138
June 2024	272.771
July 2024	294.657
August 2024	289.640
September 2024	272.820
Total	3.261.273

Source: Investment Coordinating Board, 2024

Based on the data for the issuance of Business Identification Numbers (NIB) from January to September 2024, a total of 3,261,273 NIBs have been issued through the Online Single Submission (OSS) system. This number indicates a significant output achievement with an average of about 362,000 NIBs per month. The highest peak occurred in March 2024 with 617,633 NIBs, while the lowest number was recorded in January 2024 with 256,128 NIBs. After March, the issuance of NIBs remained relatively stable, ranging from 270,000 to 295,000 per month until September 2024. By implementing OSS, the issuance of NIBs has become faster, easier, and more measurable without having to use as much cost as in the previous manual system.

Furthermore, previous research conducted by Cornelia Evelin Cabui titled 'Reflection on the Performance of President Jokowi's Government During the Three Years of His Second Term' has been carried out. This research shows that the journey of President Jokowi's second term has not been smooth due to the COVID-19 pandemic, which has had wide and deep impacts not only on the health sector but also on the economy, social aspects, and national stability as a whole. In this indicator, it was found that related programs have succeeded with the efficient implementation of programs, which can be seen from the acceleration in job creation for the pre-employment card and facilitating licensing with the presence of the OSS program.

C. Adequacy

Is one of the indicators of policy evaluation used to assess the extent to which the re-sults achieved by a public policy are adequate in addressing or tackling the magnitude of the problems targeted by the policy. Thus, adequacy does not merely measure the success of the policy in achieving its goals, but also emphasizes the proportionality between the policy's results and the real needs of the community. A policy may be deemed effective because it can produce certain changes, yet it may not be adequate if the impacts generated only address a small fraction and do not meet the entirety of the problem. Therefore, adequacy assesses whether the benefits of the policy are balanced with the scale of the problem, as well as whether the policy provides substantive, sig-nificant, and relevant solutions to the needs of the community.

In 2020, the government implemented Law No. 11 of 2020 concerning Job Creation as an instrument to strengthen downstream policy. Through this regulation, the government provides legal certainty and investment convenience through risk-based OSS, as well as various fiscal and non-fiscal incentives for smelter development. In addition, the Job Creation Law includes the downstreaming of natural resources, including nickel, as part of the National Strategic Program. Indonesia ranks third globally in terms of nickel reserves. Indonesia's nickel reserves are spread across the regions of Sulawesi, Maluku, Halmahera, Papua, and Kalimantan. With abundant potential, Indonesia has a great opportunity to become one of the largest nickel producers in the world, which can later have a positive impact on various industrial sectors such as stainless steel, batteries, and alloy metals.

Table 2. List of Countries with the Most Nickel Resources.

Sequence	Country	Mineral Reserves
1	Indonesia	52%
2	Australia	15%
3	Brazil	8%
4	Rusia	5%
5	Filiphina	20%
6	<i>China</i>	20%

Source: Ministry of Energy and Mineral Resources of the Republic of Indonesia

Before the cessation of raw mineral exports in early 2020, most of the nickel produced in Indonesia was exported in the form of nickel ore, which can be said to have had rela-tively low utilization, thus resulting in a low selling price. Then, Indonesia implement-ed nickel downstreaming, which adversely affected industries in the European Union, considering that Indonesia halted nickel sales until it was able to produce nickel into semi-finished goods. This policy aims for Indonesia not only to be an exporter of raw materials but also to dominate the global supply chain by producing higher value-added products such as ferronickel, stainless steel, and battery raw materials for elec-tric vehicles.

This downstream process also opens up great opportunities for Indonesia to attract for-foreign direct investment in the smelter sector and nickel downstream industries. Many investors from China, South Korea, and Japan are investing capital to build processing

plants domestically, thus creating new jobs, increasing state revenue, and strengthening Indonesia's position as a key player in the global energy transition. With the implementation of downstream processing, the value of nickel exports has surged significantly, from around US\$ 11.7 billion in 2020 to over US\$ 33 billion in 2022–2023.

Previous research conducted by Iwan Sumiarsa et al., Iwan Sumiarsa, Hidayat, Siti Nur Azijah, Yusup Supendi, Muhammad Husein Maruapey, Agus Suarman Sudarsa titled 'Evaluation of President Joko Widodo's Leadership Towards the End of His Term' shows that Jokowi's policies are not yet fully adequate in national development issues. On this indicator, it can be concluded that the nickel downstreaming program can create job opportunities, attract investment from foreign countries, and increase state revenue [15].

D. Accuracy

Accuracy refers to the value or price of the program's objectives and the strength of the assumptions underlying those objectives. William Dunn states that feasibility is the criterion used to select a number of alternatives to be recommended by assessing whether the outcomes of the recommended alternatives are a viable choice for the objectives. The criterion of feasibility is linked to rationality and alternatives, as it concerns the substance of the objectives rather than the means to realize those objectives. Infrastructure development is a capital or investment in efforts to enhance the productivity of the country's economy and improve the living standards of the community at large. Indonesia has experienced significant development in the infrastructure sector during President Jokowi's administration. One of the main focuses of Jokowi's government is to improve accessibility and connectivity throughout Indonesia, eliminating obstacles such as road damage or long travel times between regions. This can be seen from the rapid development of toll roads in Indonesia.

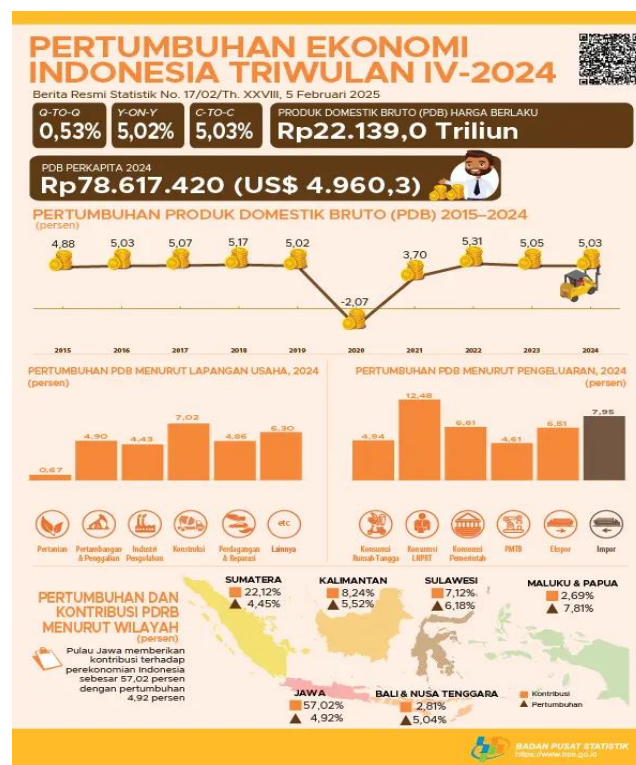


Figure 6. Data on Indonesia's Economic Growth.

Infrastructure development during the second term of President Joko Widodo can be categorized as quite adequate. This is reflected in the success of building toll roads, ports, mass transportation, dams, and rural electrification, which have directly impacted the reduction of national logistics costs from 23-24% of GDP to 14.3% in 2022. Data from BPS 2024 also shows that the construction sector grew by 7.02% and transportation by 4.86%, proving that infrastructure truly serves as a driving force for the economy. Economic development has brought progress to society, evidenced by the decrease in poverty rates and the increase in welfare.

In addition, equitable development is beginning to be felt with economic growth out-side Java, such as Sulawesi (6.18%) and Maluku and Papua (7.81%), which are higher than the national average (5.03%). However, this development adequacy is not yet fully optimal because Java still dominates the national GDP (57.02%) and there are still challenges in the form of fiscal burdens and environmental impacts. Thus, although Jokowi's infrastructure development has been quite adequate in addressing the nation's main issues, further steps are needed to strengthen regional equity, maintain budget sustainability, and reduce environmental impacts.

Previous research conducted by Osman Nur Chaidin entitled 'Jokowi and Communication: A Reflection on the President's Second Term' has been carried out. The research indicates that the journey of the President's second term has not gone smoothly due to the COVID-19 pandemic. Several new policies, such as the Job Creation Law, have caused conflicts due to the lack of synchronization in communication between the government and the community. From this indicator, it can be concluded that the infrastructure development program is considered appropriate because there is evidence of growth in the construction and transportation sectors. Development has also begun to spread to areas outside Java, such as Sulawesi, Maluku, and Papua.

E. Responsiveness

Responsiveness in public policy can be defined as a form of response or reaction that arises from the target group towards the implementation of a particular policy. This response reflects the extent to which the policy is able to meet the real needs, hopes, and aspirations of the communities that are the target of the policy. According to William N. Dunn, responsiveness is one of the important indicators in policy evaluation, which focuses on how well the policy can meet and adjust to the needs, preferences, and values held by various social groups in society [16].

In the field of licensing, the establishment of OSS is a response from the government to the complaints that have been felt by business actors. Before OSS, the licensing process was done manually, taking a long time because it required permits from many agencies, and the costs were also quite high due to the lengthy and complicated process. Through this digital system, OSS is able to complete licensing in just a matter of days or hours, and the costs are also much more affordable. According to BPS data from March 2025 regarding responsiveness indicators in the OSS program, it has proven capable of addressing the main issues of bureaucracy in slow and expensive licensing, while also responding to the needs of SMEs. This can be seen from the increasing number of business identification numbers (NIB) over time. As of March 20, 2024, the total issued NIB reached 8,131,284, with micro enterprises dominating at 7,809,860. This data

indicates the growth of NIB that contributes to advancing the national economy and the formalization of businesses.

Previous research conducted by Kamila entitled "Comparison of Government Policies During Jokowi's First and Second Terms Viewed from Utilitarian Theory," where it was found that various efforts and policies implemented have been successful. The government strives to realize policies that also focus on equalizing benefits for all layers of society, including vulnerable groups and regions. It was found that on the responsiveness indicator, this is consistent with the results found in the previous research above, where various efforts made in the policies focus on equalizing benefits to the community; this is evidenced by the presence of policies related to OSS on the responsiveness indicator.

F. Flattening

According to William N. Dunn, the concept of equalization is closely related to legal and social rationality, because in practice, public policies must not only be legally valid but also socially just. Equalization refers to how the benefits and burdens of policies are distributed fairly among different groups in society, whether based on social class, region, or economic level. Thus, policies oriented towards equalization are those that not only pursue effectiveness or efficiency but also ensure a fair and equitable distribution of benefits, so that weaker or less fortunate groups still receive protection and equal opportunities to enjoy the results of development. Before this program is implemented, Indonesia's economic growth is still centered on the island of Java, while other regions such as Papua, Maluku, and Sulawesi lag behind in terms of connectivity and access to development. Through the development of cross-regional toll roads, ports, airports, dams, and rural electrification programs, the government strives to ensure that the results of development can be enjoyed equitably. The 2024 BPS data shows that economic growth in Maluku & Papua reaches 7.81% and Sulawesi 6.18%, higher than the national average of 5.03%, indicating that the benefits of development are beginning to be felt in areas outside of Java. In addition, the development of basic infrastructure such as village roads, irrigation, electricity, and dams also shows a more equitable distribution of benefits down to the rural areas. The development of industrial zones outside Java, such as Morowali (Sulawesi) and Halmahera (North Maluku), also provides new job opportunities that are more evenly distributed.

Previous research conducted by Iwan Sumiarsa et al., Iwan Sumiarsa, Hidayat, Siti Nur Azijah, Yussp Supendi, Muhammad Husein Maruapey, Agus Suarman Sudarsa titled 'Evaluation of President Joko Widodo's Leadership Towards the End of His Term' shows that Jokowi's policies are not yet fully adequate in the issues of national development. In the equity indicators, it was found that infrastructure development is not only happening in Java but is starting to spread to other areas such as Maluku, Papua, and Sulawesi.

CONCLUSION

Fundamental Finding : The Evaluation of Strategic Policies during Jokowi's Leadership Volume 2 has been well implemented through six main aspects: effectiveness, efficiency, accuracy, responsiveness, and consistency. The effectiveness of the policy can be seen from the success of programs such as the pre-employment card,

infrastructure development, and the omnibus law achieving the established goals. The efficiency of the program can be assessed based on programs that have proven capable of reducing time, effort, and costs, such as the pre-employment card program. The adequacy of the program can be seen from the results of a program that can address existing issues; for instance, nickel downstreaming not only increases export value but also has the potential to create jobs. Accuracy can be assessed from the infrastructure development programs that have been evaluated based on tangible accuracy indicators due to improvements in various related sectors. The responsiveness of the program has been carried out to address the hopes, real needs, and aspirations of the community, such as the OSS program that addresses the complaints of business actors regarding lengthy bureaucracy. The equality of the program can be seen from the programs that reach all layers of society. **Implication** : This research has important implications both theoretically and practically. Theoretically, the research findings enrich the literature on public policy evaluation by applying six indicators from William N. Dunn in the context of national strategic policy, thus serving as an academic reference for future research. Practically, the research findings provide direct input to the government in formulating and improving policies in the future, especially in ensuring program effectiveness, efficient resource use, adequacy of solutions to national problems, and equitable development across regions. **Limitation** : The limitations of this research lie in the use of data that mostly comes from official documents and secondary publications, thus lacking direct perspectives from the community and stakeholders in the field. In addition, the approach used is descriptive qualitative, so it has not been able to provide detailed quantitative measures regarding the effectiveness, efficiency, or equity of the policies. **Future Research** : Future research is recommended to expand the approach by using quantitative methods in order to measure the long-term impact of strategic policies, for example on labor absorption, regional economic growth, and equitable development after the Jokowi administration.

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