

Journal of Government & Civil Society

Journal of Government
and Civil Society

Volume 6

No. 1

Pages 1 - 182

April 2022

ISSN 2579-4396



Daftar Isi (Table of Content)

Journal of Government & Civil Society

- Analysis of The Impact of Policy and Political Economics in The Development of The Rattan Craft Industry in Cirebon
- Haryono¹, Titik Sumarti², Didin S. Damanhuri³, Sofyan Sjaf²**
- 1 – 15
- (¹ Mahasiswa Pascasarjana Program Studi Sosiologi Pedesaan IPB, Indonesia)*
(² Department of Communication and Community Development Sciences, Faculty of Human Ecology, IPB University, Indonesia)
(³ Department of Economics and Environmental Resources, Faculty of Economics and Management, IPB University, Indonesia)
- Village Law, Village Government, and Community Empowerment: The Case Study in Sub-district of Kedawung, Cirebon
- Ros Awaliyah Rosadah¹, Muhammad Iqbal Bin Samadi²**
- 16 – 31
- (¹ D3 Hospitality Study Program, Faculty of Economics, Universitas 17 Agustus 1945 Cirebon, Indonesia)*
(² Universiti Kuala Lumpur-Royal College, Malaysia)
- Does COVID-19 Pandemic Transform the Performance Management of North Indralaya Sub-district Government?
- Faisal Nomaini¹, Sofyan Effendi², Oemar Madri Bafadhal³, Anang Dwi Santoso⁴**
- 32 – 49
- (^{1,3} Department of Communication Science, Faculty of Social and Political Sciences, Universitas Sriwijaya, Indonesia)*
(^{2,4} Department of Public Administration, Faculty of Social and Political Sciences, Universitas Sriwijaya, Indonesia)
- Transparency of Local Financial Management: Evidence from Local Governments in Indonesia
- Toni Nurhadianto¹, Slamet Sugiri²**
- 50 – 70
- (¹ Department of Accounting, Institut Informatika dan Bisnis Darmajaya, Indonesia)*
(² Department of Accounting, Universitas Gadjah Mada, Indonesia)
- Diffusion of Ideology and Role of Local Party Control to Understand Aceh Post-War
- Vellayati Hajad¹, Susetiawan²**
- 71 – 88
- (¹ Department of Public Administration, Universitas Teuku Umar, Indonesia)*
(² Department of Social Development, Universitas Gadjah Mada, Indonesia)

The Implementation of Pertisun as A Policy Innovation in Absorbing Public Aspirations in Merangin Regency

Pahrudin HM¹, Agus Mustawa², Riant Nugroho³, Abdul Halim⁴

89 – 103

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(⁴ Faculty of Ushuluddin and Religious Study, UIN Sulthan Thaha Saifuddin, Jambi, Indonesia)

Non-Pharmaceutical Intervention Policies in Overcoming COVID-19 in Aceh: A Cross-Sectional Online Survey

104 – 120

Saddam Rasanjani¹, Aryos Nivada², Ratnalia Indriasari³, Iqbal Ahmady⁴

(¹ Department of Government Studies, Universitas Syiah Kuala, Indonesia)

(^{2,4} Department of Government Politics, Universitas Syiah Kuala, Indonesia)

(³ Jaringan Survei Inisiatif, Indonesia)

The Transparency Honorary Board of Election Organizers in The Violations Trial of The Election Ethics Code Organizers in Indonesia

121 – 137

Lulu Qurrata A'yun¹, Nuryanti Mustari², Ahmad Harakan³, Nursaleh Hartaman⁴

(^{1,2,3,4} Department of Government Studies, Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar, Indonesia)

Rent-seeking Practices in The Budget Policymaking Processes at Local Government: Case Studies in Indonesia

138 – 161

Salahudin Salahudin¹, Achmad Nurmandi², Kisman Karinda³, Tinuk Dwi Cahyani⁴

(¹ Department of Government Studies, Universitas Muhammadiyah Malang, Indonesia)

(² Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia)

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(⁴ Department of Law, Universitas Muhammadiyah Malang, Indonesia)

Muhammadiyah Social Movement: Networking and Philanthropy in Handling Covid-19 in Indonesia

162 - 182

Dian Eka Rahmawati¹, Cahya Wulan²

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The Implementation of Pertisun as A Policy Innovation in Absorbing Public Aspirations in Merangin Regency

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ABSTRACT

This study aims to analyze the implementation of Pertisun as a policy innovation in Merangin Regency. The autonomy performance gives the regions sufficient flexibility in managing their territory. Its form is regional development programs based on community inputs. Various studies show that many people's desires are not accommodated in conventional mechanisms, thus requiring innovative ways. Merangin Regency has Pertisun as a mechanism to pick up people's aspirations, especially in remote areas. Innovation is an idea, product, information technology, institution, behaviour, values, and new practices or objects that individuals or society perceive as something new. According to van Metter and van Horn, six the performance of public policy implementation, namely: policy size and purpose, resources, characteristics of implementing agents, attitudes and variables affect tendencies of the implementers, inter-organizational communication and implementing activities, and economic, social and political environment. This study was conducted using a qualitative research approach in Merangin Regency. This study found that the implementation of the Pertisun program has been going well as innovative policy in absorbing people's aspirations. The Pertisun program has been able to increase the role of the community in development activities, especially public aspiration in the development planning stage.

Keywords: Policy implementation, policy innovation, local government, Pertisun

ABSTRAK

Penelitian ini bertujuan untuk menganalisis implementasi Pertisun sebagai inovasi kebijakan di Kabupaten Merangin. Kinerja otonomi memberikan keleluasaan yang cukup bagi daerah dalam mengelola wilayahnya. Wujudnya adalah program pembangunan daerah yang berbasis masukan masyarakat. Berbagai penelitian menunjukkan bahwa keinginan banyak orang tidak terakomodasi dalam mekanisme konvensional, sehingga membutuhkan cara-cara yang inovatif. Kabupaten Merangin memiliki Pertisun sebagai mekanisme penampung aspirasi masyarakat khususnya di daerah terpencil. Inovasi adalah ide, produk, teknologi informasi, institusi, perilaku, nilai, dan praktik atau objek baru yang dirasakan oleh individu atau masyarakat sebagai sesuatu yang baru. Menurut van Metter dan van Horn, enam kinerja implementasi kebijakan publik, yaitu: ukuran dan tujuan kebijakan, sumber daya, karakteristik agen pelaksana, sikap dan variabel yang memengaruhi kecenderungan pelaksana, komunikasi antarorganisasi dan kegiatan pelaksana, serta ekonomi, lingkungan sosial dan politik. Penelitian ini dilakukan dengan menggunakan pendekatan penelitian kualitatif di Kabupaten Merangin. Kajian ini menemukan bahwa implementasi program Pertisun telah berjalan dengan baik sebagai kebijakan inovatif dalam menyerap aspirasi masyarakat. Program Pertisun mampu

Citation : Pahrudin HM, Mustawa, A., Nugroho, R., & Halim, A. (2022). The Implementation of Pertisun as A Policy Innovation in Absorbing Public Aspirations in Merangin Regency. *Journal of Government and Civil Society*, 6(1), 89-103. <https://doi.org/10.31000/jgcs.v6i1.5776>

meningkatkan peran masyarakat dalam kegiatan pembangunan, khususnya aspirasi masyarakat dalam tahap perencanaan pembangunan.

Kata Kunci: Implementasi kebijakan, inovasi kebijakan, pemerintah daerah, Pertisun

INTRODUCTION

Research on policy innovation related to how the public's aspirations can be accommodated properly by the local government, especially in Merangin Regency, Jambi Province, is interesting. First, the decentralisation policy based on Law No. 22 of 1999, Law No. 32 of 2004, and updated through Law No. 23 of 2014 makes local governments have a significant role in development by increasing the share of community participation (HM & Darminto, 2021; HM, 2019; Sururi, 2016; Mariana, 2015). In this era of regional autonomy, the development paradigm has shifted from top-down to bottom-up, which puts the community as the leading actor in the development process at every stage, including planning, implementation, and evaluation. Development is no longer linear, involving government officials and involving the community. Regulations related to public participation in government are further strengthened by Government Regulation of the Republic of Indonesia Number 45 of 2017 concerning Community Participation in the Implementation of Regional Government. As a manifestation of democratic governance, the community is given broad opportunities to participate in planning development by the community's collective needs as stated in Article 261, paragraph 1 of regional development planning using a technocratic, participatory, political, and top-down and bottom-up approach. Then it is explained in paragraph 3 that the participatory process, as referred to in paragraph (1), is implemented by involving various stakeholders. Participatory in his explanation is the community's right to be involved in every stage of the regional development planning process and is inclusive of marginalized groups through special communication channels to accommodate the aspirations of community groups who do not have access to policymaking.

Second, the paradigm shift in participatory development prioritises active community involvement requires the birth of various constructive breakthroughs within the framework of accommodating the people's real aspirations (Kristanto, 2018; Gerald, 2017; Scupola & Zanfei, 2016). Multiple studies show many community aspirations and needs that are not accommodated through formal and procedural channels. The people's genuine aspirations can only be obtained through ways out of the ordinary, even with a new dimension known as an innovative policy. In Semarang City (Kristanto, 2018), for example, 'Lapor ,Hendi' is an online-based application intended for people who have aspirations or problems with public services. 'Lapor Hendi' also provides tools to report to governors, ministries of home affairs and even the president. It also provides Geber Pandanaran (Joint Movement for Women's Empowerment and Child Protection) and

Geber Septi (Joint Movement for School Care and Anti Bullying). In the same context, Gerald's study (2017) reveals that the Bojonegoro Regency government has made innovations in absorbing community aspirations through dialogue activities with the community every Friday at the Malowopati Hall. 'The Sobo Pendopo' dialogue is one of the most suitable methods for absorbing people's aspirations and material for making decisions. In simple terms, any Bojonegoro citizen may ask questions, express opinions, ideas, criticisms and input to the Bojonegoro Regency government. On the other hand, regents, deputy regents, regional secretaries, related offices, heads of restricted work units (OPD) directly provide responses and answers related to questions or criticisms submitted by the community. The study conducted by Indriani etc. (2021) also shows that the development planning model that has been applied so far has a *Tokenism* nuance, a development planning system that emphasises government participation. However, in development planning, the government does not prevent the community from being involved in the development planning process. However, people do not have freedom and are limited in expressing their ideas and needs. Therefore, development planning innovation is needed to make the community more involved. Meanwhile, Scupola & Zanfei (2016) study also shows shared innovations in the digitalization of the Roskilde University Library. The transition from the New Public Management approach to the Network Governance model implies a more excellent distribution of knowledge and innovation across different organizational levels in public administration. The interactions between these organizational levels significantly influence the development of new public services. Users play different roles at different stages in the innovation process, with relatively more significant involvement in small incremental changes. User-based innovation has increased significantly with ICT diffusion and Web-based public services. Complex innovations are facilitated by face-to-face meetings between civil servants and users. Changes in governance modes affect the balance between the various actors involved, affecting the nature and intensity of innovation. The transition to a network governance approach requires information policies that are enduring over time and are designed to enhance collaboration between different actors (public and private).

Third, Merangin Regency is the area with the third-largest population (372,205 people), as well as the most significant size (7,679 KM²) in Jambi Province (HM & Senjaya, 2021). Most of the Merangin Regency area is rural, with agriculture and plantations as the business fields that most of the population is engaged in. The characteristics of the room attached to Merangin Regency certainly require a different approach to finding out the community's needs so that they can enjoy development programs. It is essential to do this so that development programs do not match the community's needs because there are no channels to convey their aspirations.

Merangin Regency has made policy innovations in absorbing people's aspirations through 'Perjalanan Pejabat Tidur di Dusun (Pertisun)' Program/The Sleeping Officials Travel Program in Hamlet. The Regent of Merangin launched this program; in essence, it functions and is helpful to accommodate the various aspirations and feelings of the people in rural areas. Through this Pertisun program, officials can directly listen to the community's aspirations and know firsthand the conditions. The findings and aspirations of the rural communities can be programmed into development plans. In addition to serving the community directly, the regent, on that occasion, could find out the actual conditions related to government services in the gathering. The Pertisun activity, which was held at night with the concept of an open dialogue between the regent and the community, became an activity that was highly anticipated by the community.

Based on the description above, it can be seen that the implementation of autonomy gives local governments have more expansive space to manage their territory. The provincial government realises the management through development programs derived from community aspirations. In an effort for local governments to obtain constructive development inputs, it is necessary to innovate activities that can accommodate the pure aspirations of the community. What the provincial government did in the era of autonomy was manifested in the form of public policy. To create a good state of life and overcome problems in society, the public policy goes through a series of stages. According to Soebarsono (As cited in HM, 2020), the public policy process is interpreted as a series of intellectual activities carried out by actors in political and academic activities.

As part of the public policy process, policy implementation is defined as the method used to formulate and determine a public policy can be implemented and achieve the desired goals (Nugroho, 2018, p.728). The problem is that it turns out that the policy can not consistently be implemented and achieve the expected goals. Guidelines recommended being chosen by policymakers are not guaranteed to be successful in implementation. Many variables influence the success of policy implementation, both individually and in groups or institutions. Implementing a program involves the effort policy makers to influence behaviour or implement bureaucrats to be willing to provide services and regulate behavioural groups' behaviour. In this regard, several parties have tried to present their views on the factors considered to influence the implementation of a public policy.

In the context of this study, the researcher used the concept of policy implementation proposed by Donal van Metter dan Carl van Horn. According to van Metter dan van Horn (six variables affect public policy implementation performance: (1) Policy size and purpose. (2). Resources. (3) Characteristics of implementing agents. (4) Attitudes and tendencies (Disposition) of the implementers. (5). Inter-organizational communication and implementing activities. (6). Economic, social and political environment.

Specifically, the policies carried out by local governments are innovations. Public policy innovation does not just emerge from the vacuum of social and academic activities that underlie it. Public policy innovation stems from a shift in the government paradigm from the government to the governance paradigm, shifting the locus from all-government to stakeholders in governance. As a result of this paradigm shift, the government's focus has shifted to the function of facilitator and regulator rather than as a provider and implementer of programs and activities. Therefore, effective governance is shown by producing various innovative public policies that can accelerate the role of other stakeholders, namely the private sector, business actors and civil society organizations, in managing public affairs.

Innovation is an idea, product, information technology, institution, behaviour, values, and new practices or objects that individuals or society can perceive as something new. As an organization, the public sector can adopt innovation through the following stages (Suwarno, 2008): (1) Pioneering (Initiation). The pioneering set consists of agenda-setting and matching phases. This is the initial stage of recognizing the situation and understanding the problems that occur in the organization. At the agenda-setting stage, identifying and prioritizing needs and concerns is carried out. Furthermore, a search is carried out in the organizational environment to determine where the innovation will be applied. This stage often takes a very long time. At this stage, it is usually recognised that there is a performance gap or performance gap. This gap triggers the process of seeking innovation in organizations. (2) Matching. The problem has been identified at this stage, and adjustments or equalization are made with the innovation to be adopted. This stage ensures the feasibility or feasibility of the innovation to be applied in the organization. (3) Implementation. At this stage, pioneering has resulted in a decision to seek and accept innovations that are considered to solve organizational problems. This implementation phase consists of (1) redefinition, (2) clarification and (3) routinization phases. In the redefinition phase, all adopted innovations begin to lose their foreign character. Innovation has gone through the re-invention process, so that it is closer to accommodating the needs of the organization. In this phase, both innovation and organization redefine each other and undergo a change process to adapt to each other. In general, there is at least a change in the organizational structure and leadership in the organization. The clarification phase occurs when the innovation is widely used in the organization and affects all elements of the organization in their daily work. This clarification phase takes a long time, because it affects the organisation's culture as a whole, so that not a few then fail in its implementation. The adoption process that is too fast becomes counter-productive due to excessive resistance. The routinization phase is where innovation is considered part of the organization. Innovation no longer characterizes a new product or a new way because it has become a routine part of the organization's operations.

Based on it, this paper is intended to analyze the implementation of *Pertisun* as part of policy innovation to accommodate the aspirations of the people in the Merangin Regency. This is also in line with the desire to create an independent village by increasing public awareness of its development role (Hartati *et al.*, 2020). This study uses a qualitative research approach by interviewing eleven informants based on their involvement with the phenomenon that is the topic of research. As required in qualitative research, the data is collected from several sources, namely: through documents and archive records, interviews, direct observation (participant observation) and other physical devices related to the participation of society in development planning (Crabtree & Miller (ed.), 1992, p.14-17). This research data is qualitative and consists of primary data and secondary data. Most preliminary data were collected through interviews, direct observation and participant observation. In contrast, a small portion of other data was obtained from documents and physical devices related to the topic. After the data is collected, the data analysis is done qualitatively: reducing data, displaying data, and making conclusions (Miles & Huberman (ed.), 1992).

RESULTS AND DISCUSSION

***Pertisun* as An Innovative Policy in Merangin Regency**

As formulated in Law Number 25 of 1999, regional development is stipulated as an integral part of national development, which is carried out based on the principle of regional autonomy in the regulation of national resources to improve the welfare of the people free from corruption collusion and nepotism. Autonomous regions, as formulated in Law Number 25 of 1999 designated as a government unit with the authority and responsibility to organise the public interest based on openness, community participation, and accountability to the community (Aminah, 2014, p.50-51). Regulations on regional government that accommodate the regional autonomy policy system have undergone several changes because the umbrella regulations on regional government are required to adapt to the dynamics of state administration and developing government. It has undergone several changes starting from Law Number 22 of 1999 concerning Regional Government, then revised to Law Number 32 of 2004 and further refined in 2014 to Law Number 23 of 2014 concerning Regional Government.

Local governments are encouraged to innovate regionally, by being given the freedom to issue innovative policies to improve the performance of local government administration. This is undoubtedly a form of response to increasingly complex community problems. The necessity to create innovations in the administration of local government is a constitutional mandate that must be implemented.

Through innovation in the form of reforming the administration of local government in absorbing the community's aspirations, it is hoped that it can improve the quality of public services to the community by prioritizing transparency, efficiency, effectiveness and accountability. In-Law Number 23 of 2014 concerning Regional Government is emphasised in chapter XXI of Regional Innovation in article 386 paragraph 1 to improve the performance of regional government administration; local governments can innovate. In paragraph 2, the innovation, as referred to in paragraph (1), is all forms of reform in regional government administration.

In developing the region, the Merangin Regency government needs innovaparto advance its part to compete against other areas in Indonesia. Therefore, the Pertisun Program (*Perjalanan Pejabat Tidur di Dusun*) which was launched by the Regent of Merangin Al Haris¹ in mid-2016 was intended as a regional innovation in absorbing the aspirations of the people in Merangin Regency.

As for the reasons behind the formation of the Pertisun program, the Regent of Merangin Al Haris in full explains the bases in the quote below:

“I call this program Pertisun, the Travel of Sleeping Officials in the Dusun. Why did I make this Pertisun program? First, I see a distance between the community and the government. Meanwhile, there need to be harmonious relationships and emotional connections between the government and the community in developing the area. So therefore, I want the heads of my offices, especially the heads of offices related to basic public services such as the Education Officer, the Health Office and the Head of the Public Works Office, so that they understand the condition of the community. So that with officials going down to carry out Pertisun to villages or hamlets, it is hoped that conducive and harmonious conditions can be created within the community. Second, I also conducted this Pertisun to test the reports of the Heads of Regional Apparatuses (OPD) in the ranks of the Merangin Regency Government. Have the programs so far touched the community or not? Then whether the service has been felt well by the community or not. I can test this through direct dialogue with the community at every opportunity for the Pertisun program”.

Rogers (As cited in Sururi, 2016) revealed that innovation has five attributes. First, it has a relative advantage, so in this context, the author sees that the creation of the Pertisun program impacts financial benefits because, in its implementation, the Pertisun program can reduce the use of the financial budget in running the government. However, the number is not so large; it has succeeded in increasing the efficiency of using resources. Financially in carrying out government affairs. Second, think about conformity; the

¹ As of July 7, 2021, Al Haris has become the Governor of Jambi as a result of the Regional Head Election 2020

Pertisun program is an alternative means of absorbing people's aspirations and existing systems such as Musrenbang. The third is complicated; in this case, the Pertisun program does not have any difficulties implementing it; in fact, the Pertisun program can simplify the work of officials in absorbing the community's aspirations. Fourth, it is possible to try, during the data collection process in this research, that the Pertisun program has been implemented in many villages/hamlets, and all of them are going well. Fifth, it is easy to observe that the Pertisun program in its implementation has been going well; it's just that the note is that there is no certainty and clarity of time in realizing what has been conveyed by the community.

Implementation of Pertisun in Merangin Regency

According to van Metter and van Horn, six variables affect the performance of policy implementation; the six variables are as follows:

(1) Policy size and purpose. The performance of policy implementation can be measured by the success of the size and policy objectives that are realistic with the current socio-cultural level at the policy implementer level. When the size of the policy or policy objectives are too ideal (even utopian) to be implemented at the citizen level, it will be challenging to realise public policies to the point that they can be successful.

Based on the results of research on the regional innovations of the Pertisun program, from the aspect of the size and objectives of the policy, namely: First, to think about the purpose of accommodating the aspirations and suggestions of the community towards the wheels of government. Second, respond directly to public complaints. Third, see firsthand the situation and condition of villages/hamlets and sub-districts within the Merangin Regency area. Fourth is the establishment of friendship between officials and the community.

The implementation of Pertisun is carried out by dividing the group of officials into three: Merangin Regent, Deputy of Merangin Regent and Regional Secretary of Merangin Regency. Every time he spends the night in the village/hamlet, the regent will bring all the heads of the offices, heads of divisions and sub-district heads to the sub-district area. Especially heads of offices related to public services, such as heads of public works offices, heads of health offices, directors of education offices, etc. The goal is that they understand the condition of the community and do not violate each other or throw responsibilities in dealing with problems that exist in the community.

The Pertisun program is very effective in absorbing people's aspirations. Because they can interact directly and have a dialogue with the community. In addition, it was able to witness now the actual situation and conditions concerning government services in the community. The community's aspirations that have been submitted will be used as notes

for improvement, which will be accommodated in the following budget discussion. But if it's urgent, The Regent ask for it to be done immediately.

It can be concluded from the results of the research above that Al Haris deliberately designed the regional innovation of the Pertisun program as an alternative, non-formal means to accommodate the aspirations of the community, even though there is already an official forum to accommodate the aspirations of the community such as the Development Plan Deliberation (Musrenbang). However, the process of absorbing community aspirations through the Musrenbang plan, especially at the village level, has not been carried out optimally, thus requiring a new way of absorbing community aspirations.

Unlike the case with Pertisun, the process of absorbing community aspirations can be much more effective because the regent and officials present can dialogue and discuss directly with the community the problems faced by the local village community. In addition, community's enthusiasm is also very high in participating in Pertisun activities because all social strata can follow these activities. Then regarding the form of meetings between officials and the community during the implementation of Pertisun, it can be done in various states meetings to the traditions and abilities of the local village community. There are meetings held with open dialogue in the field, meetings at the homes of community leaders and so on. However, it is clear that whatever form of engagement is held, it does not reduce its essence as a means to accommodate the aspirations of the community.

(2). Resources. The success of the policy implementation process is highly dependent on the ability to utilize the available resources. Humans are the most critical resource in determining a successful implementation process. But apart from human resources, non-human resources also need to be considered, such as financial and time resources.

Regarding human resources or the officials who implement the Pertisun program are the Regent of Merangin, Deputy Regent of Merangin, Regional Secretary of Merangin Regency, Head of Regional Apparatus Organizations (OPD) and related government officials within the scope of the Merangin Regency government. The Regent of Merangin Al Haris also said the same thing, saying that the Pertisun program was divided into three working groups. First, the Regent's group; second, the group of the Deputy Regent; and third, the group of the Regional Secretary. Then Al Haris added that every time I run this Pertisun I always bring all the officials. Be it the heads of the cadres, the leaders of the sub-districts and the sub-district heads because they all have a job.

In addition, in the implementation of the Pertisun program, the staff of the Government Bureau of the Merangin Secretariat are also assisted as the implementing committee for dialogue/audience activities with community leaders, leaders/members of social and community organizations, who have the task of preparing the administration for

implementing activities, delivering letters to participants in each sub-district in Merangin Regency, prepares consumption and equipment needed in activities and makes reports on the results of actions.

Then no less important than human resources, financial resources also significantly affect the success of implementing a policy, including the implementation of the Pertisun program. The Pertisun program does not have a specific budget, it only comes from the budget of each Regional Apparatus Organization (OPD). Those who join Pertisun must apply for official travel notes as accommodation while carrying out Pertisun activities by applicable procedures.

This is in line with the Head of the Merangin Regency Bappeda when in an interview that so far, in conducting Pertisun, officials have only relied on the financial budget from official travel. Because this Pertisun, if in its official form, can be said to be a kind of working visit, it is packaged into a more intelligent and interactive format with the community. Another source of funding for the Pertisun program is sharing funds, namely funds for dialogue/audience activities with community leaders, leaders/members of social and community organizations in Merangin Regency, where this activity is intended to back up Pertisun activities so that they run smoothly.

Based on the explanation above, it can be said that in terms of human resources, the implementers work in teams that are divided into three sections, where there are six people in one group, and each team is led by the Regent Deputy Regent and Regional Secretary. So that in carrying out Pertisun activities, there are no significant obstacles, because the implementers of the Pertisun program already have sufficient competence and capability, plus the heads of the Pertisun run Pertisun together with the regent, then, of course, they will carry out their duties as public servants as well as possible.

As for financial resources, the implementation of the Pertisun program is sourced from the financial budget of each OPD and funds for sharing dialogues/audiences with community leaders, leaders/members of social and community organisations in the Merangin Regional Secretariat of Government. With this modest budget, it is sufficient to support the smooth implementation of the Pertisun program. Because in essence, the Pertisun program does not really require a large amount of money to run it, unlike other government programs that provide cash assistance, basic necessities, etc.

(3). Characteristics of implementing agents. The focus of attention on implementing agencies includes formal organizations and informal organizations that will be involved in implementing public policies. This is very important because the performance of public policy implementation will be very much influenced by the right characteristics and matches the implementing agent. In looking at the characteristics of implementing agents, this discussion certainly cannot be separated from the bureaucratic structure. Bureaucratic structure is defined as the characteristics, norms and patterns of relationships that occur

repeatedly in executive bodies that have both potential and real relationships with what they have by implementing policies. van Metter and van Horn present several elements that may affect an organization in implementing policies: (1) Competence and size of the staff of an agency; (2) The level of hierarchical oversight of sub-unit decisions and processes within implementing agencies; (3) an organization's political resources (eg. support among members of the legislature and executive); (4) The vitality of an organization; (5) The level of "open" communications, which is defined as a free horizontal and vertical communication network and a relatively high degree of freedom in communicating with individuals outside the organization; (6) Formal and informal links of an agency with "decision makers" or "decision implementers".

In Pertisun mechanism, the agents in implementing its program are policy makers, such as the Regent, Deputy Regent, Regional Secretary and the head of the OPD. In addition, the Head of the Government Department and his employees also take part in implementing the Pertisun program. This program has the aim of accommodating community aspirations, responding directly to community complaints, seeing firsthand the situation and conditions of the village, gathering and so on. So it is very appropriate if the program implementing agents are people who act as policy makers, because when they find a problem that is being faced by the community, then the problem can be acted upon directly. However, most of the problems found will be analyzed first, if they are not included in the government's work plan this year, it will be used as a note of improvement that will be accommodated in the next budget discussion.

(4). Attitudes and tendencies of the implementers. The attitude of acceptance or rejection of the implementing agency will greatly affect the success or failure of the performance of public policy implementation. This is very likely to happen because the policies implemented are not the result of local residents' formulations and are well acquainted with the problems and problems they feel. In the dimension of assessment regarding the disposition of the implementers, there are two important elements that need to be considered because they greatly affect the performance of policy implementation, namely, cognition (understanding) and response (support/approval) of implementing agents. The Pertisun program implementers are very aware of and understand the purpose of the establishment of the Pertisun program regional innovation, because the main purpose of the Pertisun program is to accommodate aspirations and stay in touch with the community.

(5). Inter-organizational communication and implementing activities. Coordination is a mechanism as well as the main requirement in determining the success of policy implementation. The better the coordination and communication between the parties involved in an implementation process, the assumption is that very small errors will occur and vice versa. Communication really determines the success of achieving the goals of

the Pertisun program implementation. Effective implementation occurs when decision makers already know what they are doing. In the context of implementing the Pertisun program, the head of Bappeda Merangin said that the role as coordinator or the leading sector is the Bureau of Government Section of the Merangin Secretariat, but it is limited to administrative and technical matters, the rest when the Pertisun team is in the field it will be directly led by the Regent.

The Head of Tabir Ilir Sub-district, Muhamad Yunus also stated that they not communicate formally, actually there was no communication, yesterday we were only informed by telephone, that the Regent will conduct Pertisun to Tabir Ilir sub-district. And thank God the Pertisun activities went smoothly. Then after the Pertisun activity, no special meeting was held, but what was clear was that the regent's promise to build electricity and the Pustu had been communicated when it was on the Pertisun agenda. For example, like building electricity, the village head has to communicate with Bappeda, while the Pustu problem communicates with the Health Office.

Based on the results above, it can be concluded that the leading sector of the Pertisun program is played by the Bureau of the Merangin Secretariat of Government. Its main task is to coordinate administrative matters to all OPD heads. However, from the findings in the field, the form of coordination carried out is not clear enough, because there is no standard SOP as a guideline for the implementation of the Pertisun program. Besides, the current Pertisun program is also being implemented unscheduled, this is evidenced by the fact that a new schedule has not been made, so that Pertisun is only run based on the Regent's free time.

(6). Economic, social and political environment. The last thing that needs to be considered in order to assess the performance of policy implementation is the extent to which the external environment contributes to the success of the implementation that has been determined. Includes economic resources in the policy implementation environment, the extent to which interest groups provide support for policy implementation, what is the nature of public opinion in the environment and whether political elites support policy implementation.

Regarding the influence of economic, social or political conditions on the achievement of the goals of the Pertisun program, the Village Head of Rantau Iimau Manis said that the community is very grateful to the regent. Because no regent has ever been to Rantau Palembang Hamlet since Merangin Regency was founded. The community was also very enthusiastic and proud of the presence of the regent in our place.

The Impact of Pertisun on Participatory Development in Merangin Regency

The Regent of Merangin initiated the change, starting with increasing community participation in development planning. Through the Pertisun program, The Regent hopes

that every project or development program that will be built and made is right on target and in accordance with the needs of the local community. As Bappeda Head said, Pertisun as policy innovation intended for accomodating public aspirations because the Merangin Regency area is the largest area in Jambi Province, with a very diverse topography of Merangin. The essence of the Pertisun program is as a means to absorb people's aspirations, therefore we hope that the side effects of it activities can be to build a positive mindset and culture for the community, that it is important to participate in the development planning process.

In line with the statement above, the community leader of Rantau Limau Manis Village, Mr. Al Ghazali said that after it implemented, the mindset of the community has begun to open, with the implementation of the Pertisun program, the community is aware that educational, religious and information facilities must be proposed to the government to be included in the regional budget.

Table 1. Data of People Participation on Development in Merangin Regency (2016-2021)

No	Model of Participation	Number of Village	Number of Attendees (Average in One Year)
1	Musrenbang	215	3.200 people
2	Pertisun	215	8.200 people

Source: Processed data from various sources, 2016-2021.

In addition, the existence of the Pertisun program is also in line with the spirit of the central government to develop villages by disbursing substantial funds to villages throughout Indonesia. In an interview with the Tabir Ilir sub-district head, Muhamad Yunus, he said, with the village fund policy, now village development is self-managed, meaning that the community is directly involved in village development. He continued, on behalf of the government, public participation is highly expected in terms of maintaining the infrastructure that has been built by the government.

However, even though there is already a system such as self-management, but in its implementation it has not had much impact on increasing community participation, and is also limited to certain types of development. In addition, not all elements of society have the opportunity to be involved in the development process with the self-managed system, because village elites still tend to use it to involve only their family and relatives, so that it seems discriminatory in carrying it out. The development results of Pertisun are: Tabir Ilir Bridge, Lake of Depati IV, Street of Sungai Putih Village, Street of Empang

Benao Pamenang, Merangin Geopark areas, Street & Bridge of Rantau Suli (Jangkat), BUMDes, Street of Air Liki-Ngaol, Pauh Lake, Suspension Bridges, Waterfall Sigirincing, Educational assistances, assistances for the construction of places of worship.

From the results of the research above, it can be seen that through the innovation of the Pertisun program it has brought a slight change in approach in the context of regional development, where people in rural areas are involved in the development process, precisely at the development planning stage. Pertisun which is implemented openly has given space to the community to actively participate in development planning and to cover deficiencies in the existing development system, so that the people who are involved in the development planning process are the first step in realizing participatory development.

CONCLUSION

As innovative policy in absorbing people aspirations in Merangin Regency, the implementation of Pertisun program has been going well, based on six variables that affect the performance of policy implementation. In fostering community participation, Pertisun activities are carried out openly, which can be followed by all levels of society. The Pertisun program has been able to increase the role of the community in development activities, especially community participation in the development planning stage.

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