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To cite this article: Harry Nenobais and Sarbini 2020 *IOP Conf. Ser.: Mater. Sci. Eng.* **924** 012011

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Policy Implementation in Water Services

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Abstract. This study analyzes the factors that influence the implementation of policies in clean water management based on participatory management of the Sukoharjo community. This research was conducted at the Tirta Makmur Regional Public Water Company in Sukoharjo Regency. The research method used is a qualitative method using the theory of implementation of the policies of Donald Van Meter and Carl Van Horn (1975). The research results conclude that the factors that influence the implementation of clean water service policy based on participatory management by the Tirta Makmur Regional Public Water Company in Sukoharjo Regency are clear policy and standard objectives, consensus on changes in policy implementation, human resource capacity of implementing organizations, financing, the quality of interorganizational relations, a healthy political, social and economic environment, and participatory management. The results of this study suggest that the Regional House of Representatives, Regency Government, and Management of Regional Public Companies have a large consensus of change, government and community participation, investment in service improvement, preparing raw water sources.

Keywords: Concensus of Changes, Finance, Capacity of Human Resources, Execellent Services, Participatory Management.

1. Introduction

The need of clean water is a vital requirement for society as water is related to mass fullfilment of people, so it should be managed by the nation. In line with the Constitution of UUD 1945 Chapter 33, verse 3 that the monopoly of earth, water as well as natural riches contained in it should be profited optimally for the well-being of the people. This study analyzes the factors that influence the implementation of policies in clean water management based on participatory management of the Sukoharjo community.

Considering the importance of the benefits and functions of clean water for human life, so the management will be in the authority of the Central Government through the Regional Government by submitting the authority of clean water management to the Regional Government in a district corporation namely Regional Public Water Company. Constitution 23 Year 2014 On Regional Government Chapter 9 verse 3 states: “the affairs concurrent with verse 1 is the affairs of the Government which are divided between the Central Government and Regional Province and District or City.”

This is in line with the Indonesian Commitment in the paradigm of global development namely *Sustainable Development Goals* (SDGs) or the goal of Sustained Development (President Decree no 59 Year 2017) which is aimed at Work Unit of The Goal of Sustained Development to the General Assembly of United Nations [1].

One of the goals of SDGs is to ensure the adequacy of clean water and proper sanitation, (www.uclg.org). The government through Regional Public Water Company that serves the requirement of water for society is not only capable of conferring clean water service but also can do better than that to enhance services by providing standard quality drinking water [2].

Through Regional Public Water Company Drinking Water Tirta Makmur, Sukoharjo is one of the districts in Indonesia that keeps doing efforts to improve the fulfillment of clean water for society. The goal that has to be carried out by Regional Public Water Company Drinking Water Tirta Makmur in line with the Regional Regulation No 20 Year 2016 is a heavy task. *Firstly*, to give benefits for the development of regional economy namely the gaining of company profits that can contribute to Regional Income (PAD). *Secondly*, to carry out social functions namely to serve people who need items as well as services as extensively as possible.

The two goals that can be simply regarded as contradictory, in which the function of a company to achieve as wide margins as possible and to avoid factors that can effect minimal profits. On the other side, it has a social function which ignores the Principle of Profit and Loss in the calculations of accountancy. When a company has implemented the social function in line with the regulation and reduced or even experienced a loss, it will become the risk of the policy of the regional government.

The consequence of the two goals that can be simply regarded as contradictory will finally defeat the profit goal or vice versa where the social function yields to profit goals. This can lead to the profit loss of regional companies and service to society can turn unsatisfactory. Certainly, these two goals should be harmonized so they can go side by side. At this point, the managerial needs are vital so the two goals can be implemented in line with the prevailing regulations in order to gain profits to the maximum and the social function to serve the needs of the society for clean water can be carried out optimally.

By using the theory of Donald Van Meter and Carl Van Horn (1975), so the questions of the study area: (1) How is the implementation of the policy of clean water service based on the participated management at Perumda Air Minum Tirta Makmur Sukoharjo District? (2) What are the obstacles faced by Perumda Drinking Water Tirta Makmur DisSukoharjo District? (3) What are the efforts exerted by Perumda Drinking Water Tirta Makmur Sukoharjo District in the running of their tasks in servicing society? [3].

2. Methodology

This study uses a qualitative research method namely describing or explaining something as it is. The data obtained will be analyzed as well as described based on the findings from the field. The tools used in this study includes a camera, a recorder and detailed interview guidance sheets [4].

3. Result and Discussion

Based on the result of the previous study [5,6], and this study of implementation of the policy of drinking water service based on the participated management at Regional Public Water Company Drinking Water Tirta Makmur District Sukoharjo in line with the implementation theory of Donald Van Meter and Carl Van Horn, it was found that the implementation goal of the policy of Local Regulation No 20 Tahun 2016, it was found *Firstly*, Regional Public Water Company Drinking Water Tirta Makmur has catered good service, despite some obstacles. Regional Public Water Company Drinking Water Tirta Makmur has managed to achieve profits. *Secondly*, resources in the form of funds and human resources. Regional Public Water Company Drinking Water Tirta Makmur has yet to develop the company owing to the allocation of the profits to regional income. The capacity and professionalism of the employees need to be enhanced despite the facts that Regional Public Water Company Drinking Water has conducted a variety of steps to increase the quality of the human resources. *Third*, the quality of international relations. The relation between Regional Public Water Company Drinking Water Tirta Makmur and local government and regional parliament Sukoharjo Regency is quite harmonious, so is it with other related instances. *Fourth*, the characteristics of the operational organisation of Regional Public Water Company Drinking Water Tirta Makmur uses the participated

strategies from planning, organizing, implementing and supervising. It also involves the employees in the activities of the company in giving incentives and rewards. Regional Public Water Company has also set up the standard procedures of services that can be monitored by local government as well as Regional Parliament. *Fifth*, political, social and economic environments. As the Director of Regional Public Water Company Drinking Water Tirta Makmur has a good relation with the political power that is dominant in Sukoharjo, so the political, social and economic environments are quite conducive. Regional Public Water Company Drinking Water also established a good relationship with clientele (all policies are socialized first) and also the social role. *Sixth*. The attitude of the operational staff. Participated management that is carried out by the highranking chiefs of Regional Public Water Company and Appreciation and Rewards for the employees in addition with the guidance of Standard Procedure, so the employees can run their functions well. *Seventh*. Implementation of policies requires a modification consensus of the Regional Parliament. The Local Government of Sukoharjo and Regional Public Water Company Drinking Water Tirta Makmur dan Society. *Eighth*. The obstacles faced by Regional Public Water Company Tirta Makmur are among others: the tariff of clean water that is relatively lower; the equipment and technology that have become obsolete due to aging; delayed development of the company owing to the allocation of the profits to regional income; a lack of standard water sources because of the dependence on streams and reservoirs that go dry in the dry season.

4. Conclusion

Implementation of the policy of Local Regulation No 20/2016 concludes that factors that influence the success of the implementation of the policy of clean water service based on participated management done by Regional Public Water Company Drinking Water Tirta Makmur Sukoharjo Regency encompasses (1) Goals of Policies: Regional Public Water Company Drinking Water Tirta Makmur has carried out clean water service with the quality and water standards in line with the prevailing regulations in spite of obstacles. Nevertheless, Regional Public Water Company Drinking Water has managed to generate profits. (2) Resources and Funds: Regional Public Water Company Drinking Water Tirta Makmur has yet to develop the company optimally due to the allocation of the company profits to Regional Income, capacity and professionalism of the employees need to be sustainedly enhanced even though Regional Public Water Company has conducted a variety of steps to increase the quality of the human resources [7]. (3) Quality of interorganisational relation: Relation between Regional Public Water Company and Regional Public Water Company Drinking Water Tirta Makmur with the Regional Government and Regional Parliament of Sukoharjo District is quite stable as is it with other related (4) organization of the Operators: Regional Public Water Company Drinking Water Tirta Makmur has used participated strategies from planning, organizing, implementing and supervising. The involvement of the employees in the granting of incentives and rewards is assured. Regional Public Water Company has set up the Standards of Operations of services that can be monitored by the Regional Government and the Regional Parliament [8]. (5) political, social and economy: Since the director of Regional Public Water Company Drinking Water Drinking Water Tirta Makmur has established a well woven relation with the political power that is dominant in Sukoharjo District, so the political, social and economic environments in Sukoharjo District is adequately conducive and Regional Public Water Company also has a good rapport with clientele (all policies are socialized first) and social roles [9]. (6). Attitude of Operators: Participated Management done by the high ranking chiefs of Regional Public Water Company as well as Appreciation and Rewards for the employees in addition of the Guidance of the Standard Procedures to ensure that the employees can carry out their main jobs and functions well. The need for a massive support from the Regional Government and Regional Parliament of Sukoharjo District and Regional Public Water Company Drinking Water Tirta Makmur Sukoharjo District with all the limitations has attempted to establish and run the participated management in the management of Regional Public Water Company Drinking Water Tirta Makmuar with the following strategies: *First*, management of the organisation based on participated principles [10]. *Second*, to build a clean water service with standard procedures that have

been set up. *Third*, service product namely clean water which is in line with the regulations (Minister of Health Regulation No 492/2010 and Minister of general of Public Work and Public House No 27/2016), *Fourth*, to encourage the participation of employees into the policy making as well as services. *Fifth*, granting of incentives to the employees with good achievements in the form of material and nonmaterial rewards. *Sixth*, quick and online services.

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