

IMPLEMENTATION OF DYNAMIC GOVERNANCE CONCEPT IN REGIONAL GOVERNMENT OF SIAK REGENCY

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Abstract

Environmental change encourages the birth of a contextual policy (adaptive policy) that is not only a passive reaction to external pressure but also a proactive approach to innovation, contextualization, and execution. New ideas also result in a contextual policy (adaptive policy) can be executed and generate dynamic governance. Boon and Geraldine formulated Dynamic Governance as "how these chosen paths, policies, institutions, and structures adapt to an uncertain and fast changing environment so that they are relevant and effective in achieving the long-term desired outcomes of society. Public administration reform is closely linked to the concept of dynamic governance, because public administration reforms are oriented towards changes among others in the implementation of public policy. Dynamic Governance is a concept to maintain and develop the existence of a government / organization to survive (survive) to face rapid and uncertain global change. Other government / organizational organizations should not be static, successes of policies, strategies, and programs in progress or past does not guarantee future success. Therefore it is necessary spirit / dynamics to always adjust policies, strategies, and programs with future developments through thinking ahead, thinking again, and thinking across. The results show that the application of dynamic governance concept in Siak Regency has been done with good result. It is proved that throughout the year 2017, as many as 24 awards and achievements they achieve both at the level of Riau Province and at the national level. Of the 24 awards, it can be said that every month two awards are achieved in the former Malay kingdom of Islam. Based on the achievements achieved by the local government of Siak Regency shows the ability of the government to adjust the policy to the rapid and uncertain global environment changes so that the established objectives can be achieved as proof that the application of dynamic governance concept has been done by Siak Regency Government very well.

Key word: Dynamic Governance and environment change

1. INTRODUCTION

The current condition of the global world is full of uncertainty. Changes that occur in the world are so fast and not well anticipated by the world community. For this reason, issues such as this are needed by creative and innovative leaders in dealing with them, starting from the president to the lowest level of leadership from a government organizational unit. The government is required to take strategic steps that can quickly adjust to changes that occur suddenly with a fast time. Because there is no guarantee that a policy / program / activity that

has been planned properly, even those who are running can achieve the targets and achievements that have been determined previously. There is even no guarantee that an advanced country will continue.

The above success was achieved by hard work through various concepts, strategies and development efforts carried out by Singaporean leaders and people since secession from the Kingdom of Malaysia in 1965. One of the concepts implemented well is Dynamic Governance which has led Singaporeans to the state of progress like now.

Meanwhile, public services must be able to adapt policies to be able to change conditions and improvise and innovate to meet new needs. Boon Siong Neo & Geraldine Chen explained there are six policy development areas - economic development, biomedical science, car ownership and land transportation, health services, the Central Provident Fund and lower-class workers - illustrating government dynamism for the public to learn and adapt to change conditions and raise issues. Once again, a world that is rapidly changing, unrelenting challenges can come from anywhere and are unpredictable.

Since 2005, the idea of dynamic governance has attracted attention. They take this matter seriously as something that needs to be considered, analyzed. Neo and Chen discuss and conceptualize three capabilities of a government. First, think ahead — the ability to analyze future conditions filled with uncertainty from the external environment by looking at new opportunities and potential threats. This ability makes an institution predict the future development. This will have an impact on achieving the objectives of government institutions to regulate the country. Second, think again — the ability to evaluate and identify the policy changes that have been established in order to obtain better results and quality. So that the institution can present problems and issues faced, and see how to improve the performance of the institution. This requires the efficiency and effectiveness of policies that have been made and also the accuracy in achieving goals and setting strategies. Third, think across — the ability to cross traditional boundaries for 'thinking beyond limits', also for 'learning from others' if there are good ideas that can be adopted and adapted as new innovations in policy making. It's like copying rules and activities / practices that have been successfully implemented somewhere. This allows the transfer of knowledge between countries by adopting programs from a country and embedded into local institutions and policy environments. In addition, we must understand "how to apply it, how it works well or why it doesn't work well" and how we apply it with a different perspective from the basic idea.

In the end, creating and maintaining dynamism in government, both the public sector and the corporate sector, is a long-term strategic effort. Creating a dynamic governance system and organizations that are able to adapt require deep thinking, open dialogue, commitment to leadership and effective execution. Changes are always complicated and risky. But it's not a change of name if it's not more risk.

2. Literature Review

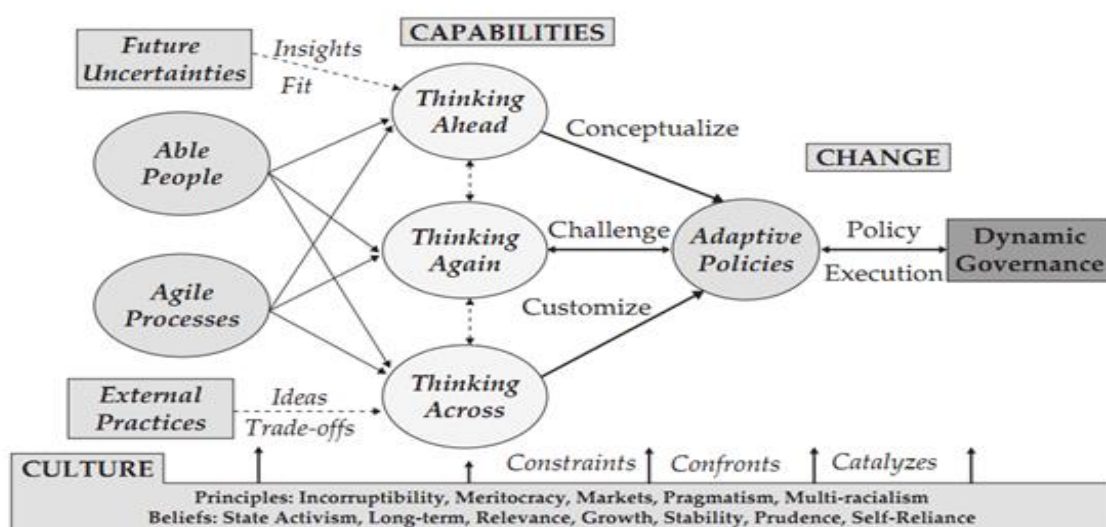
a. The concept of Dynamic Governance

Boon and Geraldine formulate Dynamic Governance as "to how chosen paths, policies, institutions, and structures adapt to uncertain and fast changing integration so that they remain relevant and effective in achieving the long-term desired outcomes of society" (how do various policies, institutions and structures that have been chosen so that they can adapt to the uncertainty and rapid changes in the environment so that the policies, institutions and structures remain relevant and effective in achieving the long-term desires of the community). So Dynamic Governance is the ability of the government to adjust its policies to global changes that are fast and uncertain so that the goals set can be achieved.

Related to change as the basic essence of dynamic governance, the two elements of dynamic governance according to Boon, and Geraldine (2007: 12-46) are:

- a. Government organizational culture includes; integrity (integrity), incorruptibility (not bribed / not corrupt), meritocracy (based on talent & ability / achievement), market (fair market orientation), pragmatism (easy to adjust / more oriented towards achieving the goals of the country rather than dwelling on ideology), multi -racialism (various ethnicities and beliefs), including in culture are; state activities (state activism), long-term plans and goals, policies that are in accordance with the will of the community (relevance), growth (growth), stability (prudence), and self-reliance;
- b. Dynamic capabilities include: thinking ahead (thinking ahead), thinking again (reviewing), and thinking across (learning from the experiences of other countries / organizations).

b Thinking Framework



3. Research Methods

The research method is explanatory with a qualitative research approach that explains and delves deeper into the subject and object, whether someone, institution, society and so on and based on the results of observations and interviews conducted and provides an analysis of what is found in the field and associated with relevant theoretical concepts.

4. Results and Discussion

4.1. The application of the concept of dynamic governance to the Siak Regency regional government

Achievement of Good Governance Performance in Siak District can be seen from the application of the dynamic governance concept in Siak District that has been well done. This is evidenced that throughout 2011 - 2017 many achievements were achieved. Even in 2017 there were 24 awards and their achievements both at the Riau Province level and at the national level. The achievements are:

1. WTP Six times in a row 2011-2016 with the achievement of the highest standards in financial accounting and reporting
2. Accountability Assessment of the performance of the Regional Government with the title of Good (B) and best of the 1st in Riau Province 2 years in a row 2015 and 2016
3. The best EKPPD in Riau Province with a very high category for 4 consecutive years in 2013, 2014, 2015 and 2016
4. The best planning in Riau Province 4 times in a row in 2014 s.d 2016
5. 2015 National 5th Best Planning
6. IPM Number 3 in Riau (2016)
7. Life expectancy number 3 in Riau (2016)
8. Average number of schools Number 2 in Riau (2016)
9. The lowest poverty number 3 in Riau (2016)
10. The best new autonomy region in IGI version in 2014

Whereas in 2017, out of the 24 awards, it can be said that every month two awards were achieved in the area of the former Islamic Malay kingdom. Following are the 24 awards and achievements achieved by Siak Regency throughout 2017 which are summarized by the Public Relations and Protocol Section of Siak;

1. Award for support and contribution to MAN IC due to the Amal Bakti day of the Ministry of Religion of the Republic of Indonesia, Jakarta, January 21, 2017.
2. Award of Wahana Tata Nugraha (WTN) Traffic in Land Transportation in 2016, Jakarta, January 31, 2017.
3. Award from the Chief of Police related to the assistance of 119 houses of the Bhabinkamtibmas Office to the Riau Police as a means and infrastructure to support police duties in the ranks of the Siak Police Station, Pekanbaru, March 3, 2017.

4. Award to be the first best on the results of the performance accountability evaluation of the Regional Government in the Riau Provincial Government (Pemprov) with a score of 64.50 (category B), Pekanbaru, March 21, 2017.
5. Award for Achievement of Provincial National Standards (SNP), Pekanbaru, March 22, 2017.
6. Award for the 2017 Indonesia Green Award, for the consistency of spirit and commitment to implement environmentally sound development policies, Jakarta, May 3, 2017.
7. TOP Award 99 Public Service Innovation in 2017 Delivery Alarm category submitted by the Ministry of State Apparatus Empowerment (Kemenpan RB), Asman Abnur, to the Regent of Siak, Syamsuar, at Gelora Joko Samudro, Gresik, East Java, Saturday, May 20, 2017.
8. Awards from vertical agencies in Riau Province provided by the Finance and Development Supervisory Agency (BPKP) Representative of Riau Province for the performance and capabilities of the Government Internal Supervisory Apparatus (APIP) of Siak Regency, Pekanbaru, May 30, 2017.
9. The activeness of Siak Regency Government activeness in assisting the smooth running of police duties in maintaining the Kamtibmas through the construction of 119 Bhambinkamtibmas office houses from 122 villages in Siak Regency, which was handed over by National Police Chief General Tito Karnavian sempena 71st Anniversary Bhayangkara, Jakarta, Monday, 10 July 2017.
10. Paramesti Award because the Siak Regency Government is considered committed in implementing the No Smoking Area zoning policy, submitted directly by the Director General of the Prevention and Control of H.M Disease. Subuh, Yogyakarta, July 12, 2017.
11. Award for the only child-worthy city in Riau in 2017 with Intermediate Predicate (because two KLA awards have been won in 2013 and 2015 with Primary Category, and 2017 is the third time). Award for the Acceleration of the Coverage of the Giving of Free Child Birth Certificates in 2017, submitted directly by the Minister of Women's Empowerment and Child Protection, Yohana Yembise. Pekanbaru, Saturday, July 22, 2017.
12. Adipura Cup Award in 2017 (there have been 3 Adipura Cups won by Siak namely 2014, 2016 and 2017). Siak also received an award for the Cleanest Market Category, which was directly handed over by the Sumatra Region Ecoregion Development Control Center, Ministry of Environment and Forestry (KLHK) Siti Nurbaya, at the Manggala Wanabakti Auditorium of the LHK Ministry on Jalan Gatot Subroto, Jakarta, Wednesday, August 2, 2017.
13. TOP Award of 40 Public Service Innovations in 2017 Delivery Alarm category which was submitted by the Coordinating Minister for Human Development and Culture of Puan Maharani, took place at Manahan Solo Stadium, Banjarsari, Surakarta City, Central Java Province, Friday, August 25, 2017.

14. Pandawa Award and Third Place Nakula Sadewa category received by Green Generation of Siak Regency in the 2017 National Green Generation Jamboree in Bontang, East Kalimantan, August 20-26 2017.
15. Second Winner of the Best Stand at the Nusantara Expo (Cultural Exhibition), held at Taman Mini Indonesia Indah (TMII) on October 18-22, 2017.
16. Award as recipient of the Movement for 100 Smart City award, which was submitted by the Ministry of Communication and Information in Jakarta, Wednesday, November 15, 2017.
17. Awards to historical sites, Istana Siak was chosen as the second most popular historical site (second winner) in the implementation of the Indonesian Enchantment Award (API). Award by Secretary of the Ministry of Tourism Ukus Kuswara at the Metro Tv studio, Kebun Jeruk, West Jakarta, on the evening of the API, Saturday, November 25, 2017.
18. Award as Healthy District / City from the Ministry of Health of the Republic of Indonesia, and the only Regency in Riau Province that received the award. Submitted by Acting Director General of BANGDA Kemendagri Diah Indrajati at the Sasana Bhakti Praja Room, Ministry of Home Affairs, Jakarta, Tuesday, November 28, 2017.
19. 1st Place Category of remote / very remote area achieved by Lavender Group 1, Tanjung Kuras Village, Sungai Apit Subdistrict, Siak District in the Mandiri Care, Family Medicine Park (TOGA) and Acupressure. The award was handed over by Director General of health services Bambang Wibowo, who was handed over at Novotel Solo, Central Java Province, Tuesday November 28, 2017.
20. Awarded the title of Highest Compliance Implementation from the Republic of Indonesia Ombudsman. In the event awarding the title of compliance with the standard of public service took place at Balai Kartini, South Jakarta, Tuesday, December 5, 2017.
21. On December 15, 2017 the signing of the Charter of Siak's commitment as one of the Heritage City of the Indonesian Nation was carried out.
22. Award of success of the Regional Government of Siak Regency in Compiling and Presenting the 2016 Financial Report with the Achievement of the Highest Standards. The award was handed over by the Governor of Riau Province, Pekanbaru December 18, 2017.
23. Award Predicate Award as Regional Government which has an Initiative in building a good Regional Investment Climate, the Award is given by the Institute of State Administration (LAN) in collaboration with the Australian Indonesia Partnership for Economic Governance (AIPEG) Foreign Institute, Jakarta, Monday 18 December 2017.
24. Award for the Siak District Aids Management Commission (KPA), because it is included in the KPA Category funded by the Mandiri APBD, for Participation, Cooperation and Dedication in HIV-AIDS Countermeasures in the District / City of

Riau Province in 2017, submitted by the Deputy Governor of Riau Province, H. Wan Thamrin, in Pekanbaru, December 29, 2017.

A. Increased Discipline and Supervision of Financial Performance and Administration:

1. Increased Financial Accountability and Performance

- Government (SAKIP) (Improved performance accountability from Predicate D in 2012 to Predicate B in 2015 and 2016, as well as the EKPPD category from the high category in 2011 to the very high category in 2013, 2014, 2015 and 2016);
- Perform asset and financial management in an orderly manner (Predicate WTP on Regional Government Financial Statements 6 (six) times consecutively from 2011 to 2016);
- Approval of the APBD on time since the 2012 APBD, 2017 APBD.

2. Independent and Professional Supervision

- Forming the Government Internal Control System Task Force (SPIP);
- Forming a Clean Sweep Task Force for Illegal Levies (Saber Pungli) Siak Regency through Regent Decree Number 560 / HK / KPTS / 2016;
- Follow up on findings of BPK audit, BPKP and Inspectorate.

3. Application of Bureaucratic Value and Integrity System

- Submission of State Operator Assets Reports (LHKPN)
- Declaration of integrity zones
- Implementation of the integrity of the collaboration with the KPK
- Anti-gratuity socialization for all village heads, OPD heads, DPRD and BUMD members in collaboration with resource persons from the KPK

B. Application of Public Service Standards and Licensing Information Systems

1. Institutional Strengthening and Public Service Management

- Optimizing integrated one-stop service (3rd Winner of National Best Regency Investment Sector PTSP Organizer in 2014 and 1st Winner in 2016);
- Delegation of the Regent's authority to the Head of Sub-district through PATEN and delegation of the Regent's Authority to the Head of the One-Stop Integrated Licensing Investment Service (DPMPTSP) and the online site at the Camat office.
- Implementing the Online and Tracking Licensing System (SPOT) (the Corruption Eradication Commission (KPK) made it a pilot to be implemented in other regions, and included in the Top 99 innovations of Menpan-RB);
- Public service innovation Rapid road maintenance unit (top 99 MENPAN-RB innovations)
- Childbirth alarm public service innovation (top 99 MENPAN-RB innovations)
- Organizing Online Birth Certificates, electronic KTPs and mobile KKs for free;
- Barcode / Qrcode Licensing
- Digital Archive Application
- Warning System

2. Strengthening Community Participation in Quality Improvement of Public Services

- SMS Center
- Online Complaints
- Tablet-Based Assessment
- Community Satisfaction Survey / SKM Online
- Procurement of public complaint boxes directly to the Regent
- Conduct a Public Consultation Forum, Planning and Development Consultation (Musrenbang) both at the Village, District and District levels;
- Form a Complaint Management Coordination Team on Regional Devices through Decree Number 441 / HK / KPTS / 2016

There are 2 Elements of Dynamic Governance applied by the Siak District Government:

1. Government Organizational Culture:

- Integrity
- State activities
- Long-term plans and goals
- Policy according to the will of the community
- Growth
- Stability
- Wise
- Mandiri

2. Dynamic Capability:

- Thinking forward
- Reviewing
- Learn from the experiences of other countries / organizations

Implementation of 2015-2019 Dynamic Governance

1. Implementation of RB Road Map and Strengthening National RB Management

- Establishment of a Bureaucratic Reform Team
- Preparation of the Siak District Government Bureaucracy Reform Roadmap
- Assessment of the Independent Inspectorate for Bureaucratic Reform

2. Application of ASN Management

- Signing of Employee Performance Goals (SKP) and Performance Agreement (PK)
- Facts about the integrity of drug abuse.
- Facts on Anti-KKN Integrity
- Conducting competency assessments for administrators and supervisory officials as well as assessments for high-ranking leadership officials;
- Appreciate ASN's achievements and deduct regional allowances and written reprimands for undisciplined ASN
- Provide regional benefits and additional workload for ASN.
- Providing permission and learning assignments for ASN.
- Providing Structural, Functional and Technical Education and Training for ASN

3. Institutional Arrangement of Bureaucracy

- Restructuring Regional Equipment Organizations through the Regional Regulation of the District of Siak Number 8 of 2016 concerning Regional Devices;

4. Bureaucratic Governance Arrangement

- Implement Minimum Service Standards (SPM);
- Formulate an e-government masterplan towards Siak smart city
- Establishing the Siak District Information and Document Management Officer (PPID) through the Decree of the Regent Number 298 / HK / KPTS / 2017;
- Compile and implement the Action Plan for the Prevention and Eradication of Corruption;
- Providing the official Siak Regency Government website that can be accessed by the public through the website address: <http://www.siakkab.go.id>;
- Provide Siak Regency regional development data and information centers through the website address: <http://www.eplanning.siakkab.go.id/adatsiak>;
- Providing an information center on the activities of the Siak Regency Government through Siak District Government Radio broadcasts (RPK) at a frequency of 92.00 FM;

5. Strengthening the Goods / Services Procurement System

- Establishment of procurement and POKJA service units for permanent procurement of goods and services.
- Organizing the procurement of goods and services electronically (e-Procurement) through LPSE Siak Regency, <http://lpse.siakkab.go.id>.

6. National Development Performance Management System

- Organizing Government Institution Performance Accountability System (SAKIP) (Improved performance accountability from Predicate Less (D) in 2012 to Predicate Good (B) in 2015 and 2016
- Implement an integrated electronic-based system of planning, budgeting and monitoring and evaluation (e-Planning, e-Budgeting and e-Monev);
- Develop development plans through a holistic-thematic, integrative and spatial approach and budget policy based on the money follow program (only truly useful programs can be allocated and not just because of the duties and functions of the relevant Regional Devices).

4.2. Factors that influence the application of the concept of dynamic governance in the regional government of Siak Regency

The application of the concept of dynamic governance in the regional government of Siak Regency depends on many things. Change acceleration is also influenced by many variables, some conditions / factors that need to be considered for the implementation of dynamic governance in Siak Regency include:

a. Commitment

Commitment here is defined as the sincerity of local government (Regent and DPRD) and leaders of agencies / agencies, regional agencies / institutions to make consistent and sustainable changes to regional progress.

b. Filling in position

Filling in positions is available based on the requirements set forth in the legislation and the ability of employee achievement (merit system) not on another basis.

c. Pragmatism

This is not the case in the Siak district government, because in many cases only a few people are consistent with their idealism, even though in the beginning many people had idealism but in the middle of the road dissolved with short-term interests pursuing personal, ethnic, and class advantages. Pragmatism is also related to the culture of instantaneous desire that has been formed as a mindset by ignoring the process.

d. Resource Capability

Broadly speaking, resources involve two things: tangible resources (natural resources, facilities / infrastructure, human resources) and invisible / intangible resources (concepts, thoughts, morals, culture, leadership, regulations, and others). -other).

5. Conclusion

Dynamic governance is a policy adaptation not merely a passive reaction to external pressure but is a proactive approach to innovation, contextualization, and execution. Policy innovation means new and fresh ideas that are injected into a policy so that different and better results can be achieved. These ideas were converted by the Siak District Government into a policy so that the community would appreciate and support the policy. However, this is not only about contextual ideas and designs but also the execution of policies that make dynamic governance real. Factors that influence the successful implementation of dynamic governance concepts in the siak district government include: commitment, filling positions, pragmatism and resource capabilities.

6. Suggestions

It is advisable for the Siak district government to further develop the application of the concept of dynamic governance at the sub-district and village level, so that the community will feel the benefits more. Although the application of dynamic governance concepts has been good, it is also recommended that the Siak district government to further increase its commitment and the ability of its resources to be better.

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