

Outcomes of Makassar City Public Water Company Partnership Program Implementation

Muh Zulkifli Tahir, Sulaiman Asang, Thahir Haning, Nurdin Nara

Public Administration, Faculty of Social and Political Sciences, Hasanuddin University,
Indonesia

ABSTRACT

The purpose of this study is to describe the outcomes of the implementation of the Regional Public Company (PERUMDA) drinking water Partnership in Makassar City. This research method uses qualitative research in which research questions lead to the achievement of direct data collection. The results showed that the implementation of the Partnership Program had an impact on the people of Makassar, individuals and groups who became the target group in accordance with the formulation of the policy objectives implemented. Changes in the people of Makassar City, especially those who are customers, both individuals and business groups who are officially registered as customers of the Makassar City Water Company, have made good use of service improvement innovations as the goal of the Makassar City Water Company Partnership Program. The results of this study also show that there are differences in the number of online payment activities compared to conventional payments.

Keywords: Policy Implementation, Regional Companies, Partnership Program

INTRODUCTION

The paradigm that has developed in public administration is the demand for public services that are better than before, that the demands for better public services than before, for good service and satisfying the public are a need to be met by government agencies as implementers of public services (Schick, 2003; Kim, 2008; Tahir & Abdussamad, 2020). Policy implementation is a function of program implementation and affects the achievement of outcomes, because studies of the policy implementation process almost always use the method of investigation and then analysis of the actual program activities that have been designed as a tool to achieve more policy goals (Van Meter & Van Horn, 1975; Alexander, 1985). Policy models are a simplification of the representation of aspects of problem conditions, their use is not a matter of choice, but selectively simplifies problem situations and conditions, cannot distinguish between important and unimportant questions, cannot explain, predict, evaluate or make recommendations because of an assessment. outside the model and not part of it (Elmore, 1978; Daniguelo, 2020; Romlah et al., 2020).

Policies and programs in practice are difficult to distinguish. Because it is always relevant because the implementation of policies is always interrelated with the outcomes of a program, it is difficult to separate the final results of the policy from the main program, where the program is the actual fact to achieve the objectives of the policy.

Regional Public Company (Perumda) Drinking Water Makassar City holds full power as the power of policy makers and policy makers as well as program policy implementers with the availability of adequate resources and the availability of budget allocations for policy implementation in achieving the desired results.

An important actor in the Makassar City Water Supply Corporation at the level of the Board of Directors, the Board of Directors is a company organ that is responsible for the management of the company for the interests and objectives of the company. As an actor who determines program policies in accordance with the aims and objectives as well as their business activities. The interests of the Makassar City Water Corporation Board of Directors in the company's business plan, work plan, company budget are conveyed to the KPM (Mayor) through the supervisory board from elements of central government officials, local government officials as well as independent elements who do not carry out public services whose duties on the Supervisory Board are supervision of management policies and the course of management in general regarding the interests of the company and company goals.

The success or failure of an implementation can be evaluated based on the actual capacity in implementing a predetermined program and then policy implementation can be evaluated by measuring the achievement of the outcomes of the implemented program (Vedung, 2017; McDavid et al., 2018). That the implementation process in general can be started if the goals and objectives have been determined as well as program activities and then funds have been provided to achieve the goals. The characteristics of entrepreneur government are the existence of competition, giving power to the community, the level of measurement is focused on results (outcomes) not on income, the community / public are customers with many choices offered, anticipating problems beforehand, making some money instead of spending, market mechanisms are not mechanisms government and the involvement of the private sector, the community to solve problems. The dependent variable in the model is the outcome of the policy but still considers the implementation structure by questioning whether programs and projects are implemented according to plan. Policy implementation is said to be carried out well when the policy products offered by the government or institutions can provide benefits to the target group. policy, meanwhile for the type of benefit generated is related to the product/outcome of a policy. The implementation process is largely influenced by the various objectives that are expected according to how the objectives in the policy are formulated. Programs with the aim of providing mutual benefits that affect the achievement of results/outcomes.

METHODS

This study will analyze the implementation of the Partnership Program of Regional Public Company (PERUMDA) for drinking water in Makassar City to obtain a detailed and in-depth explanation regarding the problems in this study. A qualitative research was conducted where research questions lead to the achievement of direct data collection.

Stages The process of collecting data in this study through observations made directly down to the research location to observe the direct situation of the research location, namely the Makassar City Water Supply Company then interview the data collection method used in this research method with face-to-face interviews or with telephone assistance with respondents who related locations to obtain information about this research problem. The informants of this research are the Director General of Drinking Water, Head of Legal Section, Head of Subscription Relations Section, Head of Administration and Electronic Data Processing (PDE) and Electronic Data Processing (PDE) Staff. Data analysis activities are carried out through data reduction, data presentation and drawing conclusions.

RESULTS AND DISCUSSION

Outcomes of the Makassar City Water Supply PERUMDA Partnership Program Implementation

In general, implementation is building relationships that are involved in policies that support the achievement of public policy goals as a result of government programs that have been formulated, implemented with predetermined goals. The implementation of an individual program or project aims to produce a change in the implemented policy environment. Changes in the environment are considered as a result of the program.

The distinction made between policy and program indicates that policy implementation is a function of program implementation and depends on the outcome. As a result, a review of the implementation process involves a review and analysis of clear program activities as a means of achieving broader policy objectives.

Grindle explains the purpose of implementing the planned public policy, and the budget allocation has been provided in its implementation to get the objectives to be generated (Grindle, 1980).

The outcomes of the implementation are achieved or not the objectives to be generated, the final results of the implementation can be seen in 2 (two) indications according to (Grindle, 1980) are: First, Impact on Society, Individuals and Groups (impact on society, individuals and groups). The implementation of the Partnership Program has an impact on the people of Makassar, individuals and groups who become the target group in accordance with the formulation of the policy objectives implemented.

Changes in the people of Makassar City, especially those who are customers, both individuals and business groups who are officially registered as customers of the Makassar City Water Company, have made good use of service improvement innovations as the goal of the Makassar City Water Company Partnership Program. Customers of Perumda Drinking Water Makassar City make it easy to pay water bills online and conventionally.

Table. 1 Number of Customers of Regional Public Water Company in Makassar City in 2021

Month	Active	Non Active	Total Subscribers
January	175.931	33.038	208.969
February	175.948	33.238	209.186
March	175.990	33.511	209.501

Source: Administration and PDE Perumda Drinking Water Makassar City, Year 2021
 Second, change and its acceptance the level of change in the implementation of this partnership program is seen in the results provided to customers who are the main target as the outcome objectives of the program.

Table. 2 Percentage of Online Bill Payment

Regional Public Company Service Area	Online Payments (%)
Area. I	43.48
Area.II	51.29
Area.III	65.85
Area.IV	62.38
TOTAL	55.75

Source: Administration and Electronic Data Processing (PDE) Regional Public Water Company Makassar City, 2021

The rate of change and acceptance in the Partnership program, based on the table data on the percentage of online water bill payments for the one month payment period above, shows that there is a difference in the number of online payment activities compared to conventional payments. Many official customers have switched to making payments online, with a percentage of about 55 percent of the total Akitv customers who make payments online. The level of change in the Makassar City Water Supply Corporation which continues to oversee this program, so that it can be even more optimal in supporting the company's operations to the maximum.

The success of the implementation of a public policy can be measured in the process of achieving the final results, namely that the goals to be achieved are achieved or not. This was stated by Grindle, where the measurement of the success of the implementation of the policy was seen from 2 (two) things, namely: (1) Judging from the process, by questioning whether the implementation of the policy is in accordance with what is determined by referring to the policy action. (2) Whether the policy objectives are achieved. measured by looking at two factors, namely: (1) The impact or effect on society individually and in groups. (2) The level of change that occurs and the acceptance of the target group and the changes that occur.

Public policy is still new, it has become a study in social science disciplines. It is a method for understanding what and how policy occurs and can help in studying the policy process. Kartasmita (1996), Anggara (2012) that the function of implementing the course of development is to be able to develop a study of public policy in development so that it can know the condition of the policy environment, meaning that the environmental situation in the course of development greatly influences the public policy that will be implemented. In essence, the partnership program is a public policy that has certain objectives to be achieved, namely closing the financial gap that occurs due to the insufficient budget of the Indonesian government and local governments in the development process. So that the paradigm shift is an important element in the implementation of partnership as a public policy in overcoming several crucial problems, especially in budgeting and management.

The success or failure of an implementation can be evaluated based on the actual capacity in implementing the program that has been determined and then the implementation of the policy can be evaluated by measuring the achievement of the outcomes of the implemented program. Regulatory policies are regulatory policies that impose restrictions or restrictions on the behavior of individuals and groups. That is, they reduce the freedom or discretion to act from those who are regulated such as the telecommunications industry, the gold mining industry and banking. In this sense they are distinctly different from distributive policies, which increase the freedom or discretion of the affected person or group. When we think of regulatory policies, we usually focus on business regulatory policies, such as policies relating to pollution control or regulation of the transportation industry. Among other things, this kind of policy became the focus of the deregulation movement. However, the broadest range of regulatory policies are those relating to criminal behavior against people as well as property.

Implementation of the partnership program in which Regional Public Company (Perumda) has full power in determining, formulating and implementing policies, with the strategy of the board of directors as an important actor in this program who continues to oversee the implementation of partnership programs and cooperation partners. And also the strategy of actors in overcoming the interests of local political elites. respond to customer needs and complaints.

Regional Public Company for Drinking Water Makassar City as a Regional Company owned by the Makassar City government, as the sole service company in the provision of clean water, and the Regional Head as the owner of the Perumda who has the

right to determine the company's leadership structure. Perumda's compliance with applicable laws and regulations in carrying out the company's work plan and the company's responsiveness to conflicts that exist on the external side of the company, especially the changing needs and customer complaints.

CONCLUSION

The results of policy implementation provide the level of change and acceptance of the community, individuals, and groups. the difference in the number of online payment activities compared to conventional payments. Many official customers have switched to making payments online, with a percentage of about 55 percent of the total Akitv customers who make payments online. The level of change in the Makassar City Water Supply Corporation which continues to oversee this program, so that it can be even more optimal in supporting the company's operations to the maximum.

REFERENCES

1. Alexander, E. R. (1985). From idea to action: Notes for a contingency theory of the policy implementation process. *Administration & Society*, 16(4), 403-426.
2. Anggara, S. (2012). *Ilmu Administrasi Negara: Kajian Konsep, Teori, dan Fakta Dalam Upaya Menciptakan Good Governance (Vol. 1)*. CV: Pustaka Setia.
3. Daniguelo, A. (2020). Ontology in Public Administration Includes Potential, Positivism and Rationalism Approaches. *Journal La Sociale*, 1(6), 41-46.
4. Elmore, R. F. (1978). Organizational models of social program implementation. *Public Policy*, 26(2), 185-228
5. Grindle, M. S. (1980). *Policy content and context in implementation*. Politics and policy implementation in the Third World, 3-34.
6. Kartasmita, G. (1996). *Pembangunan Untuk Rakyat, Memadukan Pertumbuhan dan Pemerataan*. Jakarta: CIDES.
7. Kartasmita, G. (1996). *Pembangunan untuk Rakyat : Memadukan Pertumbuhan dan Pemerataan*. Jakarta: Pustaka Sidesindo.
8. Kim, A. (2008). *Decentralization and the provision of public services: framework and implementation*. The World Bank.
9. Kršlak, S. Šehić ., & Ljevo, N. . (2021). Organizational Creativity in the Function of Improving the Competitive Advantage of Tourism Companies in Bosnia and Herzegovina. *Journal of Advanced Research in Economics and Administrative Sciences*, 2(1), 81-91. <https://doi.org/10.47631/jareas.v2i1.215>
10. McDavid, J. C., Huse, I., & Hawthorn, L. R. (2018). *Program evaluation and performance measurement: An introduction to practice*. Sage Publications.
11. Romlah, S., Zavira, S., & Muafa, K. (2020). Implementation of Progressive Legal Theory in Law Enforcement in Indonesia. *Journal La Sociale*, 1(6), 24-30.
12. Schick, A. (2003). The performing state: reflection on an idea whose time has come but whose implementation has not. *OECD Journal on Budgeting*, 3(2), 71-103.
13. Tahir, A., & Abdussamad, Z. (2020). The Determinants of Personality Formation of Public Services in the Local Government of Pohuwato Regency, Gorontalo. *BRAIN. Broad Research in Artificial Intelligence and Neuroscience*, 11(1), 157-177.
14. Van Meter, D. S., & Van Horn, C. E. (1975). The policy implementation process: A conceptual framework. *Administration & Society*, 6(4), 445-488.
15. Vedung, E. (2017). *Public policy and program evaluation*. Routledge.