



RESEARCH ARTICLE

Implementation of the Policy on Functional Positions for Supervision of The Implementation of Regional Government Affairs at The Maybrat Regency Inspectorate of West Papua Province

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Published online: 5 June 2022

Abstract

The purpose of this research is to discover and analyze the implementation of functional position policies of PPUPD, discover and analyze the most determinant factor that affects the success and failure of functional position policies of PPUPD, as well to discover and analyze the mitigation of this implementation policies of PPUPD in the Inspectorate of Maybrat West Papua. The theory used for this approach came from Muchlis Hamdi (2017), that explained the implementation refers to three (3) indicator policies which is; Productivity, Linearity, and Efficiency. The methods used for this approach are Qualitatives, Data collection which includes interviewing, observation, documentation and examining the datum credibilities using triangulation of resources and techniques. The informans of this approach includes Regent of Maybrat, The Head of Regional House of Representatives of Maybrat, Regional Secretary of Maybrat, Asisten III of regional Secretariat of Maybrat, The Head of Regional Development Planning Agency of Maybrat, The Head of Regional Personnel Agency of Maybrat, The Inspecture of Maybrat, Assitant Inspector I of Inspectorate Maybrat, PPUPD of Inspectorate Maybrat, Treasurer of Public Works Office of Maybrat, Head of the BPK-RI Examination Team for West Papua Representatives and Contractors. Based on the field researches, we came to conclusions that the implementation functional position of PPUPD in Maybrat Inspectorate has not been fully applied, as the development of the PPUPD potential manpower, limitations of assets, funds and technologies, inadequate budget and technology, and uncooperative OPD in participating the audits conducted by the PPUPD Inspectorate of maybrat district.

Keywords: Policy Implementation; Supervision of the Implementation of Affairs Local Government; Regional Apparatus Organization; Productivity; Linearity; Efficiency

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui dan menganalisis Implementasi Kebijakan Jabatan Fungsional Pengawas Penyelenggaraan Urusan Pemerintahan Daerah, mengetahui dan menganalisis faktor yang paling determinan mempengaruhi keberhasilan dan ketidakberhasilan Implementasi Kebijakan Jabatan Fungsional Pengawas Penyelenggaraan Urusan Pemerintahan Daerah, serta mengetahui dan menganalisis Upaya mengatasi ketidak berhasilan Implementasi Kebijakan Jabatan Fungsional Pengawas Penyelenggaraan Urusan Pemerintahan Daerah di Inspektorat Kabupaten Maybrat Provinsi Papua Barat. Adapun teori yang dipakai sebagai pisau analisis dalam penulisan tesis ini adalah teori dari Muchlis Hamdi (2017) yang menjelaskan bahwa Implementasi dilihat pada 3 (tiga) indikator dalam pengimplementasian kebijakan yaitu Produktivitas, Linearitas dan Efisiensi. Metode yang digunakan pendekatan kualitatif, teknik pengumpulan data adalah wawancara, observasi, dokumentasi dan menguji kredibilitas data dengan menggunakan triangulasi sumber dan teknik. Adapun informan dalam penelitian ini adalah Bupati Maybrat, Ketua DPRD Maybrat, Sekretaris Daerah Maybrat, Asisten III Setda Maybrat, Kepala Bappeda Maybrat, Kepala BKPSDM Maybrat, Inspektur Maybrat, Irban I Inspektorat Maybrat, PPUPD Inspektorat Maybrat, Bendahara Dinas PU Maybrat, Ketua Tim Pemeriksaan BPK-RI Perwakilan Papua Barat, Pihak Ketiga. Berdasarkan hasil penelitian dilapangan dapat disimpulkan bahwa implementasi Kebijakan Jabatan Fungsional PPUPD di Inspektorat Maybrat belum dilaksanakan secara maksimal dikarenakan belum dilakukan Pengembangan Potensi SDM PPUPD, Keterbatasan dalam pemanfaatan Sumber daya Aset, Dana dan Teknologi serta OPD yang kurang kooperatif dalam mengikuti Audit oleh PPUPD Inspektorat Kabupaten Maybrat.

Kata Kunci: Implementasi Kebijakan; Pengawas Penyelenggaraan Urusan Pemerintahan Daerah; Organisasi Perangkat Daerah; Produktivitas; Linearitas; Efisiensi

INTRODUCTION

The Maybrat Regency Inspectorate is one of the Regional Apparatus Organizations in the Maybrat Regency, West Papua Province. The main duties and functions of the Maybrat Regency Inspectorate are based on the Maybrat Regent's regulation number 16 of 2018 concerning the position, organizational structure, duties and functions and the work of the Maybrat Regency Inspectorate which has been replaced by the Maybrat Regent's Decree Number 54 of 2020 concerning the position, organizational structure, duties and the function and work procedure of the regional inspectorate of the Maybrat Regency, the main task and function is to provide guidance and supervision to work units as partners who are auditing and consulting (quality assurance and consulting), hierarchically responsible directly to the Regent and technically administratively receiving guidance from regional Secretary

In order to support the performance of the Maybrat Regency Inspectorate in carrying out the task of fostering and supervising the implementation of regional government affairs in order to create a regional government that is good governance in running the wheels of government, is accountable and free from Corruption, Collusion and Nepotism practices, the central government through the Ministry of Apparatus Empowerment The State, and Bureaucratic Reform, issued Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2020 concerning Functional Positions for Supervision of the Implementation of Regional Government Affairs or commonly called Functional Positions of the supervision of the implementation of regional government affairs. The duties are monitoring, evaluation, and inspection. The existence of a Functional Positions of the supervision of the implementation of regional government affairs at the Maybrat Regency Inspectorate is expected to be the internal supervisor of the local government in an effort to prevent irregularities and abuse of authority in the administration of government, so as to create a clean, authoritative and free local government from corruption and corruption.

The problem now is that the issuance of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2020 concerning Functional Positions of the supervision of the implementation of regional government affairs has not guaranteed the creation of good governance principles in the wheels of government and has not guaranteed that Regency/City areas in Indonesia are free from the practice of Corruption, Collusion and Nepotism. In fact, the data that the author obtained based on the report from Indonesia Corruption Watch (ICW) (2020) states that the Regency Government is the most frequent institution of corruption, the amount of money that is corrupted is also the largest compared to other institutions, during the

first semester of 2020 it has There were 169 corruption cases in the regions with a total nominal state loss of IDR 39.2 trillion.

The problem as released by Indonesia Corruption Watch (ICW) (2020) does not rule out the possibility that it will also occur in the government of the Maybrat Regency of West Papua Province. The data that the author obtained, based on the Audit Results Report of the Financial Audit Board semester I of 2020 in 7 (seven) Regional Apparatus Organization in the Maybrat Regency of West Papua Province which were used as samples, overall these Regional Apparatus Organization were indicated to abuse their authority, not in an orderly administration. and potentially detrimental to the State's finances. The dominant problems that occur in the these Regional Apparatus Organization that are the object of the the Financial Audit Board examination are: a) Regional Apparatus Organization is indicated to be less disciplined and less orderly in making Letter of Accountability as real evidence in the use of the budget, b) There are official travel costs in the region, coordination meetings which is suspected to be fictitious because the Letter of Accountability is not equipped with Annual Notification Letter, invitations, or reports on the results of official travel. c) There is a price mark-up on the purchase transaction for office needs, which is not in accordance with the applicable accounting book standards.

The big question arises, where are the duties and responsibilities of the supervision of the implementation of regional government affairs functional position in Maybrat Regency, West Papua Province so that the above phenomenon occurs which has the potential to harm state finances? This is quite reasonable considering that based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2020 concerning Functional Positions of supervision of the implementation of regional government affairs and if it refers to Regional Regulation Number 6 of 2016 concerning the Main Duties and Functions of the Maybrat Regency Inspectorate, it states that the task of the supervision of the implementation of regional government affairs functional position is to carry out activities supervision of the administration of government affairs which includes review, monitoring, evaluation, and inspection of each Regional Apparatus Organization in the Maybrat Regency of West Papua Province. This phenomenon illustrates that the policy implementation of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2020 concerning Functional Positions of supervision of the implementation of regional government affairs in Maybrat Regency, West Papua Province has not been effective.

Hamdi's opinion (2014:106) in the theory of policy implementation, states that there are three variables that influence the implementation of public policies, namely: 1) Productivity, 2) Linearity and 3) Efficiency. The lack of implementation of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 36 of 2020 concerning Functional Positions of the supervision of the implementation of regional government affairs at the Maybrat Regency Inspectorate of West Papua Province is indicated because of limited resources, both human resources who carry out policies and budgetary resources that support the implementation of these policies. The data that the author obtained from the Secretariat of the Inspectorate of the Maybrat Regency of West Papua Province, it is known that the number of employees who

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carry out the Functional Positions of the supervision of the implementation of regional government affairs only amounts to 8 people assisted by 2 (two) Auditors who are divided into 3 (three) Urban which can be seen in the following table Based on the background of the problems above, the writer is interested in conducting more in-depth research, considering that the Inspectorate of Maybrat Regency is one of the Regional Apparatus Organization that has a main and vital task in fostering and supervising work units that are auditing and consulting (quality assurance and consulting). With the implementation of the Permenpan-RB policy Number 36 of 2020 concerning Functional Positions of the supervision of the implementation of regional government affairs at the Maybrat Regency Inspectorate, it is hoped that the creation of a local government that is clean, authoritative, accountable and free from Corruption, Collusion and Nepotism practices, which ultimately leads to the achievement of the Maybrat Regency Inspectorate's vision, namely "The realization of an institutional Professional internal supervision in order to realize Good Governance" Therefore, the title of this study is "implementation of the policy on functional positions for supervision of the implementation of regional government affairs at the Maybrat regency inspectorate of West Papua Province".

The objectives of this study are to 1) Analyze the Implementation of Functional Position Policies for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province, 2) Analyze the most determinant factors influencing the success and failure of the Implementation of Functional Position Policies for Supervision of the Implementation of Regional Government Affairs at the Regency Inspectorate, Maybrat Papua Bara Province, and 3) Analyzing efforts to overcome the unsuccessful implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate of West Papua Province.

Furthermore, this study is carried out with the hope that it can have the following benefits/usefulness: 1) Theoretical Usefulness (a) To increase the author's knowledge and insight and can provide insight and thoughts for the development of science, especially regarding the theory of public service administration related to functional positions supervisor of the implementation of regional government affairs (b) Reference material and can be used as study material for further research processes, 2) Practical Use (a) Provide input and considerations for the Maybrat Regency Government in the Functional Position of Supervision of the Implementation of Regional Government Affairs as an effort to bring order to good governance accountable, authoritative, clean from Corruption, Collusion and Nepotism practices, (b) As input for the Inspectorate of the Maybrat Regency of West Papua Province in order to improve the performance of employees who occupy the Functional Position of Supervision of the Implementation of Regional Government Affairs, (c) As archive material for the Master of Regional Government Administration library for learning and student needs in supporting the educational process and is expected to be used as study material in further research and d) Writing this thesis as a requirement that must be met by students (students) in the Postgraduate Masters Program Applied Government Studies to complete Masters education at Domestic Government Institutions

The concept of theoretical studies in this study using the theory of policy implementation according to Hamdi

(2014:38) is an activity to distribute policy outputs (to deliver policy output) carried out by implementers to the target group (target group) as an effort to realize policy objectives. The indicators for implementing policies according to Hamdi (2014: 41) are as follows: 1) Productivity with indicators: Number of target group achievements, 2) Linearity with indicators: Degree of conformity with standards (procedure, time, cost, place, and implementer) and 3) Efficiency with indicators: The level of resource utilization (implementers, assets, funds, and technology). Furthermore, according to Hamdi Hamdi (2014:44), there are determinant factors affecting the success and failure of policy implementation. Determinants are the most supportive, dominant, and most powerful factors in influencing the success or failure of policy implementation, while the determinant factors are Policy Substance, Implementing Task Behavior, Network Interaction, Target Group Participation and Resources. Thus, it can be assumed that policy implementation is a policy process that is made in the form of actions or decisions in which there are goals to be achieved regarding productivity, linearity and efficiency. In this study, the theory of policy implementation that the researcher uses is citing Hamdi's opinion, namely 1) Productivity with indicators: Amount of achievement of the target group, 2) Linearity with indicators: degree of conformity with standards (procedure, time, cost, place, and implementer) and 3) Efficiency with indicators: The level of resource utilization (implementers, assets, funds, and technology). The reason the researcher uses the policy implementation theory cited by Hamdi is because this theory is what the researcher considers the most relevant in answering research problems, meaning that the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province is implemented or not implemented properly, if Supervision of the Implementation of Regional Government Affairs is not implemented properly. have good productivity in carrying out work, then it also depends on how far the Supervision of the Implementation of Regional Government Affairs Inspectorate of Maybrat Regency, West Papua Province works according to procedures, standard operating procedures time, costs according to what has been determined, and no less important is depending on the level of support for the utilization of existing resources such as, assets, funds, and technology.

METHOD

Simangunsong (2016:6) explains in his book, "research is included in the management perspective where research is like writing scientific, semi-scientific, even non-scientific works, which is an intellectual activity that is very important and continuously processed". In this case, qualitative research with descriptive research methods to explore and explain 1) Implementation of the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province, and 2) Determining factors that influence the success and failure of implementing the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs in the Inspectorate Maybrat Regency, West Papua Province, and 3) Efforts made to overcome the unsuccessful implementation of the Functional Position for Supervision of the Implementation of Regional

Government Affairs at the Maybrat Regency Inspectorate of West Papua Province.

In collecting data in this study, the researchers used informants/respondents as a source of information, because this study used qualitative research with descriptive methods. According to Moleong (2017: 18) "informants are people who are used to provide information about the situation and condition of the

research background". The researcher used purposive sampling technique with the consideration of choosing informants who were considered to be able to provide initial information about what the researchers expected. Based on the design of the definition of informants above, the researchers determined that the informants in this study can be seen in the table below:

Table of Research Informants

| No | Informants | Total |
|--------------|--|------------------|
| 1 | Regent of Maybrat Regency | 1people |
| 2 | Chairman Of Parliament of Maybrat Regency | 1people |
| 3 | District Secretary of Maybrat Regency | 1people |
| 4 | Third Assistant of the Maybrat District Secretariat | 1people |
| 5 | Head of Regional Development Planning, Research and Development Agency in Maybrat Regency | 1people |
| 6 | Head of Personnel & Human Resources Development Agency in Kabupaten Maybrat | 1people |
| 7 | Inspectors of Inspectorate in Maybrat Regency | 1people |
| 8 | Urban I Inspectorate of Maybrat Regency | 1people |
| 9 | Supervisor for the Implementation of Regional Government Affairs of Maybrat Regency | 3people |
| 10 | Treasurer of Regional Apparatus Organization | 1people |
| 11 | Head of the Audit Team of the Supreme Audit Agency of the Republic of Indonesia, West Papua Representative | 1 people |
| 12 | Third Party (Contractor) | 1 people |
| Total | | 14 people |

The first informants up to nine are key persons with purposive sampling technique, while for informants ten to twelve, which are obtained by means of snowball sampling where it is stated that snowball sampling is a sampling technique of data sources which at first were not able to provide complete data. Looking for other people who can be used as data sources.

RESULTS AND DISCUSSION

1. Implementation of the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province

a. Productivity

Supervision of the Implementation of Regional Government Affairs work productivity in implementing is still low and has not been carried out in accordance with Supervision of the Implementation of Regional Government Affairs main functions as stated in Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform 36 of 2020, especially as stated in article 6 and article 7 (1) letter d, this can be seen based on the Agency's Inspection Result Report. The first semester of 2020 Financial Audit Board in 7 (seven) Regional Apparatus Organization of Maybrat Regency, West Papua Province which was used as a sample, overall these regional apparatus organization were indicated to abuse their authority, have administrative irregularities and have the potential to harm state finances.

b. Linearity

Linearity with aspects of procedure, time, cost, place and implementer does not support the implementation of

Minister of Administrative and Bureaucratic Reform Number 36 of 2020 concerning Functional Positions of supervision of the implementation of regional government affairs, especially Article 7 paragraph (1) letter d. It is known that in terms of legality of supervision of the implementation of regional government affairs in carrying out its main functions, a decree has not yet been made and is being proposed to the Maybrat Regency. In addition, supervision of the implementation of regional government affairs is sometimes slow in carrying out the audit process so that the collection of Examination Result Report is not timely, as well as delays in responding to recommendations from the Provincial Inspectorate and regional employment agency. Furthermore, it is also known that with budget constraints, during 2020 there will be no development for supervision of the implementation of regional government affairs in the form of training, seminars, upgrading, workshops, symposiums, due to budget constraints. There are still supervision of the implementation of regional government affairs inspection objects which are far from the center of the capital, located in the interior and some are located at the border, the road access is not good, the terrain is quite risky because it passes through hills and mountains. It was also known that the Inspectorate had placed supervision of the implementation of regional government affairs in accordance with the standards of their disciplines.)

c. Efficiency

The inspectorate is less efficient in utilizing assets, funds, technology in an effort to support the efficiency of supervision of the implementation of regional government affairs main functions as stated in Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform number 36 of 2020 article 7 (1) letter

d, namely supervision of compliance with norms, standards, procedures, and criteria set by the government. This is due to limited human resources, limited assets, both movable assets (operational vehicles) and fixed/immovable assets (work facilities) as well as limited funds and technology.

2. The most determining factor influencing the success and failure of the Implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate, West Papua Province

a. Policy Substance

There is a policy whose specifications concern the development of the supervision of the implementation of regional government affairs Functional Position in the Maybrat Regency Government and there is harmony between the contents of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 36 of 2020 concerning the supervision of the implementation of regional government affairs Functional Position and the vision and mission of the regional head of the Maybrat Regency, namely both wanting the realization of a good governance local government in running the wheels of government. Accountable and clean from the practice of Corruption, Collusion and Nepotism.

b. Executing task behavior

Supervision of the implementation of regional government affairs Inspectorate of Maybrat Regency has high work motivation based on data obtained from e-workplan where the average annual attendance of supervision of the implementation of regional government affairs is up to 95%. Furthermore, supervision of the implementation of regional government affairs in carrying out work in the field, namely when carrying out supervision and inspection of the object of inspection in accordance with Article 7 (1) letter d has never made a deviation or action outside of its authority, it can be seen that so far supervision of the implementation of regional government affairs has never received a warning letter related to supervision of the implementation of regional government affairs disciplinary problems. The average supervision of the implementation of regional government affairs performance results are in the "good" category. Furthermore, supervision of the implementation of regional government affairs has actively collaborated to coordinate and communicate with internal parties in this case auditors as well as with external parties such as Financial Audit board, Financial and Development Supervisory Agency, third parties as well as with the Provincial Inspectorate. Likewise, the legislature has also supported the performance of supervision of the implementation of regional government affairs.

c. Target group participation

This supervision of the implementation of regional government affairs has not fully provided significant benefits in the effort to make the regional apparatus organization of the Maybrat Regency better and more accountable as well as in carrying out supervision and inspection activities carried out by the supervision of the implementation of regional government affairs as contained in article 7 (1) letter d, there are still cooperative

regional apparatus organization, especially when making administrative improvements and responding to the Inspection Results Report provided by supervision of the implementation of regional government affairs based on findings in the field

d. Resource

The most determining factor influencing the success and failure of the Implementation of the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province, especially article 7 (1) letter d is the aspect of resources, namely adequacy of funds, availability of implementers, adequacy of equipment, availability of information and compliance. technology, but the problems faced by the Inspectorate are limited budgets, human resources, work facilities, and limited information and technology

3. Efforts in overcoming the unsuccessful implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate, West Papua Province

a. Quality

Efforts made by the Maybrat District Inspectorate to overcome the unsuccessful implementation of the supervision of the implementation of regional government affairs functional position in terms of supervision of the implementation of regional government affairs quality, namely by improving the quality of behavior and professionalism of human resources by involving supervision of the implementation of regional government affairs in human resources development such as functional training capabilities and placing professional and experienced employees, namely supervision of the implementation of regional government affairs who are already quite capable because already have experience with each supervision of the implementation of regional government affair > 5 years of service, in addition to efforts to overcome the limitations of human resources the Inspectorate has submitted a proposal for additional employees through Regional Civil Service Agency of the Maybrat Regency.

b. Facilities

The efforts made by the Maybrat Regency Inspectorate to overcome the limitations of work facilities and service facilities to comply with service standards, the Inspectorate submits a special budget, submits a capital expenditure budget to the Work Plan, next year's Work Plan and Budget for the fulfillment of work facilities and service facilities. Infrastructure such as laptops, printers, computers, generator sets, photocopy machines, procurement of operational vehicles, in addition to increasing the quality of the internet network as an effort to overcome offline internet networks.

c. Controlling

Improving the performance or main tasks of supervision of the implementation of regional government affairs as stated in article 7 (1) letter d and the performance of regional apparatus organization, the Inspectorate makes efforts to increase the frequency of supervision both

internally and externally, publish the complaint center number to the public so that the public can control and report if there are management deviations. Financial management carried out by regional apparatus organization in Maybrat Regency, and routinely conducting periodical guidance on regional apparatus organization in Maybrat Regency and imposing sanctions, especially for regional apparatus organization who are late in responding to the Examination Result Report.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Implementation of the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate of West Papua Province has not run optimally, this can be seen from the 3 (three) indicators regarding the Implementation of the Functional Position Policy, only 1 (one) supports the Linearity indicator, while 2 (two) other indicators are less supportive, namely productivity and efficiency, with the following explanation:
2. The most determinant factors influencing the success and failure of the Implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Inspectorate of Maybrat Regency, West Papua Province, namely a) Policy Substance, b) Implementing task behavior, c) Target group participation, d) Resources.
3. Efforts in overcoming the unsuccessful implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate of West Papua Province, namely a) Quality: improving the quality of behavior and professionalism of Human Resources by involving supervision of the implementation of regional government affairs in Human Resources development, b) Facility: submitting a special budget, submitting capital expenditure budget for Workplan, Work Plan and Budget for the next year period to fulfill work facilities and service facilities, and c) Controlling: increasing the frequency of supervision both internally and externally

Suggestion

1. Implementation of the Policy on Functional Positions for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate of West Papua Province which is recommended as follows:

a. Productivity

To overcome the low work productivity of supervision of the implementation of regional government affairs/output of the performance in carrying out the work, so that it can be in accordance with article 7 (1) letter d, the Inspectorate of the Maybrat Regency of West Papua Province should increase the frequency of human resource development, for example involving supervision of the implementation of regional government affairs in training, seminars, technical guidance and upgrading related. With the main task on supervision of the implementation of regional government affairs, it is hoped that the knowledge, skills and attitudes of supervision of the

implementation of regional government affairs in carrying out the work can be further increased.

b. Linearity

To strengthen the legality of the supervision of the implementation of regional government affairs in carrying out its main functions as stated in Article 7 (1) letter d, the supervision of the implementation of regional government affairs should be made a decree by making adjustments/inpassing, namely the process of appointing civil servants in functional positions in order to meet the needs of the organization/agencies in accordance with the laws and regulations within a certain period of time. Furthermore, for the next 2022 period, the Inspectorate should submit a proposal to the Maybrat Regency Regional Financial and Asset Management Agency to budget the budget ceiling in the apparatus resource development program with training activities, seminars, upgrading, workshops, symposiums for supervision of the implementation of regional government affairs. Then what is no less important is to make it easier to carry out inspections to objects that are far from the center of the capital, the Inspectorate should submit a proposal for the fulfillment of operational vehicles such as ranger operational vehicles, both submitting purchases in cash or with an operational vehicle rental system with third parties.

c. Efficiency

Supervision of the implementation of regional government affairs should be able to maximize the efficiency of the level of utilization of existing resources in the Inspectorate, for example by involving and utilizing contract workers, or experienced honorary staff. Furthermore, in fulfilling the assets in the Inspectorate, the Inspectorate can submit proposals for capital expenditures, enter into leases with service providers, or submit proposals for grants to the center, both fixed assets and movable assets, and finally supervision of the implementation of regional government affairs should not rely solely on the internet network that provided by the Inspectorate but take advantage of other technological sophistication, for example by utilizing technological sophistication through smartphones.

2. The most determining factor influencing the success and failure of the Implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate, West Papua Province

a. Target group participation

Supervision of the implementation of regional government affairs should further improve its performance in accordance with the main tasks and functions set out in Permenpan RB Number 36 of 2020 Article 7 (1) letter d, besides that the supervision of the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform implementation of regional government affairs inspectorate should make an MoU or agreement and make a schedule in advance with the treasurer of the related regional apparatus organization before stepping down. Spaciousness, as well as imposing strict sanctions if the related regional apparatus

organization delay in submitting the Examination Result Report.

b. Resource

For the 2022 period, the Maybrat Regency Inspectorate of West Papua Province should submit a proposal to the West Papua in Regional Financial and Asset Management Agency to budget the capital expenditure budget ceiling, so that the fulfillment of work facilities, the fulfillment of access to information flows such as fixsmile machines and the fulfillment of a proper internet network can be fulfilled. In addition, to overcome the limitations of human resources, for the 2022 period the Inspectorate of Maybrat Regency, West Papua Province, submits a proposal for additional employees (supervision of the implementation of regional government affairs) to the Regional Financial Agency, Maybrat Regency, West Papua Province.

3. Efforts in overcoming the unsuccessful implementation of the Functional Position Policy for Supervision of the Implementation of Regional Government Affairs at the Maybrat Regency Inspectorate, West Papua Province

a. Quality

The Inspectorate should recruit supervision of the implementation of regional government affairs from honorary staff who have worked for > 5 years. With the addition of employees from honorary staff who have had a working period of > 5 years, it is hoped that the supervision of the implementation of regional government affairs's main functions as stated in Article 7 (1) letter d can be achieved and run effectively. In addition, the Inspectorate should not only rely on the addition of employees/supervision of the implementation of regional government affairs through the Maybrat Regency, but the Inspectorate can apply for the distribution of employees from other agencies during the rolling of positions, so that the additional supervision of the implementation of regional government affairs quota can be fulfilled quickly and not waiting for the opening of Civil Servant Candidate registration.

b. Facilities

The Inspectorate should be able to coordination with local government agency, Maybrat Regency Regional Representative Council so that the budget committee or budget agency in the Regional Representative Council of Maybrat Regency can approve the proposed budget submission for the fulfillment of work facilities and service facilities. In addition, at the time of preparing the budget for the fulfillment of work facilities and service facilities, the Inspectorate may conduct a meeting/hearing with the Regency Regional Representative Council in Maybrat Regency, bringing proposals of evidence that work facilities and service facilities are urgently needed to be fulfilled at the Maybrat Regency Inspectorate both in terms of capacity and in terms of quality.

c. Controlling

Supervision of the implementation of regional government affairs should increase the frequency of supervision, not only per semester but once every quarter as an effort to prevent and detect as early as possible the

level of irregularities in financial management carried out by regional apparatus organization within the Maybrat Regency government. In addition, the regional apparatus organization treasurers as employees who are given the authority to manage the finances of each regional apparatus organization can proactively ask questions, consult if supervision of the implementation of regional government affairs conducts coaching, more than that the Inspectorate should be able to impose other sanctions such as, provide recommendations to Regional Financial and Asset Management Agency not to disburse change money, extra money to theregional apparatus organization that have not corrected and responded to Examination Result Report. Thus, it is expected to provide a deterrent effect on regional apparatus organization to the treasurers in preparing financial reports are more careful, more orderly in compiling financial administration reports in accordance with applicable regulations.

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- Peraturan Pemerintah Nomor 20 tahun 2002 Tentang Pertimbangan Dan Pengawasan Atas Penyelenggara Pemerintah Daerah Pengawasan Fungsional.
- Peraturan Daerah Nomor 6 tahun 2016 Tentang Perangkat Daerah Kabupaten Maybrat
- Peaturan Daerah Nomor 7 tahun 2016 Tentang Tata Kerja Perangkat Daerah Kabupaten Maybrat
- Keputusan Bupati Nomor 54 Tahun 2020 Tentang Kedudukan, Susunan Organisasi, Tugas dan Fungsi serta Tata Kerja Inspektorat Kabupaten Maybrat

Website

- [www.Indonesia Corruption Watch \(ICW\).go.id](http://www.IndonesiaCorruptionWatch(ICW).go.id). Diakses, 2 Desember 2020, pukul 22:00 WIT

