

Strengthening the Capacity of Local Government in Tackling Covid-19

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Strengthening the Capacity of Local Government in Tackling Covid-19

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Abstract

Purpose: The article is intended to analyze more deeply the capacity of local government to tackle Covid-19 and what efforts should be made to strengthen the capacity of local government in tackling Covid-19.

Research Methodology: The discussion and analysis use a descriptive method with a qualitative approach, data is obtained through secondary sources consisting of books, journal articles, regulations, web pages, and other relevant documents.

Results: The capacity of local government in tackling Covid-19 is faced with five main problems, namely human resources, health facilities, budget, leadership and coordination, law enforcement. Based on these problems, efforts are needed to strengthen the capacity of local government covering four aspects, namely: policy/regulation, human resources, organizational restructuring, and a budget reallocation.

Limitations: The problems and efforts to strengthen local government capacity in tackling Covid-19 from the policy perspective.

Contribution: The article constructs the policy efforts that should be taken in strengthening the capacity of local government to tackle Covid-19.

Keywords: Covid-19, Organization Capacity, Local Government.

1. INTRODUCTION

Corona Virus Disease 2019 (Covid-19), which was originally a case of acute pneumonia in the Chinese city of Wuhan at the end of 2019, has become an international issue where many countries have reported cases of Covid-19 infection. The Covid-19 problem is not only limited to public health but also involves multidimensional, including socio-economic, so that for countries that have cases of Covid-19 infection, many aspects of life are negatively affected. Based on reports that there are at least 42 countries whose economies have deteriorated due to Covid-19, some of which have reportedly entered into an economic recession (Arbar, 2020; World Health Organization, 2020).

Indonesia is one of the countries with the highest cases of Covid-19 infection in Asia where the impact of Covid-19 has been felt by all levels of society, various efforts have been made by the Indonesian government to tackle the spread of Covid-19 starting from the Health sector policy which is directly aimed at to tackle Covid-19 to social assistance policy for those affected by Covid-19 as an effort to protect the community from the negative impacts of COVID-19. Various government efforts to reduce the spread of Covid-19 along with its impacts are integrated into the national COVID-19 countermeasures policy where COVID-19 has been declared by the central government as a non-natural national disaster (Pemerintah Indonesia, 2020a; Yurianto, Pritasari, Wibowo, & Siswanto, 2020).

The implication of the Covid-19 decision as a non-natural national disaster is that every effort to tackle Covid-19 is the responsibility of the central government so that the policy instruments that are decided up to the budget come from the central government budget. Even though this

does not make local government off of responsibility for Covid-19 countermeasures, this is because, in the regulations regarding non-natural disasters of Covid-19, it states the role of local government as part of stakeholders at the regional level who are responsible for tackling Covid-19 (Pemerintah Indonesia, 2020a; Sekretariat Negara RI, 2020).

Local government in the context of tackling Covid-19, on the one hand, must be part of the central government and on the other hand, in the context of tackling Covid-19 at the regional level, the local government must be at the forefront, this is based on several considerations, namely: First, cases of Covid-19 infection in each region differ from one another, so that local government are considered to be more aware of the conditions of the spread of Covid-19 in their regions compared to the central government. Second, local government are institutions that directly serve local communities at the regional level, so that the need for community services in dealing with Covid-19 will be carried out much more quickly and efficiently by the local government than the central government. Third, the local government know the characteristics of local communities with cultural values, so that efforts to tackle Covid-19 in the form of policy instruments will be able to accommodate the character of the community.

The three reasons as explained above construct an understanding that the local government is not only the actor who must be responsible for tackling Covid-19, but also one of the determining factors for the success of the response to Covid-19. On this basis, the capacity of the local government in dealing with Covid-19 will determine the results of the response to Covid-19 in the regions, whether it will be successful or vice versa so that if it is widely drawn to the national level, the capacity of each region in tackling Covid-19 will determine the success of tackling covid-19 nationally.

Furthermore, different problems in each region require the government not to generalize policy nationally, local government intervention is needed to tackle covid-19, especially regarding the policy that is based on local issues, so that the community will feel the presence of local government in tackling Covid-19 and It will also make policy much more effective because they are formulated locally, this is in line with the understanding of various experts that locally based policy that is formulated with local issues will be much more acceptable to the community and have a greater chance of success (Lionardo, 2009; Tachjan, 2008).

The explanation above encourages efforts to increase the capacity of local government to tackle Covid-19 considering that the cases of Covid-19 infection reported in various regions continue to increase every day. This is important to do not only to suppress the spread of Covid-19 but also as a form of local government responsibility for public problems that are currently happening.

Based on the foregoing, this article is intended to describe how the handling of Covid-19 has been carried out by the local government so far, as well as what efforts should be made to increase the capacity of local government in dealing with Covid-19. It is hoped that an analysis of this problem will not only bring up a picture of the problems in dealing with Covid-19, it will also produce a policy recommendation regarding efforts to strengthen the capacity of local government in dealing with Covid-19 carried out by the local government.

2. RESEARCH METHODOLOGY

The descriptive method with a qualitative approach is used as a method in writing this article. The reason for using this method is that it is in line with the purpose of the research which wants to describe the efforts to tackle Covid-19 that are being carried out by the local government, which in this case is focused on the capacity of local government in tackling Covid-19, this is in line with the understanding from Sugiyono (2013) and Silalahi (2009)

which states that research using descriptive methods will produce research data in the form of descriptions of narrative words and not in the form of numbers as a result of statistical calculations.

Sources of data in this study are secondary data obtained through book reviews, journals, regulations, web pages and other relevant sources. The data analysis technique carried out an understanding from Creswell (2007) which states that data analysis goes through 3 (three) stages, namely the data reduction, the data presentation/display and the conclusion.

3. RESULTS AND DISCUSSIONS

The discussion will be divided into 3 (three) parts, namely: First, the response to Covid-19 which is being implemented by the local government. Second, the problems that arise in the efforts to tackle Covid-19. Third, efforts to strengthen the capacity of local government in tackling Covid-19. The more detailed analysis of the three discussions above can be explained as follows:

On-Going Process in Tackling Covid-19

The spread of Covid-19 that occurred at the end of 2019 was initially addressed differently by the Indonesian government, the Minister of Health's statement that seemed to underestimate the dangers of Covid-19 was followed by statements from other Ministers, such as the Minister of Transportation who stated that Covid-19 would not enter Indonesia because Indonesians like to eat nasi kucing (Indonesian rice dish) (Sadikin, 2020; Saubani, 2020). A contradictory policy was carried out by scheduling incentives for foreign tourists visiting Indonesia in the midst of ASEAN countries closing their country to the arrival of foreign tourists for fear of causing the spread of Covid-19 (Sugianto, 2020), this statement has implications for people who are divided into two groups, there are groups who believe in the dangers of Covid-19 when it enters Indonesia and groups who believe that Covid-19 will not enter Indonesia.

Statement from the government was counterproductive when the first case of an Indonesian citizen infected with Covid-19 was discovered in March, after the first case, the spread of Covid-19 occurred in various regions quickly, so that many regional heads took the policy to protect their people from being infected by Covid-19, the various efforts made by local government in efforts to tackle Covid-19 can be explained into three stages, namely: First, the initial stage of the spread of Covid-19. Second, the stage of efforts to tackle Covid-19 through the PSBB policy (large-scale social restrictions). Third, the new normal stage of Covid-19. The three stages can be described in detail as follows:

First, the initial stage of the spread of Covid-19. Covid-19 in Indonesia was detected in early March 2020 when the first case of infection was announced by the government since from this case various local government began to address the potential spread of Covid-19 in their regions, the Jakarta provincial government became the first provincial-level government to dismiss school activities for 2 (two) weeks to anticipate the spread of Covid-19 in school environments (Ayuningtyas, 2020), the policy to close schools was followed by various other local government. Seeing the potential for the widespread of Covid-19, the various local government continued to close school activities which were later replaced by online learning where students took lessons online without having to go directly to the school.

The policy is an effort to tackle Covid-19 were carried out by the government, one of which was to socialize the wearing masks and social distancing movement as an effort to minimize the spread of Covid-19, various community activities began to be limited, ranging from limiting trading activities in markets to limiting working hours, This was done to minimize social

interaction among members of the community where it was feared that a crowd of people somewhere at the same time had the potential to become a means of transmitting Covid-19 (Nafi'an, 2020; Sari, 2020).

The beginning of the spread of Covid-19 gave rise to a social movement that demanded the government to lock down both at the national and local levels, this is reflected in the Chinese government policy that locked down the City of Wuhan which was considered successful in reducing the spread of Covid-19, with a lockdown policy it is expected to spread Covid-19 will be minimized. Despite demands from the community to implement a lockdown policy, the government both national and local government rejected the proposal, the government then established PSBB policy (large-scale social restrictions) as a response to tackling Covid-19 (Fang, Weedon, & Handley, 2020; Supriyadi, 2020).

¹⁰
Second, the Covid-19 response stage through the PSBB policy. The PSBB policy is the government's response to the spread of COVID-19 in Indonesia, the PSBB policy is not applied in all cities/provinces in Indonesia, but in regions where the level of Covid-19 spread is high and many people have been infected with Covid-19, some areas that implement the PSBB policy, namely all cities and regencies in West Java province and some cities and regencies in East Java and other regions, if totalled there are about 18 regions that apply the PSBB policy (Pemerintah Indonesia, 2020b, 2020c; Sania, 2020).

The implementation of the PSBB policy raises various problems, such as the limited number of personnel directly involved in implementing the PSBB policy so that law enforcement is not optimal, many people do not know about the substance of the PSBB policy and there are some people who violently violate the PSBB policy, to with protests from the community who felt they were disadvantaged because of the PSBB policy.

The government has responded to the PSBB policy which provides a limit for the community to do activities by providing social assistance for those affected by Covid-19, the social assistance policy ranging from providing basic foodstuffs to ²⁸ providing cash which hopes to ease the burden on society and can help the community survive during the Covid-19 pandemic. The social assistance policy provided by the government has empirically experienced problems, such as the inaccurate provision of social assistance, many community members have complained about not getting social assistance while other community members who are considered capable actually get social assistance (Humas Setda Subang, 2020; Setiawan, 2020). This condition has become a dynamic in the prevention of Covid-19 that is being carried, so that the policy made are not implemented properly due to the many problems that have arisen which result in the policy objectives that have been formulated not being on target.

Third, the new normal stage of Covid-19. New normal is a ²⁰ of government policy that is based on an assessment of the success of a region in reducing the spread of Covid-19, the new normal policy is also called the AKB (custom order adaptation) policy where local government begin to loosen the Covid-19 countermeasures policy for areas that have declared the minimal spread of Covid-19, the provincial government of West Java and the provincial government of DKI Jakarta became local government implementing a new normal policy in which office activities were closed at the time of the implementation of the PSBB policy, as well as commercial activities, in the implementation of the new normal policy these activities began to open by still paying attention to the Health protocol to anticipate the spread of Covid-19 (Hakim, 2020).

The new normal policy in some regions is considered successful, but in some other regions it is considered a failure so that the local government re-implements the PSBB policy, this is like

what was done by the Jakarta Provincial government which reintroduced the PSBB policy after an increase in cases of Covid-19 infection was found. This policy was taken to minimize the potential for the spread of Covid-19 which continues to grow every day (Heriyanto & Soba, 2020). Empirically, the policy of PSBB re-enactment in the province of Jakarta also faces opposition in which some parties argue that the implementation of the PSBB policy will lead to a decline in the public economy, however, the Jakarta provincial government believes that the PSBB policy is a policy that must be implemented because the public economy will not run smoothly well if the Covid-19 infection case is still high and causes many victims to die (Prastiwi, 2020).

At this time various local government are implementing different policy in dealing with Covid-19, there are some local government that continues to implement the PSBB and there are some local government that has implemented the new normal policy. This condition raises a reaction from the public who think that there are some local government who are serious about tackling Covid-19 and there are also some local government who are not serious about tackling Covid-19. The current empirical condition is at least until the beginning of October 2020, cases of Covid-19 infection continue to increase, even cases of Covid-19 infection have exceeded 300,000 cases nationally, which continues to increase every day (Gugus Tugas Percepatan Penanganan COVID-19, 2020).

Based on the description of the implementation of the Covid-19 response that is being carried out by the local government, both at the initial stage of the spread of Covid-19, the implementation stage of the PSBB policy and the implementation of the new normal policy, various problems that arise as a result of the implemented policy response have a variety of problems, the problems that arise from the response to Covid-19 can be explained in the following table:

Table 1. The Problem Faced by The Local Government on Covid-19 Countermeasures

Problems	Description
Human Resources	The lack of human resources involved in tackling Covid-19, especially medical personnel
Health Facilities	The lack of health facilities, such as hospitals for the treatment of patients infected with Covid-19
Budget	The continued increase in cases of Covid-19 infection has resulted in an increased budget that the local government must provide
Leadership and Coordination	The lack of commitment and actions of regional heads as well as efforts to build coordination between various stakeholders
Law Enforcement	The low of law enforcement for those who violate the Covid-19 countermeasures regulations

Source: Researcher, 2020.

Based on the table above, it can be explained as follows: First, limited human resources, especially medical personnel, is one of the main problems in the effort to tackle Covid-19, where various regions report a lack of medical personnel to treat patients infected with Covid-19, this has implications for not optimal handling of patients infected with Covid-19 (Aji & Chairunnisa, 2020). Second, in line with the lack of medical personnel, the local government is experiencing a lack of hospitals and other facilities such as PPE for health workers, the shortage of health facilities is resolved by establishing a special Covid-19 emergency hospital which is expected to be able to accommodate patients infected with Covid-19, some regions

also use existing hotels to support hospitals in accommodating patients infected with Covid-19 (Dharmanti, 2020; Jatmiko, 2020).

Third, the Covid-19 countermeasures budget will increase due to the ²¹ increasing number of people infected with Covid-19, this is a problem for regions that have limited public budgets, so they have to reallocate Covid-19 countermeasures funds, even some local government such as Jakarta province according to the Minister of Finance do not have sufficient funds to tackle Covid-19 (Basith & Indrasiti, 2020; Setiaji, 2020). Fourth, leadership and coordination are one of the keys to the success of the Covid-19 countermeasures. However, several studies reveal that the leadership of the regional head is still not optimal and there is no good coordination between the central government and local government in the effort to deal with Covid-19 (Ika, 2020).

Fifth, public obedience to the Covid-19 countermeasures policy is one of the problems faced by the local government, where many people violate Covid-19 countermeasures such as not wearing masks, not doing social distancing, and there are even people who deliberately organize wedding receptions (Kementerian Kesehatan, 2020). The problem of the public's unwillingness to comply with the Covid-19 countermeasures policy is a problem that contributes to the suboptimal efforts to deal with Covid-19, this is based on the understanding that the community is an object of policy, one of which is determined by the community.

These conditions, as explained above, encourage the understanding that the government has limited capacity in dealing with Covid-19, where the increase in cases of Covid-19 infection every day shows that the government is unable to cope with the spread of Covid-19, as the implication is that various dirty lives are negatively affected. The most noticeable thing is the economic aspect shown by Indonesia's economic growth in the third quarter in the range of minus 2.9% to minus 1%. This opens opportunities for an economic recession which of course will affect all aspects of life (Kusuma, 2020).

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The various problems faced by local government in their efforts to tackle Covid-18 must continue to be carried out while looking for solutions to problems that arise, this is based on the reason that the spread of Covid-19 continues to increase every day if there is no effort to fix the problem. It is feared that many people will be infected with Covid-19, which will have an even greater impact on various aspects of people's lives.

Efforts to strengthen the capacity of local government must be based on a comprehensive assessment of the performance of local government in the Covid-19 tackle efforts that have been carried out, this is based on the understanding that efforts to strengthen the capacity of local government are carried out on aspects that are considered weak. easier to formulate a policy framework for strengthening the capacity of local government in tackling Covid-19.

Efforts to strengthen the capacity of local government in tackling Covid-19 were also carried out on the basis of pressure and demands for strengthening local government capacity which is no longer possible to postpone, this is considering the position of local government in tackling Covid-19 at the regional level is very strategic, even can be part of the success or failure. Efforts to strengthen the capacity of local government in tackling Covid-19 based on the problems described in the previous discussion can be seen in the figure below:

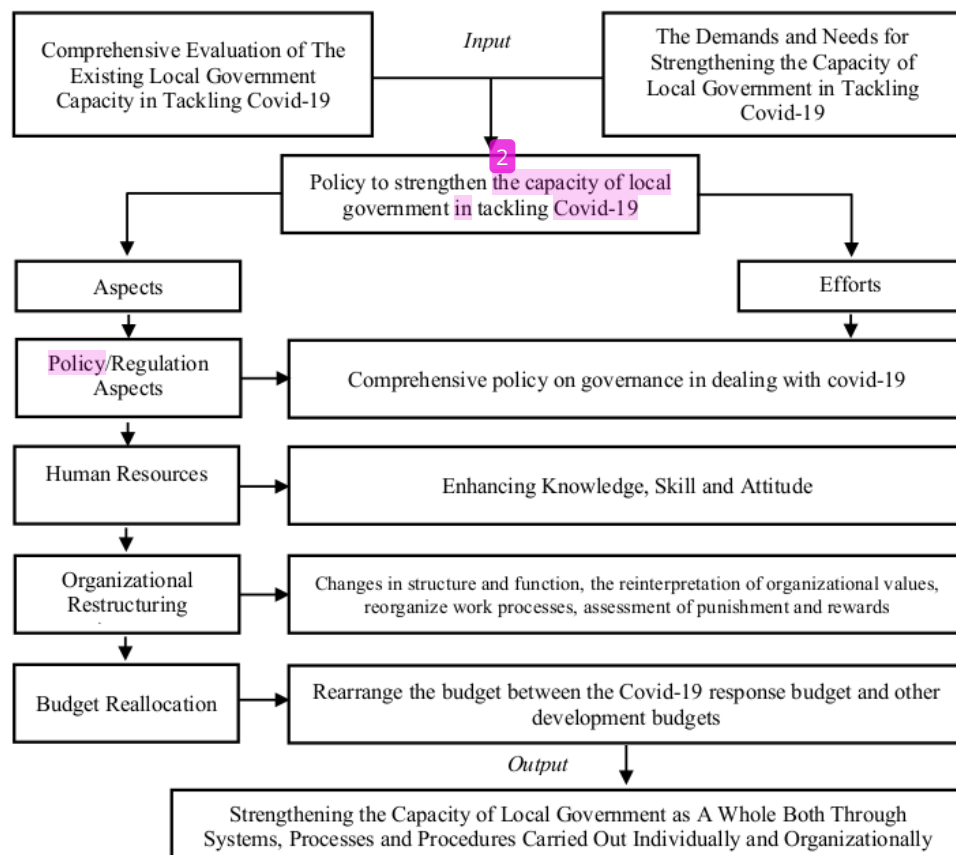


Figure 1. Modelling of strengthening local government capacity on Covid-19 Countermeasures
(Sources: Researcher, 2020)

Based on the figure above, strengthening the capacity of local government in tackling Covid-19 is a comprehensive system, strengthening the capacity of local government does not only have to be done in one particular aspect but includes many aspects which in this case consist of 4 (four), namely: First, the policy/regulatory aspect. Second, the Human resources aspect. Third, the organizational restructuring aspect. Fourth, the budget reallocation aspect. A more detailed explanation of these aspects is as follows:

First, policy/regulation. The policy is the government's response to issues that exist in the public (Winarno, 2008), in this case, the spread of Covid-19, which has infected many citizens. The output of the policy is in the form of regulations that are intended to be a guide in solving problems as well as a solution to these problems, in this case, the Covid-19 response policy.

Empirically, various problems in dealing with Covid-19 cannot be separated from the existing policy which is considered not comprehensive enough to tackle Covid-19, efforts that can be made to tackle Covid-19 from a policy / legal aspect at least include the following: First, the basic policy that regulates the Covid-19 countermeasures blueprint until completion, which regulates programs, resources and costs. Second, the policy that regulates the relationship between the central government and local government in dealing with Covid-19. Third, the policy that regulates the sustainability of social management after the Covid-19 pandemic. A detailed description of these three things can be explained as follows:

First, there is an urgency to formulate a comprehensive policy as a blueprint for efforts to tackle Covid-19 until completion, which regulates programs, resources and costs. The Covid-19 countermeasures blueprint is the basis for the implementation of all Covid-19 countermeasures program which will be the basis as well as a guarantee that there will be a government's commitment to tackling Covid-19 comprehensively and sustainably as a whole.

Second, the policy that regulates the relationship between the central government and local government in dealing with Covid-19. The disharmony of the relationship between the central government and the local government as previously explained as part of the problem of efforts to tackle Covid-19 is a problem that must be resolved immediately. It is urgent to establish a relationship between the central government and local government aimed at least two aspects, namely: First, as a basic foundation for the central government and local government so that in carrying out their duties they do not overlap with one another. Second, is a guarantee of the synergy of the relationship between the central government and local government in implementing the post-Covid-19 recovery policy, so that there is a guarantee during the response to Covid-19 and after the response to Covid-19.

Third, the policy that regulates sustainability of social management after the Covid-19 pandemic. Government, both the central government and local government, must think about the policy on the socio-economic recovery of the community after Covid-19, this needs to be done to accelerate socio-economic recovery so that people will quickly rise up and continue their lives, the socio-economic recovery policy contains policy for social and economic assistance for communities affected by Covid-19, capital assistance for the community to do business and ease of licensing in opening a business so that both the government and the community will be able to work together to restore conditions after the Covid-19 pandemic.

A description of the urgency of compiling a comprehensive policy regarding the response to Covid-19 is expected to be the basis for stakeholders to work according to their respective roles, this is because the Covid-19 pandemic is not only the responsibility of one party but a collective responsibility, which where each stakeholder must work in synergy based on the policy or rules that have been made.

Second, human resources. Human resources can simply be defined as all people involved in an organization and strive to achieve organizational goals (Hasibuan, 2000), on the basis of this understanding, human resources become an investment from an organization to be able to advance. Human resources must be managed properly, such as being given capacity building training, increasing education levels and of course their welfare rights, so that professional human resources will be able to bring the organization to achieve its goals (Diana, 2015; Soekidjan, 2009).

Based on this understanding, human resources in the context of local government organizations play an important role which is based on several reasons, namely natural resources are a reflection of the capacity of the local government where the good or bad quality of human resources in local government will reflect the quality of local government organization itself. The quality of human resources is a driving factor for a various policy that has been made, if the local government has good human resources, the various policy that has been made will be easier to implement. Human resources in the context of local government are used as a reference in determining the policy to be taken, meaning that if various government programs are successfully implemented, in the future the various programs that are prepared are expected to be able to be implemented properly based on the good skills of human resources.

Human resources that reflect the capacity of local government in the context of Covid-19 tackling efforts are reflected in how many government officials are directly involved in the response to Covid-19, both as medical personnel and non-medical personnel. If the government apparatus is involved in the response to Covid-19 in a small number, it will have implications for the no-optimal use of human resources in the response to Covid-19, and vice versa.

Efforts that must be made by local government in increasing human resources in tackling Covid-19 include: First, compiling the human resources needed in an effort to tackle Covid-19 for both medical and non-medical personnel so that there will be no more shortages of human resources in an effort to tackle Covid-19. Second, increasing the skills of government officials involved in tackling Covid-19, this can be done by holding ongoing socialization and training for the prevention of Covid-19, so that every government apparatus will know their respective roles and work well according to their respective duties in an effort to tackle Covid-19. Third, the provision of rewards continuously for government officials involved in the Covid-19 tackling effort, so that the government apparatus will have an attitude of respect for work in an effort to tackle Covid-19.

The efforts made are carried out both individually and in groups in government organizations, so that both government officials in the individual context and in the organizational context can understand themselves and the organizational environment, it is hoped that it will increase knowledge, skills, and also the attitude in an effort to tackle Covid-19.

This effort is expected to increase the capacity of local government officials in the context of efforts to tackle Covid-19 so it is hoped that it will create competent and professional human resources, this is because human resources have a strategic role in the success of tackling Covid-19, so that the spread of Covid-19 can be limited well.

Third, organizational restructuring. Organizational restructuring is aimed at rearranging all existing resources in the organization which are expected to facilitate the achievement of organizational goals (Gouillart & Kelly, 1995), in the context of the Covid-19 tackle effort, which as previously explained regarding the inadequate capacity of local government encouraging efforts to restructure local government organizations by the goal of producing improvements that will have implications for the acceleration of the response to Covid-19.

Organizational restructuring in the response to Covid-19 by local government can be carried out through these aspects, namely: Changes in structure and function, the reinterpretation of organizational values, reorganize work processes, assessment of punishment and rewards. A detailed explanation can be described as follows:

Changes in structure and function. Local government must restructure organizational units, especially those directly assigned to tackle Covid-19, which organizational units should be given a bigger task in dealing with Covid-19, which organizational units should be repositioned with other units, and others. This is to ensure that the existing organizational structure in an effort to tackle Covid-19 is an organizational structure that accommodates the dynamics and needs of dealing with Covid-19.

Reinterpretation of organizational values. The values in an organization are part of accelerating the achievement of goals, associated with efforts to tackle Covid-19, the values of a fast and responsive organization must be owned by the local government. Other values that can make the capacity of local government more strength also need to be adopted according to the needs in efforts to tackle Covid-19.

Reorganize work processes. Patients infected with Covid-19 who are not provided with good service or lack of health facilities so that patients infected with Covid-19 did not get health services are part of the problem in efforts to overcome Covid-19, so this condition encourages organization of work processes with the aim of providing services the public optimally in efforts to tackle Covid-19, so that services can be provided to the public properly and optimally.

Assessment of punishment and rewards. efforts to build a performance assessment system that has been carried out in an organization cannot be separated from punishment and rewards, which for members of the organization whose performance is not optimal, they can be given punishment, as well as for members of the organization who have successfully carried out their duties must be given rewards, this is intended to provide discipline as well as rewards for organizational members who work in building the organization. In connection with the efforts to tackle Covid-19, the punishment and rewards system is expected to encourage local government to be more able to achieve organizational goals, where a reduction in the number of Covid-19 infections must be pursued.

Fourth, the budget reallocation. The budget according to Munandar (2001) is a plan that has been systematically compiled which includes all company activities, which are stated in monetary units (unity) and are valid for a certain period (period) to come, in line with this understanding Welsch (2000) stated that the budget is a systematic and formal design to achieve planning, coordination and control of management responsibilities. From this understanding, the budget is an activity design which contains an estimated cost of the activities to be carried out.

The budget in the regional context is called the APBD (regional revenue and expenditure budget), which consists of various activity plans along with their financing allocations. Associated with efforts to tackle Covid-19 at the local level, the APBD is the main source in financing all activities to tackle Covid-19. The amount of budget issued in the APBD will determine the success or failure of efforts to tackle covid-19, in the sense that a large amount of budget in the APBD is allocated for tackling covid-19, so there will be many and comprehensive programs/policy to tackle covid-19.

The 2020 APBD that has been made does not accommodate the Covid-19 countermeasures program, this is based on the fact that Covid-19 was widespread in various regions in Indonesia in March 2020, so that when the spread of Covid-19 caused many negative impacts and local government responsible for overcoming it, the solution is to reallocate the budget in the APBD, so that it will include various programs to tackle Covid-19 that is currently happening.

Budget reallocation efforts must be carried out carefully in which the local government must be able to ensure a balance between the Covid-19 prevention program and other development programs that have been prepared, such as for example the poverty reduction program. The budget reallocation process for Covid-19 countermeasures should not distort the poverty alleviation policy or even eliminate the budget for poverty reduction which is then diverted to the budget for Covid-19 response. This needs to be considered so that budget reallocation can still balance the various programs that have been prepared by the local government.

The budget reallocation process carried out in the context of tackling Covid-19 must also pay attention to conditions in which local government cannot simply include the Covid-19 countermeasures program without being based on existing empirical conditions. There are several things that must be considered by the local government incorporating Covid-19 prevention policy into the APBD, namely: First, listing various aspects affected by Covid-19 so that it will provide an overview of the needs for a Covid-19 prevention program based on

the results of this data. Second, record the affected community groups so that the Covid-19 countermeasures program will be targeted precisely at the people who are really affected by Covid-19. Third, predict the impact that will occur so that the policy made will accommodate the dynamics of the Covid-19 problem that will come at a later date. By paying attention to these three things, it is hoped that the government will be able to formulate a public budget for Covid-19 countermeasures appropriately so that it will have a positive impact on the efforts to tackle Covid-19 that are being carried out.

An explanation of the budget reallocation process in the APBD which is carried out carefully and considers various things, one of which is paying attention to conditions that will occur in the future, especially regarding the spread of Covid-19, it is hoped that public budgeting in the regions through the APBD will create synergy between efforts to tackle Covid-19 and the sustainability of other development programs.

From the elaboration of the four aspects in an effort to strengthen the capacity of local government in tackling Covid-19 at the local level, it is hoped that it will be able to reduce the spread of Covid-19, besides that the strong capacity of the local government will be able to be a driving factor for the response to Covid-19 at the national level. The final hope is that there is an optimal synergy between the central and local government.

4. CONCLUSION

Efforts to tackle Covid-19 that are currently being carried out are still faced with various problems that have implications for the continued increase in cases of Covid-19 infection in various regions, one of these problems is the limited capacity of local government which is empirically faced with five main problems, namely: First, limited human beings resources, especially those directly dealing with Covid-19 tackling efforts. Second, limited health facilities and infrastructure for people infected with Covid-19. Third, budget constraints where the local government must share the budget to tackle Covid-19 with other sector budgets such as poverty alleviation. Fourth, the lack of commitment and actions of regional heads as well as efforts to build coordination between various stakeholders. Fifth, the low of law enforcement for those who violate the Covid-19 countermeasures regulations.

Problems with the capacity of local government in dealing with Covid-19 have constructed efforts to strengthen the capacity of local government, including: First, policy/regulation. Second, human resources. Third, organizational restructuring. Fourth, the budget reallocation. Improvements to these four aspects are expected to strengthen the capacity of local government in their efforts to tackle Covid-19.

LIMITATION AND STUDY FORWARD

The capacity of the local government in tackling Covid-19 in this article is analyzed in a limited aspect to the internal government, which results in recommendations for a model to strengthen the capacity of local government, which is also based in a policy perspective. On the basis of this understanding, further studies in various perspectives such as organizational culture, bureaucratic reform and resource development are expected to be able to build a constructive study of the development of local government capacity in the response to Covid-19.

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