

Capacity Building as Accelerator for Improving Autonomous Region Recently Knows as (DOB): Case Study in Seluma District Bengkulu Province, Indonesia

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Abstract

The research aims to explore how capacity development of local government institution in Seluma district as the coordinator of Autonomous Region Recently known as DOB. This research background is lack capacity of government institution in Seluma district is improved poverty range amount 21,22%, the IPM lack, social environment isn't conducive, government management index lowly. This case indicates incapacity of DOB management organizer while this capacity building program is a strategy that can be implemented by local government in order DOB can be realize. Improving organization performance should be implemented institution capacity building continuity either on institution internal capacity or institution external capacity. The research method through qualitative approach then the technique of data collection applies primary and secondary data. The data is taken from documentary, observation, deep interview and FGD. The determination of sample/informant with sampling purposive. The data analysis process by conducting the data reduction, display data, decision making and verification data. Research results showed unoptimal effort, strengthening the capacity development of DOB Organization has not been done in a good, well-planned and structured. The solution, it takes the commitment of the leadership of both the highest level of Regent followed by level below it.

Keywords: Capacity Institution, Autonomous Region Recently, Government Seluma Regency

1. Introduction

Since the expiration of the new order in 1998, the paradigm of government management

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changed drastically, it is most keenly felt is the abundance of desire area to separate itself from the parent area and there was a new otonomi areas. Such a desire is natural and logical, given at the time of the new order, the centralization of the Center or full authority in the area of management authority is still carried out by the Central Government, it is most felt by the region. With the end of the new order has been growing the hopes and desires of the people who are in these areas to conduct the formation of the DOB in other words do the extraction or separation from the parent area.

Based on the Constitutional Laws the main purpose of the establishment of the autonomous region autonomous region Recently (DOB) is memujudkan the welfare of society by means of managing the Government more effective and efcisein. In addition, the formation of DOB, speed up development speed up the aims of economic growth and shorten the span of control, the establishment of the DOB is also the embodiment of clean governance and good. The formation of the DOB must have an impact on growth and institutional development as well as management areas that would have a direct impact on the quality of the construction. Then, to achieve the independence of the region. That is, the independence was reflected increasingly powerful region in a break away from dependence towards the Central Government.

One of the desiring separated from the parent area and given full authority to manage its territory with all potential are local Government in Seluma District under Constitutional Laws No. 3 in 2003 on the establishment of the Regency Muko-Muko, Seluma, and Kaur in 2003. Seluma Regency became very interesting to watch given the circumstances, though, the area has become an autonomous area for 13 years, but there has been no improvement in objectives achievement of region autonomy.

Empirical data shows Seluma District yet able to perform the service and execution of development in pursuit of ketertinggalannya from other areas in accordance with the authority. It can be seen from the human development index (HDI) Seluma District kept his rank to 11 of 11 district/city of Bengkulu Province (BPS Provinsi Bengkulu, 2013). The poverty level is still reaching 21, 22% (BPS Seluma District, 2013), has an area of more than 50% of the village entrance requirement is left behind, still lack the infrastructure, social environment that is not conducive to the high resulting in violence against the girl child, the use of DRUGS is already snaking in the village and underdeveloped villages. The low economic growth, potential dependence of Regional Budget to the Central Government reached 98,38% (Pemda Kabupaten Seluma, 2014).

The reality of the above caused by institutional management of local governments is not done properly, there is nothing that is not optimal is certainly influenced by the still weak capacity of institutional and bureaucratic performance in local Government District Seluma. The weakness of the institutional management of the local Government District Seluma indicated by the Government's Governance Index product which received the lowest ranking, this means that governance Seluma Regency is the worst se-Indonesia in 2013, as expressed by the Executive Director of the Partnership for Governance Reform, Monica Tanuhandaru in the event of corruption eradication National Conference (KNPK) held the corruption

eradication Commission (KPK) Kartini Hall in Jakarta (Community of Bengkulu, 02/12/2014).

The above phenomenon does not only occur in the local Government Seluma District, pembentuka policy impact DOB which does not comply with expectations happens also in other areas in Indonesia, the study conducted Kamuli (Kamuli, 2010), the establishment of the DOB is increasingly short of expectations, many are likely to give rise to a conflict of vertically or horizontally many victims especially consuming small people, as well as political elite feel innocent and pointing fingers at each other and claiming it is most true. The Bappenas confirms the establishment of the DOB is not in accordance with the procedure in the appropriate political or legislative role more instrumental against the proposed formation of the DOB, potentially going horizontal conflicts which not only disrupts the stability of social life but could threaten national integration (BAPPENAS and UNDP, 2008).

The statement is supported by the results of Tommy's research (Firman, 2013) implementation of the policy of regional expansion is one manifestation of the bureaucratic reform should capture the aspirations of local communities, improving the provision of public services, reduce the level of poverty, but the more dominant political theme is sometimes manipulated by some local elites that have implications for the difficulty of achieving the goal of DOB. Arianti, at the time doing research on the DOB impact of Bengkulu province explained that economic performance between the parent area with a DOB of Bengkulu province gave rise to the level of economic inequality (Arianti Nyayu Neti, et.al, 2013). Area expansion has a lower economic level of the parent area. Although, from a few studies that explain the impact of the establishment of the DOB enough trouble, the policy of the Central Government in providing regional autonomy and the establishment of new autonomous regions in the territory of Indonesia became one of the important measurement as an alternative to judiciousness in the reform of local government in Indonesia.

The study conducted by Bappenas and the UNDP Evaluation of Extraction areas, highlights the institutional side where institutional forms not yet fully adjusted to the affair that has been established as the regional affairs. Some issues related to the institutional Work Units number of Device including area (SKPD) tend to be much, organizational structures tend to be large, and yet take into account the institutional effectiveness and efficiency criteria. It is seen the availability, qualifications, as well as the suitability between the filling and the structure of the personnel available. Generally the DOB has not been able to resolve the issue of the above (BAPPENAS and UNDP, 2008).

To address institutional development institutional capacity, needs to be local government (Pemda) (Faozan, 2006). Institutional strengthening includes three (3) elements of the institutional structure of the Organization, i.e. ketatalaksanaan, and HR Apparatus. The third element is the institutional one unified system that is comprehensive and holistic, institutional strengthening schingggga needs to be done in a fully integrated and unified. Rare primary needs to be done by the local government is conducting institutional positioning. Institutional positioning local Government to form a work unit in charge of managing the cooperation between regions is a *priority agenda*.

Every organization should always take action institutional capacity development in a systematic and structured and conducted in berkesimbangan thus the Organization will always survive in reaching the targets specified study (Grindle, 2010). Strengthening local government in organizing kapasitas spending done continuously. The institutional capacity building has a landscape level that consists of a level system, level of organizational and individual level. The third level has a level of capacity development (Brown, Lafond, and Macintyre, 2001).

In the conduct of each level systems, organizations, and individuals, there is a bond between the level one with the other, senengi level between level will result in a performance that would give an impact on society as a whole. Dimensions yang ada dalam setiap level capacity are: 1) the stage of the system there is a dimension, such as social environment, economic growth (national, regional), political stability, laws and regulations, the power of grass-roots communities, as well as full authority in decision making; 2) stage of the Organization's role as the dimension of the vision, mission, development of HUMAN RESOURCES reform, the process of planning, monitoring and evaluation, and relationships in the Organization, coordination and organization, and the availability of funds as well as the infrastructure and means of work; 3) stages of development dimensions of the individual, leadership, human resource development involved is an incentive, motivation, knowledge and competence.

To drive, run to the three levels of the institutional system of the above (Khristina and Puatu, 2009) much-needed a reliable leadership, which can affect stakeholders conduct activities in accordance with the plans and targets. The role of the leader is very dominant, so that Ministers can do policy synergies between units or other parties outside of institutional or do a partnership between line will encourage competitiveness and can improve the performance of the Organization (Abdulrahman, 2012), (Loza, 2004) and (Abdullah, A. 2008).

In improving organizational performance, institutional capacity development is the urgent to address the shortcomings in the conduct of various activities especially in the planning, implementation, monitoring and evaluation of the work programme (Bourgeois and Cousins, 2011). Evaluation is the results of supervision when done properly will have an impact on organizational performance (Bourgeois and Cousins, 2011) for the capacity building of local leaders, the role of leadership in local Government will greatly affect the dynamics between the various stakeholders, can make the policy directions towards the city that matches the expectations of the community, may make changes in the middle of the community in accordance with the authority that has been mandated by the people (Khristina and Puatu, 2009). Local governments in managing the Organization, capacity is said to have been marked with the right capabilities against bony to work effectively, efficient, and sustainable (Grindle, 2010).

Until now, in the age to 13 years the local Government Counties Seluma given autonomy and a mandate is given the authority to manage the potential of existing resources, in order to realize the prosperity of its people, the organizer of the DOB has not showed signs of the achievement of the goal of autonomous region, the empirical data indicating which were still high poverty levels reaching 21, 22% to 50% of the territory, had the village entrance

regional people's representative Council (DPRD). The informant is composed of: 1) Regional Secretary; 2) Assistant I; 2) head of organization and law management; 3) head of Governance; 4) Head Office of BKD; 5) head of Department DPPKAD; 6) Secretary BKD; 7) head of Finance and assets Management; 8) Chief of Bappeda; 9) Secretary Bappeda; 10) Kasub research; 11) Inspectorate Inspector; 12) Kasub evaluation and Data; 13) The Chief Inspectorate; 14) Vice-Chairman of the PARLIAMENT; 15) Chairman of the Commission of LEGISLATIVE 3; 16) Chairman of Public Interest Group Mr Herwan; 17) Socialite Mrs. Kamsiatun.

As for the technique of retrieving the source data in this study using *Snowball Sampling*. Source data received through: 1) primary data, researchers obtain data directly obtained from the original source in the form of interviews, polls from the Regent policies who know in detail about the topic of this research. Data collection is done by giving the question to the informant, the informant answering questions and so on, the questions will stop at the time of the desired answers, is in compliance with the wishes of researchers. The media in getting the interview guidelines are the primary data, recorders, cameras, and stationery; 2) secondary) data, the researchers obtained data through the theories that are already published, laws, rules, regulations, Presidential Minister and Regent Regulations, circulars, media intermediary or a book, notes, the evidence has been there, or a good archive of published or unpublished in General.

Meanwhile, the focus of this research is the development of the institutional capacity of both internal and external capacity capacity of institutional organization of the DOB on the Regency Seluma by evaluating the activities, targets and objectives as well as the process of implementation of the work programme and the policies that have been assigned or thoroughly. Then, seek information from processes or stages – stages has been done with the CIPOO approach (Context-Input-Process-Output-Outcomes).

Data collection techniques in the study was observational, interviews, documentation and FGD. Technique of data analysis in this study uses the interactive model of data analysis Miles and Huberman (Miles, M.B.Huberman, A.M. 2014) . As for the measures to analyze the data is done in the following way: 1) data reduction, researchers conducting data collection, the selection process, pengabstrakan and data transformation, then the data were analyzed, the encoding is done, it selects data, so that the data can be narration; 2) display data, from collection of information that has been selected then the narration was briefly engaged between categories and then the data is analyzed and diinterpretasikan; 3) decision making or verifying data is performed continuously until the data acquired is no longer changeable and researchers are no longer getting new information.

3. Research Result

A. The Vision and Mission of Capacity Internal Institution of DOB Coordinating

The framework of the work programme of local Government Seluma District applied on development plan in the medium (RPJMD) translated in the regional development Activity Plan (RKPD) will then be executed by the units of the device Work area (SKPD) work plan

requirement is left behind, still lack the infrastructure, the social environment is not conducive to the high resulting in violence against the girl child, the use of DRUGS is already snaking in the village and left behind. The low economic growth, 98.38% dependency on Regional Budget to the Central Government. This reality is caused by the institutional management of the local Government was not done well. This is what aspects influenced the importance of research done and look for the solution.

Lack of institutional capacity of the local Government District of Bengkulu province as organizer Seluma DOB will have implications for the achievement of the goal not to DOB. Memungkinkan alternatives to resolve the matter by way of improving institutional capacity as a tool or a means to improve the performance of local governments.

In DOB, the main thing that was done by actor offender institutional capacity development is a policy (Horton, 2003) in the development of the institutional capacity of the internal dimensions that will significantly affect the performance of the Organization and external capacity as a social environment that contribute to improve the performance of the Organization of the DOB. Internal dimension consists of aspects: 1) vision and mission of the Organization, which is a doctrine for actors pelaksanaan policies which will make vision and mission as a strategy of local government in achieving the objectives that have been set; 2) human resources reform) how can manage potential and existing resources into added value for the region; 3) how is the right organizational structure and function of the right size to be a container for the conduct of activities; 4) how the management ability seen from leadership, planning, monitoring and evaluation; 5) how financial management done effectively and efisien. While the external dimension, namely how the implementing actor DOB organizers can work together with other parties, for example, can work together with the regional people's representative Council (DPRD), can be partners with Public Interest Group or public figures and can be partners with other areas.

The above aspects that became the focus of the study in this study, with consideration of the concept which has been said by Horton in applicative very reflects a phenomenon faced by organizers of the DOB in the Seluma District of Bengkulu province. Institutional capacity development in the context of the Organization of the DOB should be put on the categorization of the outcomes to be achieved (Horton 2003) to realize the goal of autonomy need to traverse things innovative and halayang with regard to the capacity of the internal and external institutional capacity.

2. Research Method

The type of research used in this study is qualitative research, given this research resulted in the description (description) about the process of the implementation of the capacity-building of institutional organization of the DOB. The location of the New Regency Seluma penelitian Daerah Autonomy province of Bengkulu as organizer of the DOB. The research site is composed of the Office of the local Government Secretariat Seluma (Sekda), Office of the regional Staffing Agency Service (BKD) Regency Seluma, Office of the Department of Revenue and assets financial management area (DPPKAD), Office of the regional development planning Board (Bappeda), Regency Seluma Inspectorate Office, Office of the

(Renstra). The regional work plan, commanded by Bappeda, implementing actors doing the manufacturing process stages – stages of implementation in order to accommodate all interests. Primary data showed Bappeda do preparatory stages in drafting the work plan, with activities, the formation of the team, preparing the RKPD, RKP, arranging orientation compose the agenda of work, preparing the data and information development planning.

In making the vision the mission, approach local government district Seluma through: 1) means that Government technocrats in approach already doing actions by requiring and in collaboration with academia, decision making is already through the process of using scientifically valid data; 2) politically, it means programs that do adopt the political promises of elected Regent, which interpreted through the vision and mission of local government; 3) participants, i.e. in planning work program already engage and capture grass-roots community aspirations, with the principles of transparent, accountability; 4) a top-down approach and bottom-up, meaning that a draft planning already aligned and coordinated by the Council of the community of the village, between the villages of deliberation (village head), discussion between districts and the deliberation in the County, then an actor executes policy principals all decisions to be approved and submitted to the Regional House Representative. From the 17th informant agreed saying that approach in making the vision the mission had already been through the process stages as outlined above.

Realization of the program of work of the target achievement of program kerjaprogram work done by 3 ways: 1) of the local government each year reporting on the implementation of the work program of the Regent to Regional House Representative; 2) LPPD maker as a report to the community through the Ministry of the Interior; 3) make a delivery report as LAKIP performance accountability to the Ministry of State Apparatus Utilization and Bureaucracy Reform. Based on the reports concluded that the realization of the target product and already realized by close to a target of 90 – 100%.

B. The Human Resource of State Apparatus

The Regional District of Seluma District has a Human Resource population of State Apparatus amount 4,164 people. The amount of them in Seluma District from year to year continues to increase. At the time of expansion, the number of CIVIL SERVANTS in Seluma District amount 2,471 just as much people and in 2010 increased to 3,723 people or grow as much as 1,252 people and in 2015 rose to 4,164 people, development or an increased amount of Human Resource of State Apparatus annually. When viewed from the educational level this Human Resource of State Apparatus classify from Elementary School to College. The State Apparatus which has an Elementary School level education as many as 29 people, Junior High School level as many as 34 people, Senior High School level as many as 750 people, Diploma I and Diploma II level as many as 253, Diploma III as many as 297 people, while for Bachelor Degree and DIV as many as 2,582 people, for Master Degree as many as 218 people, while having Doctoral Program educational level is 1 person.

Capacity development for Human Resource of State Apparatus through further studies, with the two systems/how to wit the permission of learning and learning tasks, in addition to capacity building of Human Resource arranging under leadership educational training

exercise called as (diklatpim), pre-positioning. Delivery educational of this resources to run higher education carried out by looking at the financial conditions in advance, the amount of this resource who got the permission of learning, training and leadership educational training exercise (Diklatpim) read table 1.

The career development of these resources is showed by apparatus profession. Echelon level for this resource whose has structural positioning classified into echelon II, III, and IV. The amount of Human Resource of State Apparatus having echelon II as many as 30 people, echelon III as many as 161 people and echelon IV as many as 500 people, those are totally 691 resources. The indicator of echelon process is under determination of employment period, educational level, class/ position and echelon which is implementing.

C. Organization Structural

The amount of the organizational structure of the device area (SOPD) of Seluma District is: 1) One Secretary with 3 Assistants; 2) one Secretary of Regional House Representative with 4 parts; 3) 14 Offices; 4) 11 Technical Institutions; 5) 3 other Institutions; 6) Sub-district is 14 area; 7) Neighborhood is 20 area; and 7) Village is 182 area.

Authority organizational structure the Seluma District each SEGWAY already illustrates clearly the linkages between the work of the one with the other, so it looks/ activity relationships respectively. Unconfirmed at time of interview with staff of the Office of the auditor of the Inspectorate he clearly mentioned the duties, functions, authorities and responsibilities as internal auditors. Coordination functions, parts, both from superiors or subordinates in terms of the activity or activities already integrated enough work tasks and authorities of the baikpembagian apparatus is in compliance with the auth respectively. The Division of labor or the authority is already in accordance with the hierarchical structure of the organization. Level between the leadership, leadership aides and implementers is in compliance with the line of authority respectively. Seluma District Government organisational structure above and supported by results of interview and based on the author's observations on the Court that formally every SEGWAY already have a SOP, however not all agencies understand the SOP has been made, the indication sight of yet effective apparatus in carrying out tasks, there is still the execution of the work Inspectorate's findings violated procedures that have been set.

D. Management Capability

Organizational management capabilities can be observed through planning, leadership, supervision and evaluation. FGD results with Regional House Representative and community leaders, explaining the political roles in the planning process is very dominant. Program planning work is still memprioritaskan the desires of those who support the Governors elected. Still weak capacity planning is part of the management process for the local Government of the Regency Seluma, due to: 1) Regional House Representative from the party winning the elections is more dominant in determining program planning activities; 2) weak argumentation local Government represented by the Bappeda of defending the concept of planning; 3) weak capacity of the leadership of the head of the region in planning work

program so that there are some communities that disappointed.

In addition, there isn't leadership skill in Seluma District positioning ourselves that the leader (District Head) belongs to everyone, so that implies to the top level of leadership as well as the implementing level, unconfirmed results from surveillance of the implementation of the work programme, there is still a large number of findings that have violated the regulations, this indicates that the role of the leadership have yet to work optimally. While surveillance, the results of which were reported by the Inspectorate has not yet become actionable as material evaluation for improvement going forward.

The findings of violations obtained supervisory Inspectorate teams grouped into 3 categories: 1 administrative findings); 2) the case findings; 3) findings that must be returned for any country. Number of findings during the last 3 years as many as 220 findings, details are categorized as shown in table 2 below.

E. Financial Management

During the 13 years age of DOB Seluma District has a budget Revenue Emitting area (BUDGETS) on average per year there is an increase, although there was a decrease in the magnitude of a Regional Financial in 2012. The number quantity of Regional Financial since the formation of the DOB of 17,623,900,000.0-up to the year 2015 BUDGETS amounting to 695,179,866,165.0- magnitudes. The rise and decline of a Regional Financial per year can be seen in table 3.

While the Original Income comparison Regions (PAD) in a Regional Financial in 2010 to 2014, still contribute very little. The contribution of the PAD against the BUDGETS if presented the overall BUDGETS of PAD accounted for 3%. This means that financing in reliance DOB is still very good transfer of tinggiterhadap province as well as from the Centre i.e. almost 97%, see table 3.

In the financial management of government performance indicators target close to the Regency Seluma in an effort to improve the quality of accountability, Seluma Regency Government annually are required to make: 1) financial reports; 2) development report; and Accountability Performance Report 3) Government institutions (LAKIP). Created especially for the management of finances, conducted by the Agency for the examination of Finance called as (BPK), the regional Government of the Regency Seluma yet Reasonable opinion hasn't get yet Without Exception (WTP) of the results of the inspection of the BPK. The report by 2015, local government Districts Seluma back got Reasonable opinion with exceptions (WDP).

F. External Capacity of DOB Implementation

Internal capacity in order to run Seluma District optimally, local government relations with other parties. Research results showed the local government called as (Pemda) external relations already with its local government, Public Interest Group (community leaders) and cooperation with other regions. Already interwoven relationship with Regional House Representative, recorded on the secondary data from the report the results of performance

evaluation of organization of local government (EKPPD) on the report of the Organization of the local government (LPPD) Seluma District along 2014, December 31, 2015, the assessment indicators is the effectiveness of the relationship between Government and Regional House Representative, with the number of RaPerda approved LEGISLATORS gets close to the performance of the 100 or so high got the point 4. Realization endorsement of Regional Regulation namely: 1) in 2015 there are 8 Regional Regulation are approved; 2) in 2014 Regulation passed by as much as 8 Regulations; 3) in 2012 yielded only 4 Regulations; 4) in 2011 generate 9 Regulations. Whereas, the effectiveness of the decision-making process by PARLIAMENT along with the follow-up the implementation of the decision by local government, the assessment of the performance evaluation scored 100 or 4 point with very high, reports the EKPPD carried out by the local Government of the province represented by Governance section and the Provincial Inspectorate together with the team of the Ministry of Internal Affairs Center.

Meanwhile, the relationship among Public Interest Group and local Government have been running good, the role each has done, for example, they have conducted surveillance against program activities and have conducted cooperation with the local government, so organizers stakeholder issues faced in implementing the work programme can be quickly resolved by way of mutual coordination. Meanwhile, cooperation with other areas of the County have not done Seluma cooperation between area then the author can identify why the Government has not been cooperating Seluma District with other areas, because, in addition to a special regulation on cooperation with other regions, other obstacles, there is egosectoral, so the impact on the emergence of new problems lead to regional egoism.

4. Discussion

In improving the performance of the DOB are the steps performed by the actors organizers DOB is already done in the right way. Institutional capacity development in order for the Organization of the DOB can run optimally as long as the achievement assessment of the required implementation program in accordance with the targets and objectives set (Lembaga Administrasi Negara 2004). Introduction description clearly says that the proper means to improve the DOB performance through capacity building, is a way of analyzing a program that will and have done with the CIPOO approach: 1) context, regional development planning based on the potential of the region, in accordance with the community needs; 2) input, do data input in order to obtain the information in the strategy determination of the work programme implementation, with the way align clients ' vision and running the mission, objectives, work programmes with instrumental such as leadership, Human resource of State Apparatus, organizational structure, and financial regulation; 3) process, the implementation of the work programme by way of surveillance will be known how resource management, surveillance results will be evaluated and will be a recommendation to continue the program in the future; 4) output, perform the evaluation of the implementation of the program are the results obtained in accordance with the outer set; 5) outcomes, the external obtained does already have a benefit and have value for stakeholders.

CIPOO approach in the context of the Organization of the DOB will be seen the extent to

which institutional capacity development can be done in improving the performance of local Government Seluma District as DOB organizer will juxtaposed with the institutional capacities of the concept according to Horton (Horton 2003) to improve organizational performance are important institutional capacity development conducted both internal institutional capacity consists of the deminsi vision and mission, organizational structure, resource manusaia apparatus, management capabilities and financial management as well as external institutional capacity that includes the Organization's relations with other parties outside of the institution as well as the social environment.

To achieve a high level of institutional capacity, the organizer of the DOB should be doing local government organization management appropriately and beneficially. When at the time of the formation of the DOB, County local government conditions of Seluma still lack good of human resources as well as infrastructure and facility, it is of course a factor in restricting the DOB.

To treat the condition required a reliable organizer of DOB leaders. Statement of Horton (Horton 2003) that the determinant of the success of the Organization specified by the leader as human resources dimension in the organization. In organizing local leadership roles DOB very dominant (Khristina and Puatu, n.d.) thus in order to achieve the DOB purpose the first thing to do is increasing the leadership capacity.

The leader's role in organizing the DOB was dominant in planning program activities, whether the planned program is in compliance with the needs of the community. Each period of leadership (5 year) local governments make the draft medium term Development area (RPJMD) containing the Mission's vision and planning work program by involving PARLIAMENT. So the validation as the creation of RPJMD work plan development area (RKPD) Annual Revenue in the budget Applied Outcome area (BUDGETS) could be done perfectly then the need for a good relationship between the DPRD with the leaders of the region. The importance of institutional capacity (State) combined between the political will in the lead, meaning that it is important to have a harmonious relationship with the LEGISLATORS who represent political parties (Berliner et al. 2015).

Empirical data show that in planning the program activities, political approach was dominant. Conditions that can cause conflict in society, the role of leadership is required to mengantisipasi the onset of the turmoil, with the way can identify potential conflicts and menyikapiruang space wisely.

The Organization of the DOB as seen from CIPOO approach then can be analyzed beginning from level I. presence of DOB on the existence of the aspirations of the community in order to manage the potential area in accordance with its character. At the beginning of DOB formation there are many shortcomings necessitating the containers or the proper way through strengthening the organization capacity, so that the conduct of the DOB gained level I. level I DOB holding of all resources either physical or non-physical is optimized in order to achieve maximum results. By way of a Regent policy implementing the program in fektif and efisien. The Organization of the DOB on the level I if done right, conducting DOB will increase to level II.

Organization Level of the DOB on the level II critical done managing the DOB with the potential is there to get maximum results with the principles of good governance. The level II achievement will improve the DOB Organization to level III. This level requires the Regent policy DOB can increase the capacity of the internal and external institutional capacity in order to be able to improve the performance of local governments as the organizer of the DOB. Then to reach the next level, (IV) the important commitment of Regent policy Organizer DOB can empower an independent local government organizations and professionals.

DOB in level I, i.e. the local authorities are still in the stage of a novice in organizing a Government Organization, hasn't been able to organise local government organization independently, with different barriers such as described above, then the necessary coaching, support and supervision of the provincial government or the Central Government. Coaching can be shaped accompaniment the creation of legal basis as the regulation the Organizer in executing any program DOB of work. To perform the required work programs human resources reform that is reliable, then the program is evaluated as input materials in the manufacture of a work program for the next year.

Coaching, support and oversight from other parties will give a top rating programs of work, whether the local Government Counties Seluma as organizer of the DOB is able to run the organization. The ability of Indonesia's policy in managing institutional DOB itself can run all process management the management of local government organizations effectively and efficiently will increase the DOB to level II. These are reflected in the ability: 1) reports the Organization of local governments (LPPD); 2) performance accountability Report instances of regional government (LAKIP); and 3) Accountability Report (LKPI) Regent to the PARLIAMENT as a representative of the community.

The third report of the Organization of the DOB be identified whether DOB can raise themselves to the level III. Level III indicates the performance of the institutional management of DOB local Government. The performance of local government will improve the extent to which capacity building both of internal and external capacity building implemented. Later, an unidentified will be achieved through the performance on how implementing actors can formulate, plan, implement the Vision and Mission in accordance with regional characteristics and people necessity. The implementation program will be evaluated whether the plan is in compliance with program targets and objectives that have been determined. The results of the evaluation will follow up with regard to program planning to come.

To reach level IV local authorities already can do the principles of good governance. By managing good governance, will conduct the local government became an independent area. The local Government will have the stand alone indicator, can prepare infrastructure and service excellence to the people.

Conceptually the purpose of DOB establishment is improving the community welfare. As already outlined in the preliminary impact of DOB establishment is not so was heartening to, based on the study of autonomous region Director General Ministry of the Interior nearly

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To achieve a high level of institutional capacity, the organizer of the DOB should be doing local government organization management appropriately and beneficially. When at the time of the formation of the DOB, County local government conditions of Seluma still lack good of human resources as well as infrastructure and facility, it is of course a factor in restricting the DOB.

To treat the condition required a reliable organizer of DOB leaders. Statement of Horton (Horton 2003) that the determinant of the success of the Organization specified by the leader as human resources dimension in the organization. In organizing local leadership roles DOB very dominant (Khristina and Puatu, n.d.) thus in order to achieve the DOB purpose the first thing to do is increasing the leadership capacity.

The leader's role in organizing the DOB was dominant in planning program activities, whether the planned program is in compliance with the needs of the community. Each period of leadership (5 year) local governments make the draft medium term Development area (RPJMD) containing the Mission's vision and planning work program by involving PARLIAMENT. So the validation as the creation of RPJMD work plan development area (RKPD) Annual Revenue in the budget Applied Outcome area (BUDGETS) could be done perfectly then the need for a good relationship between the DPRD with the leaders of the region. The importance of institutional capacity (State) combined between the political will in the lead, meaning that it is important to have a harmonious relationship with the LEGISLATORS who represent political parties (Berliner et al. 2015).

Empirical data show that in planning the program activities, political approach was dominant. Conditions that can cause conflict in society, the role of leadership is required to mengantisipasi the onset of the turmoil, with the way can identify potential conflicts and menyikapiruang space wisely.

The Organization of the DOB as seen from CIPOO approach then can be analyzed beginning from level I. presence of DOB on the existence of the aspirations of the community in order to manage the potential area in accordance with its character. At the beginning of DOB formation there are many shortcomings necessitating the containers or the proper way through strengthening the organization capacity, so that the conduct of the DOB gained level I. level I DOB holding of all resources either physical or non-physical is optimized in order to achieve maximum results. By way of a Regent policy implementing the program in fektif and efisein. The Organization of the DOB on the level I if done right, conducting DOB will increase to level II.

Organization Level of the DOB on the level II critical done managing the DOB with the potential is there to get maximum results with the principles of good governance. The level II achievement will improve the DOB Organization to level III. This level requires the Regent policy DOB can increase the capacity of the internal and external institutional capacity in order to be able to improve the performance of local governments as the organizer of the DOB. Then to reach the next level, (IV) the important commitment of Regent policy Organizer DOB can empower an independent local government organizations and professionals.

DOB in level I, i.e. the local authorities are still in the stage of a novice in organizing a Government Organization, hasn't been able to organise local government organization independently, with different barriers such as described above, then the necessary coaching, support and supervision of the provincial government or the Central Government. Coaching can be shaped accompaniment the creation of legal basis as the regulation the Organizer in executing any program DOB of work. To perform the required work programs human resources reform that is reliable, then the program is evaluated as input materials in the manufacture of a work program for the next year.

Coaching, support and oversight from other parties will give a top rating programs of work, whether the local Government Counties Seluma as organizer of the DOB is able to run the organization. The ability of Indonesia's policy in managing institutional DOB itself can run all process management the management of local government organizations effectively and efficiently will increase the DOB to level II. These are reflected in the ability: 1) reports the Organization of local governments (LPPD); 2) performance accountability Report instances of regional government (LAKIP); and 3) Accountability Report (LKPJ) Regent to the PARLIAMENT as a representative of the community.

The third report of the Organization of the DOB be identified whether DOB can raise themselves to the level III. Level III indicates the performance of the institutional management of DOB local Government. The performance of local government will improve the extent to which capacity building both of internal and external capacity building implemented. Later, an unidentified will be achieved through the performance on how implementing actors can formulate, plan, implement the Vision and Mission in accordance with regional characteristics and people necessity. The implementation program will be evaluated whether the plan is in compliance with programme targets and objectives that have been determined. The results of the evaluation will follow up with regard to program planning to come.

To reach level IV local authorities already can do the principles of good governance. By managing good governance, will conduct the local government became an independent area. The local Government will have the stand alone indicator, can prepare infrastructure and service excellence to the people.

Conceptually the purpose of DOB establishment is improving the community welfare. As already outlined in the preliminary impact of DOB establishment is not so was heartening to, based on the study of autonomous region Director General Ministry of the Interior nearly

65% DOB formation is declared failed. The failure is a DOB indication can not finance operations of Government, for financing still highly dependent by the transfer of Central Government. The regional Government of the Seluma District DOB is one that still depends very much by the transfer Center. Financing local government Seluma subsidized by the Central Government amounted to 98.38% (Revenue Budget outcome districts in 2015). This means that the local Government Counties Seluma still has dependency help from other parties to finance the Organization, bearing in mind the high presentation such assistance could be said Seluma regional government has not been able to independently.

Considering the financing are still hanging with the other party then the role of the Leader is very important. An effective financial management and efficient inevitably must be made, in order to beneficial good impact and sustainability need to be surefire strategies. For example orientasi use of Finance take precedence on the human resource sector's capacity of the civil State apparatus, they will control the wheels of development regions. The more reliable civil State apparatus automatically contribute to a real Partnership for the organization. Then its financial diorientasikan to the public sector, health, education and infrastructure, the availability of such infrastructure will improve services to the community.

On local government Seluma Districts seen from the financial management still is not done effectively and efficiently. Empirical data shows there are still many implementation work programs violated procedures and regulations that many civilian apparatus of State stumbled imprisonment for corruption acts. Meanwhile, the regional financial management Seluma District 60% salary civil apparatus dominated by areas, the rest was allocated capacity building institutional and development (infrastructure, health, education, etc). This, showed the gap in financial management, will have implications for local Government failed to pursue difficult or its independence. In addition, enter the age to 13 years the local Government Counties Seluma still has 50% of its territory categories left and isolated, which is to reach it requires special transportation and cost prohibitive.

The cause of the most highlighted is the leadership role has not been able to capitalize on the momentum of DOB formation as opportunities. The task leader of the covers on all line, in the local Government of Seluma District Supreme Leader and Chairman of the level below were impressed less oversee implementation of development programs, the indications, based on internal audit found the regional implementation of work programme which they have not done with corruption and optimal development of institutional capacity, has not been done in a systematic and structured and have yet to allocate a budget for the establishment of resource development. In addition, it has not been able to make use of the environment by means of cooperation with the surrounding Seluma District.

To be able to make the DOB has a good performance, which may save the society then Regent policy DOB must have a strategy, by way of the institutional capacity of local government development {capacity building} implemented in earnest – and sustainability. In the planning, implementation, monitoring and evaluation of the reinforcement of the institutional capacity and pay attention to the logic system by using CIPOO analysis (context, infut, processes, outputs and outcomes) deserves to be used as guidelines in th DOB

conducting.

In the context of improving the DOB performance then input which is the potential area and the character area to be identified against the value – the value positive both of internal factors and external factors as well as institutional institutional DOB. This identification will generate information related things so that performance can be improved, DOB through program development capacity building. Institutional capacity building with local Government can improve local government organization and management system can improve your professional organization or members of its organization is good. Of the process that is implemented will give an overview of output power is obtained, with the process of institutional capacity building, DOB organization that automatically improves the institutional performance DOB can make as independent and can serve people excellently.

Institutional capacity strengthening DOB in operational and policy concepts, Regent can do – as follows: 1) the identification potential resources and character of the area in planning the work programme creation, which reflects the vision and mission; 2) manufacture of work programme should be oriented to the public interest; 3) increase the capacity of good leadership level as well as policy makers and implementers increase the level of resources of the civil State apparatus that is reliable; 4) Regent policy may conduct surveillance and evaluation of each work programme; 5) evaluation work programme follow-up was made to measure the targets achievement and objectives work programme; 6) target work program can reach capitalize and becomes the value in the middle of the community.

5. Conclusion

The DOB formation is an agent of renewal in reforming the Organization of local governments that have the main objective of accelerating process of social welfare. With DOB formation will happen range control which is quite short, the most important thing that the Government can provide public service to community (education, health and administration population and infrastructure), increased competitiveness, increased communities participation in planning and development programs that are planned and implemented can be beneficial both short term and long term for the community of DOB. For that in implementing the policy commitments should be Regent DOB and focus in the achievement of the objectives question.

In order to achieve performance through improved institutional capacity DOB of Seluma District Local Government can be analyzed as follows: 1) in formulating the vision mission and work program, and also the policy of greater emphasis on the political approach, but the approach in making development work program already refers to the legislation; 2) local government Seluma Districts in making organizational structure adopted maximum pattern implies a higher regular financing; 3) local government Seluma Districts have resources apparatus in quantity is sufficient in quality are not yet adequate, cause the HR capacity building apparatus not done in a systematic and structured; 4) management capabilities has not been implemented to its full potential, the role of the leadership has not worked optimally viewed from supervision and program evaluation; 5) financial Capacity is still very low, so that 98.38% of financing local government Seluma depends on Central Government

subsidies; 6) there has been no commitment to Regent policy establish good relationships with the surrounding area.

In order for the DOB performance can be realized through the development of capacity building programs, the solutions offered are also the policies in the planning, the implementation of the institutional management of local government is expected to use CIPOO approach. With that approach, then any start activities will take into account the context and executing input process by achieving the expenditure (output) in accordance with the target (expected) and the expenditure would be beneficial create crowds.

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Table 1. Number of Human Resources Capacity through Education and Training

No	Capacities Development	Year/ The Number of People		
		2014	2015	2016
1	Study Mission	5	4	1
2	Study Permission	63	48	42
3	Diklat Pim Level II	0	1	0
4	Diklat Pim Level III	4	30	5
5	DiklatPim Level IV	0	30	5
6	Pre- Positioning	0	36	65

Source: BKD of Seluma District, 2016

Table 2. The Result Findings of Supervision Inspectorate of Seluma District Team

No	Findings	Years/Total		
		2014	2015	2016
1	Administration Finding	102	53	32
2	Case Finding	9	12	2
3	Refund Finding	3	6	1

Source: Inspectorate of Seluma District, 2016

Table 3. The Development of Regional Financial in 13 Years Old of DOB

No	Years	Rupiah in Regional Financial
1	2003	17.623.900.000,-
2	2004	96.741.562.576,-
3	2005	129.393.796.480,-
4	2006	265.444.712.518,-
5	2007	325.771.001.000,-
6	2008	388.999.352.936,-
7	2009	392.241.762.755,-
8	2010	403.165.030.551,-
9	2011	503.835.036.720,-
10	2012	478.237.568.920,-
11	2013	544.429.269.243,-
12	2014	665.394.450.772,-
13	2015	695.179.866.165,-

Source: DPPKAD in Seluma District, 2016

Table 4. Comparison of PAD in the BUDGETS for 5 Years

No	Years	Financial Source	
		PAD Realization	Transfer Centre
1	2010	5.519.577.177,46,-	342.674.497.573,97,-
2	2011	5.535.533.741,35,-	437.901.281.148,23,-
3	2012	10.721.155.674,78,-	475.681.035.051,05,-
4	2013	16.756.639.779,93,-	541.256.382.578,67,-
5	2014	25.607.988.161,57,-	611.440.890.161,09,-

Source: DPPKAD of Seluma District, 2016.

Table 5. The Concept of CIPOO Approach in Improving The Institutional Performance of DOB Organization

Context	Input	Process	Output	Outcome
Evaluation: The real condition of DOB organizer	Positive values of internal and external factors	Strategy program of DOB implementation	DOB existence level	DOB able to plan strategy program
Organization empowerment	Organisasi vision and mission, organizational structure, financial organizations, HR apparatus	The development of the institutional capacity of DOB Organization: through capacity building approach	Level I: DOB arrangement	DOB is able to carry out the work programme
Management Skill	Leadership, planning, monitoring and evaluation	The development of the institutional capacity of the internal and external	Level II: institutional management processes DOB	Organizers of the DOB is able to manage institutional well
DOB Government Performance	Stakeholder accessibility to local government activities	Performance improvement of DOB organization	Level III: local authorities have a high performance	DOB can realize good governance
Knowledge, attitude and practice of organizers institutional capacity development in DOB	The ability to identify internal and external factors the institutional DOB	Institutional capacity building by using the knowledge, attitude and practice in organizing DOB	Level IV: local government professional independent and DOB	DOB is able to realize the establishment goal of DOB

Source: Primary Data, Researcher modification 2016.

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PAGE 1

PAGE 2

PAGE 3

PAGE 4

PAGE 5

PAGE 6

PAGE 7

PAGE 8

PAGE 9

PAGE 10

PAGE 11

PAGE 12

PAGE 13

PAGE 14

PAGE 15

PAGE 16

PAGE 17

PAGE 18