

Designing Sustainable Program Innovation in Lampung Province

Simon Sumanjoyo Hutagalung¹, Dedy Hermawan²

Departement Of Public Administration, Universitas Lampung

Bandar Lampung, Lampung, Indonesia

simon.sumanjoyo@fisip.unila.ac.id¹, dedy.hermawan@fisip.unila.ac.id²

Abstract

This study seeks to describe the efforts of new autonomous regional governments in building the capacity of public services in new autonomous regions, identifying the dynamics of sustainable public service capacity building in new autonomous regions and designing a model of sustainable public service capacity building in order to strengthen autonomy area. This model tries to reach the intergenerational development aspect of development, which is not short-term. The research method used in this study is a qualitative approach that combines secondary data and primary data. Data were collected from several local governments with best practice in public service capacity management. Data analysis was done by using interactive model. From the research conducted known that the strengthening of innovative programs in the public service sector need to adopt the role model of public sector innovation initiative. The model emphasizes the importance of identification of the role of innovation that is designed in a program to the real problems faced, so that later will be achieved public trust about the urgency of the innovation.

Keywords: Program Innovation, Sustainability, Role Strengthening

I. Introduction

Increasing the capacity of public services through a territorial range approach is an argument that has succeeded in realizing a new autonomous region in Indonesia. This is evidenced by the drastic increase in the number of new autonomous regions. However, the correlative argument between the formation of new regions and the improvement of public services is also experiencing the opposite condition.

The evaluation study of Bappenas and UNDP through the Building and Re-Decentralized Governance Project (2007), which concluded that in general the performance of public services in new autonomous regions is still below parent regions, although the gap is relative. The problems faced in the public service are; (a). Ineffective use of funds, related to unbalanced funding needs with relatively equal area and population, (b). Availability of service personnel to the community due to limited economic development and facilities, and (c). Limited use of public services is still limited. While Brata (2007) concluded that the new local government still not able to improve the welfare of the community to be better than the parent region. If welfare indicators are considered to reflect the quality of public services, then the conclusion that the new regions generally have not been able to provide better public services than their parent regions (Kemen PP-Bappenas, 2007). This provides an early indication that there is indeed a problem in regional expansion because public welfare and public services have not turned out to be better after separating from the parent regions.

The autonomous region as a result of regional autonomy policy in principle has the same function to the community (Haris, S. 2005). The autonomous regional government in this context still has an obligation to carry out excellent public service activities for the community in its territory, although it is known that the new autonomous regions generally do not have the capacity of infrastructure and resources capable of providing optimal contribution to the delivery of public services (Hutagalung, SS, & Hadna, A. H, 2010). Administrative issues such as office building, employee procurement, boundary issues, allocation and provision of financial resources and other administrative aspects are still a major challenge for local governments in autonomous regions (Wismono, FH, & Ramdhani, L. E, 2015) .

Paying attention to the development of areas that are specifically implemented in new areas is important because this area needs to be managed in a planned manner early in order to avoid mismanagement of management which will lead to stagnant quality of society in the area. The context of sustainable regional development becomes relevant. The issue of public service capacity becomes the focus that must be prepared in order to implement the regional economy (Hutagalung, S. S, 2012). Given the capacity of a good public service will produce a long-term positive impact, even reaching across generations.

Based on the background of the problem, then generated research questions as follows; (1). How do local government efforts to build the capacity of public services to local governments are realized through excellent public service programs ?, (2). What is the model of sustainable public service capacity building in the context of strengthening regional autonomy in local government ?. Two questions are then to be discussed in the discussion section.

II. Research Method

This study uses a qualitative approach that describes and explains symptoms and trends in the emerging phenomenon. This approach is used to examine the object under natural conditions, where the researcher is a key instrument with data collection techniques conducted in triangulation, inductive data analysis and research results that emphasize the meaning of generalization (Sugiyono, 2006). Field data collection for this research will be done with the techniques developed in qualitative approach that is: (1). Interviews with key informants using interview guides, (2). Direct observation into the study site, and (3). Documentation review. The data obtained will be analyzed qualitatively by using interactive model of analysis Miles and Huberman (1992). Data were analyzed by qualitative descriptive method. This stage through several phases namely: (1) data reduction. (2) data presentation, and (3) drawing conclusions. In this phase the researchers do inference based on the interpretation of the findings of the field.

III. Results and Discussion

A. Analysis of Public Service Innovation Program at Local Government in Lampung

In the program of free health services (P2KM) in Bandarlampung City has been effective. It is observed from several indicators that is, the accuracy of the target of free health service program (P2KM) of Bandarlampung City community that has been achieved, socialization of programs that have been done directly and indirectly using print media such as billboards and banners,

achievement of free health service program objectives P2KM) in Bandarlampung city that has been achieved and monitoring and supervision related to free health services (P2KM) in Bandarlampung City that has been done by the organizers.

This program is valid since January 1, 2015 guaranteed by the Government of Bandarlampung City in Mayor Regulation No.24 of 2014 and shown to the entire community of Bandarlampung City for the community to be comfortable, so there is no excuse if sick there is no cost, because it is borne by the City Government Bandarlampung. Bandarlampung City Government, City Health Office Bandarlampung and UPT related health centers have run the program objectives by providing free medical services to the community of Bandarlampung City. This is evidenced by the number of people who do not have other health insurance treatment by using KK and ID card Bandarlampung city. Disease health services are also not only general ailments, but for illnesses that must be treated by the hospital as well, in addition to inpatients also have been borne by the City Government Bandarlampung. In addition, the cooperation between Bandarlampung City health service with the Department of Population and Civil Registry and Hospital, very petrified in prosudur free health service is to provide convenience to service providers and service recipients.

As for the factors supporting the free health care program (P2KM) in Bandarlampung City, among others the City Mayor Regulation Bandarlampung No.24 of 2014 about free medical treatment, as well as cooperation relationships between government agencies. While the inhibiting factors of this health care program is the lack of awareness of the community to bring the requirements or incompatibility of data between the KK and KTP and residents who have not taken care of citizenship city Bandarlampung. This makes the service hampered due to incompatibility of the data, or the citizens themselves who do not carry the original card and ID card requirements and photocopies. Should the citizens who want to seek treatment has prepared the requirements for smooth service of patients.

Meanwhile, the free internet program in North Lampung can be said to be not optimal because the North Lampung Communication and Informatics Office does not have a program guide, no SOP should be implemented to run the program. The Office of Communications and Information Technology runs this program based on the government's policy and based on the vision and mission of the North Lampung Communication and Informatics Office. In implementing this program, North Lampung Communication and Informatics Office does not have a program guide, no SOP. This free internet program is implemented without a structured procedure. Based on the results of the analysis, the researchers saw that people who claimed not satisfied with the internet program is only located in 4 location points. Some items that become the benchmark of satisfaction from internet access users are: lack of facilities and infrastructure provided by the local government, and internet access is not smooth. The 4 points are Saprodi Abung Selatan, Kotabumi Koramil, Ramayana Kotabumi Fruit Market, and Bukit Kemuning Market. Researchers found the facts on the ground that in one free internet site that is Ramayana Kotabumi Fruit Market, internet access does not run smoothly and sometimes internet access can not be used or dead, even at this time wifi access at the location of Ramayana Fruit Market, Kotabumi can not be used . That is, the services provided to the community less than the maximum.

According to the researcher, the location of free wifi installation in North Lampung Regency is not effective due to the location which is not strategic, as in the location of Ramayana fruit market which is placed at the location point of Military Police Complaint Service Office using the wifi access is only the office user only, then at Simpang location Saprodi, South Abung, is placed at the point of photocopy location where the facilities and infrastructure are not provided, then at the location of Kotabumi Koramil Square, placed at the point of location at the Koramil Office, Kotabumi. This program is very helpful to the people of North Lampung Regency, the community is very helpful and feel satisfied with this program. But this program is less the effort of the Office of Communications and Informatics North Lampung in improving the quality of Human Resources community of North Lampung, the relevant offices do not conduct trainings on ICT so that there are still many people of North Lampung who still stuttering technology or less able to access the internet, the internet is not used in a positive way.

Based on the research, it is concluded that the goal of free internet program in North Lampung Regency in supporting public literacy has not been achieved well. This can be seen only one that is achieved from both goals, in the first point that is Helping the general public in terms of facilitate access to information quickly and accurately the desired information, has been achieved seen through the satisfaction felt by the people of North Lampung Regency, the community helped by the while the second goal of improving the quality of human resources in North Lampung Regency is not achieved because most of the users of internet access in North Lampung use it to play online games, and there are still people who do not master how to use the internet.

Pesawaran District has a Home Care Program as its flagship program. Home Care Program is a home to door health program by doing nursing care individually, family, or group to improve the life pattern of clean and healthy society continuously and comprehensively where the hopes of self-reliant and conscious society. Making it easier for people who can not afford to get health services just waiting at home and waiting for Home Care officers to check their health regularly and thoroughly. Home Care programs and family physicians almost have the same duties and roles of doing home health services, only difference if Home Care has function as preventive health service and notification (promotive) while for family doctor have both and added with treatment . For Home Care officers themselves can actually also to treat patients who are served but should consult in advance with the doctors in the health center where on duty because they are only allowed to treat just P3K only and their drugs are also standard drugs instead doctor's prescription. And for family doctors they can give treatment directly and only conspire with the family of the patient without any outside interference.

Analysis of the Home Care Program resulted in the conclusion that the implementation in the Pesawaran area is still less successful in its implementation. This can be seen from 6 indicators according to Wirawan (2012: 19-21) process evaluation consists of factors assessed namely: (1). Service Program. The form of Home Care program that is nursing care from house to house with individual, family, or group with main duty as prevention (Preventif) and notification (promotif) with purpose of society to make clean and healthy lifestyle, also companion when being treated with doctor . (2). Implementation of service Implementation of Home Care program has not been effective implementation. Home Care Officers have not maximized their duties by providing an understanding of public health, the implementation from the beginning of the program is not up to

date as it should be despite the monthly reporting system as well as the supervision of various parties. (3). Stakeholders (stakeholders) served. The community as a party served felt cared for health and maintained his health and felt facilitated in receiving health services by just waiting to be visited by his house or by joining activities such as posyandu and posbindu. (4). Sources used. Sources such as the budget are inadequate in the conduct of health activities because they still have to take and ask for funds from the Health Operational Assistance (BOK) and the National Health Insurance (JKN), the number of officers is not enough so that the officers overwhelmed in serving, and the last facility they get vehicles, medical equipment, and medicines. (5). Implementation of the program compared to the expected in the plan. Many improper implementations such as the ideal number of one village officer will be but in reality two or more villages, the community is not yet fully aware of the importance of the Clean and Healthy Lifestyle (PHBS), and neither the community nor the officers know their roles well.

The results of the implementation has not been running well because there are still many that have not achieved in the main goal of Home Care is to encourage the community to live healthy and also not all people get the services of Home Care. Society is a factor inhibiting because they are still not yet changed the idea that if there is a risk factor disease should report to Home Care officers to know if in their village there are cases of risk factors disease that can be prevented and directed to get other health services.

B. Analysis of Implementation Capacity and Sustainability of Innovation Program

The results of the analysis of each innovative program of the area are then compared by using the strategic triangle approach. The strategic triangle approach delivered by Moore (1995) can be borrowed to test the feasibility of innovation ideas. There are three elements that must work simultaneously so that a strategic and big innovation idea can be implemented to realize a strategic change in the organization, ie clear mission and objectives, support and legitimacy, and organization and operations. Furthermore, there are three tests that need to be done to assess an idea of innovation or change can proceed, ie the idea is substantively valuable, the potential for sustainability both legitimately and politically sustainable, and technically operational and administrative feasible (operationally and administratively feasible) (Moore, 1995: 71).

The capacity of the program implementation appears to occur differently in each program, it appears that some aspects are formed under optimal conditions and in other programs there is an unoptimal condition. The results of the identification can be seen from table 1 below:

Table 1. Program Implementation Capacity Analysis

No	Element	Free Medical Program	Free Internet Program	Homecare Program
1	mission and objectives	Misi dan tujuan jelas, karena merupakan bagian dari program unggulan pemerintah daerah.	Missions and objectives are clear, as they are part of the government's flagship program. Not part of the mission and main objectives of local government programs,	Mission and objectives are clear because it is the flagship program of local government.

No	Element	Free Medical Program	Free Internet Program	Homecare Program
			it look like a trial program.	
2	support and legitimacy	Very strong support, from legislative and community.	Support is at the program executive level only.	Strong support and legitimacy, local government and community support the program.
3	organization and operationalization	The implementing organization involves several parties with the division of labor composed, so that in its operations there are not many obstacles.	Implementing organizations are quite simple that only involve the agency, partners and technicians. Its operations face technical and resource constraints	The implementing organization involves one specific service, the workload becomes one of the constraints other than the constraints of budget resources and service facilities.
	Conclusion	The program has good capacity	The program does not have sufficient capacity	The program has sufficient capacity despite constraints.

Source: Researchers' Analysis, 2017

From table 1, it can be observed if the P2KM Program in Bandar Lampung City becomes a program that already has good implementation capacity, while the Home Care Program becomes a good program but needs revamping and free Internet Program in North Lampung Regency to be a program that does not have adequate capacity where there are still many weaknesses. Further analysis of the sustainability power of the three programs are analyzed and can be observed in table 2 as follows:

Table 2. Analysis of Sustainability Aspect of Innovation Program

No	Indicators	Free Medical Program	Free Internet Program	Homecare Program
1	Has substantive value (substantively valuable)	Substantively related to the important needs of society	Substantive not too become urgent needs of society. Although broad program objectives are yet able to enjoy only a few groups	Substantively related to the important needs of the community, though only to the service delivery aspect.
2	Legitimately and politically sustainable	The Program has strong legitimacy because it is governed by Mayor Regulation, politically also has the power as a popular program in society.	The program appears to be a project that has legitimacy at the official / OPD level only, while in the case of political support is also not a major concern.	The program is mandated, meaning that it is implemented at the official / OPD level while its legitimacy is strong as the Bupati's flagship program, in the political support of this program being part of the main issue, despite many notes / criticisms.

No	Indicators	Free Medical Program	Free Internet Program	Homecare Program
3	Technically operational and administratively feasible (operationally and administratively feasible)	Technically operational of the program is supported by sufficient resources, administratively also has a clear and legal performance mechanism.	Technically operational found error and condition of resource less than optimal, administratively this program implemented based on project planning.	Technically the operational of the program is supported by the available resources, but in the aspect of budget support and facilities facing the unoptimal, administratively the program is accounted by the Dinas.
4	Conclusion	he program is most viable to continue in a sustainable manner	The program is not eligible to continue. If it is to be continued then it needs to be revised in terms of target, resources and operational mechanism.	This program requires recondition if it is to be continued. Aspects that need to be improved include budgetary resources, facilities and operational mechanisms.

Source: Researchers' Analysis, 2017

Table 2 indicates if the P2KM Program in Kota Bandar Lampung has the power to continue continuously, while the Home Care Program in Pesawaran District has the power to proceed but by improving on several aspects. The free internet program becomes the least powerless program to become an ongoing program. This program should be redesigned with a more capacity-ready design.

From both tables can be observed if the capacity of the program is designed optimally it will produce good program sustainability capabilities as well, otherwise if the capacity of the program experienced many obstacles and obstacles it will result in poor sustainability capability. This is at the same time the basis that a model needs to be designed in advance in the design of innovative programs that become local government policy, and not just replicative other regions or imitate the central government program.

C. Capacity Building Model of Local Government Innovation Program

The capacity building model of local government innovation programs can be built by adopting five program innovation roles, ie Problem Solver, Enabler, Motivator, Convener, and Integrator. Identification of roles is important to make innovation a success, and each role involves the adoption of a specific set of strategies and approaches. Using an innovation-based ecosystem approach can have a dramatic impact in addressing community challenges. If every actor in the ecosystem understands its proper role and engages in the right strategy to fulfill this role, the entire ecosystem can function more effectively. A clear understanding of the right role can also be a valuable starting point for organizations that can launch new innovation initiatives, helping them use resources as efficiently as possible and interact complementarily with other actors. An ecosystem-based approach to innovation can help organizations build their capacity to implement the needed roles more effectively, creating an infrastructure for continued innovation success. Here is an illustration of the model:

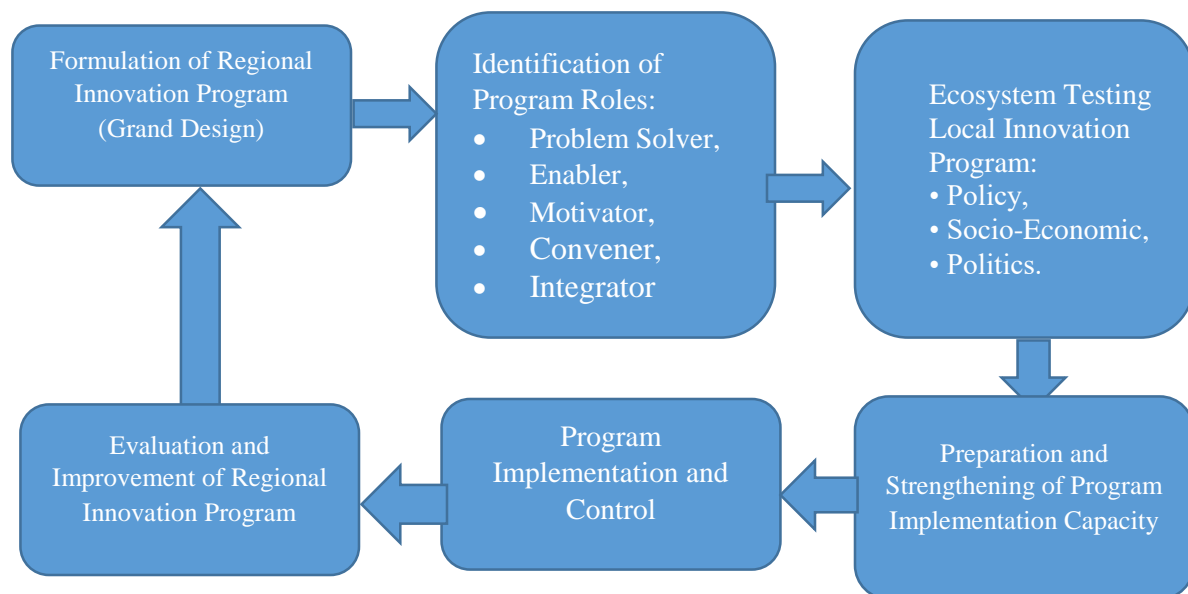


Figure 1. Capacity Building Model of Sustainable Public Service Through Local Innovation Program

The model begins with the existence of a grand design of local innovation programs that prioritize the improvement of the quality of public services. The existence of a grand design is a strategic foundation for the organization of regional apparatus to translate it into various internal activities of agencies or activities involving the network of agencies. This section forms the basis for the vision and purpose of the program's existence. In the next stage, identify the direction and importance of the innovation program. Different directions and interests will require different forms and program mechanisms as well. Therefore, not all problems in an area can be solved with the same program. The next stage is testing the form of the program into the program ecosystem, in this case related to the target group and the beneficiaries of the program later. Different ecosystems will require different forms of the program as well. In this case the program ecosystem includes the legitimacy of policies, socio-economic conditions of society and political conditions. The next stage is to prepare a series of local government capacity to implement the program, capacity conditions will determine the success rate of the innovation program later. A well designed innovation program will potentially fail if it is not supported by a sufficient set of local government capacity. Therefore, it should be prior to the implementation of the good program compared with the feasibility of capacity and if it is considered not able to support the program it is necessary to strengthen the capacity first.

The next stage is the implementation and control of the program. Control becomes an inherent part in the implementation activities intended to create consistency in achieving the goals and objectives of the program. Often found a good innovation program but failed to reach the optimal level due to lack of commitment implementers reflected in the consistency of program implementation. The final stage is the evaluation and improvement of regional innovation programs. This stage is a stage that assesses the success or failure of the program. If found obstacles that cause the failure of the program can be improved program design and then become

material for the preparation of the next innovation program with reference to the grand design of innovation program area. So it can be concluded will happen the cycle of innovation program area.

IV. Conclusion

The P2KM program in Bandar Lampung City becomes a program that already has good implementation capacity, while the Home Care Program is a good program but needs revamping and free Internet Program in North Lampung Regency to be a program that does not have adequate capacity where there are still many weaknesses. The P2KM program in Kota Bandar Lampung has the power to continue continuously, while the Home Care Program in Pesawaran District has the power to continue but by improving on several aspects. The free internet program becomes the least powerless program to become an ongoing program. This program should be redesigned with a more capacity-ready design. Finally, if the capacity of the program is designed optimally it will produce good program sustainability capabilities as well, otherwise if the capacity of the program encounters many obstacles and obstacles it will produce poor sustainability capability.

The capacity building model of local government innovation programs can be built by adopting five program innovation roles, ie Problem Solver, Enabler, Motivator, Convener, and Integrator. Some roles are often important to make innovation a success, and each role involves the adoption of a specific set of strategies and approaches. Taking an ecosystem-based approach to innovation can have a dramatic impact on addressing community challenges. If every actor in the ecosystem understands its proper role and engages in the right strategy to fulfill this role, the entire ecosystem can function more effectively.

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LEMBAGA ADMINISTRASI NEGARA
SEKOLAH TINGGI ILMU ADMINISTRASI ICoGPAS

Jl. Administrasi II, Pejompongan Jakarta Pusat 10260 – Telp. 5347085, 5328496, 5326396 Fax. 53651793, 5329996

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Attachment: -

Jakarta, 7 June 2018

Dear Simon Sumanjoyo

On behalf of the International Conference Committee, I am delighted to inform you that on the strength of the abstract submitted your paper “Designing Sustainable Program Innovation in Lampung Province” to International Conference on Governance, Public administration and Social Sciences (ICoGPASS) on July 19, 2018, at Inna Garuda Hotel, Yogyakarta, Indonesia has been accepted for presentation at the conference. The paper will be included in the conference proceedings (ISBN).

Please submit your full paper by the June 18, 2018 and pay the registration fees by the June 19, 2018 at the latest to be included in the Conference Programme.

If you wish to have your paper included in the Conference Proceedings, please let us know by return mail and we will do the necessary to have it refereed.

Sincerely yours,



Dr. Makhdum Priyatno, MA
Conference chair



CERTIFICATE

This certificate is awarded to

Simon Sumanjoyo Hutagalung

To certify the presentation to the 1st International Conference on
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