Pattern of Policy Network Structure in building synergy in Bandung City Society

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Abstract

The pattern of the policy network structure is the flow in the preparation of policy formulations. The policy network structure refers to the pattern of relations between the actors involved. The structure forms a government network between the government, stakeholders, community (society), media, academics. The purpose of this study is to determine the role of DLHK Bandung as the leading sector in determining the involvement of parties in the implementation of policies that have been set in the RTRW of Bandung City in 2011 – 2031. This writing spurs on the basis of Policy Network theory, one of the dimensions of which is structure, and research methods. by using a qualitative phenomenological approach. This study draws the conclusion that DLHK Bandung City approaches the Pentahelix system in the preparation of the annual KLHS, the involvement includes academics, business actors, NGOs and internal analysis.

I. Introduction

McKenzie and Tullock in Maulida et al (2015) say that green open space as a public facility is an item whose use by groups cannot be avoided if the item is available always accompanied by externalities, namely costs that must be borne by certain parties in its use. The provision of green open space is not solely the responsibility of the government, but it is the responsibility of the various actors of the provision concerned. The private sector is an important provider of urban space utilization (Suparman, 2013). In essence, the involvement of the private sector in the development of facilities and infrastructure will provide benefits for both,

The form of company profit can be in the form of incentives as stated in the Act Law No. 26 of 2007 concerning Spatial Planning, namely economic incentives carried out through procedures for providing compensation or rewards, tax breaks, cross subsidies, space leases and crowdfunding, as well as physical incentives through the development or procurement of infrastructure and facilities to serve regional development in accordance with the spatial plan convenience.

Licensing procedures, and awarding awards to the public, private sector, and/or local government. (Daniri, 2006) To achieve this, there are several things that can be done by the private sector, including the private sector who will build a business location with a large area that needs to include the concept of providing green open space, cooperate with the government and the community in building and maintaining green open space, Facilitate the learning process of collaboration between the government, the private sector, and the community to solve problems related to the preparation of urban green open space, which can be in the form of providing training on the provision of green open space as well as

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discussion and seminar processes, taking an active role in discussions and provision processes related to the formation of public policies and the process of involving the community and the private sector related to the provision of green open space.

According to Charles Lindblom (1968) in Prawira et al (2021) suggests that the formulation of government policy is basically a very complex and analytical political process which does not know when it starts and ends, and the boundaries of the process are actually the most uncertain. It is a rather complex series of forces that we call the formulation of government policies that then produce results which are called policies. An expert on government policy from Africa, Chief JO Udoji (1981) in Sjuchro et al (2022), formulates in detail the formulation of government policy as a whole process involving the articulation and definition of problems, formulation of possible solutions to problems in the form of political demands, channeling these demands into political demands,

Public policy is everything that is decided by the government. This definition shows how the government has the authority to make binding policies (Freddy et al., 2022). In the process of making ideally the policy-making process is the result of dialogue between the community and the government. So that policy is not one-way. Policy is arguably a rule from the government that must be followed by anyone without exception, the policy is enforced in order to create a regulation that can make people obey the policies that have been made.

In planning the arrangement of green open space, they often only look at formal activities. Policy makers, in this case the government prepares spatial, building and environmental plans only for formal activities, such as residential areas, trade, industry and so on (Achmad, 2021; Sidiq et al., 2021). In connection with the existence of a policy, of course, there are pros and cons that occur. Moreover, it is known that the government's policies regarding business actors are increasing. Each region must have its own problems related to business actors. Business actors are the parties who most feel the impact of various policies issued by the government, especially regional spatial planning policies

At the time it was known that the city of Bandung was the capital of the province of West Java. For some people, the city of Bandung is one of the future cities in West Java, the assumption was raised considering that it is located in a basin or in the middle of the province of West Java. The city of Bandung is a very strong magnet for all residents of West Java to migrate to this city. Although the minimum wage in Bandung City is lower than Bekasi City, the natural nuances and cold weather are the reasons for an immigrant. Because the characteristics of the trees and plants that are the main attraction of the city of Bandung.

II. Review of Literature

The organizational structure is a description of the division of authority and responsibility as well as the vertical and horizontal relationships of an organization in carrying out its activities. Changes to the organizational structure are the answer to various pressures, both internal and external. One of the demands of society today is the effectiveness of the public administration system in carrying out community service functions through restructuring the organizational structure that is healthier and more efficient. Organizational restructuring is carried out to anticipate and accommodate changes that arise in the implementation of short-term and long-term hearings. Changes in structure will result in effective and efficient government organizations in providing quality services to the community. That the effectiveness and efficiency of an organization

is determined by three important elements, namely the mission and organizational strategy, organizational structure, and human resources. (Ivancevich, 2018; Dadi, 2021)

Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Understanding the organizational structure is the pattern - the pattern of tasks and task relations that have been determined, the allocation of activities to separate sub-units, distribution of authority among administrative positions, and formal communication networks. Understanding organizational structure is a formal pattern of grouping people and jobs, formal patterns of activities and relationships between various organizational sub-units which are often depicted through organizational charts. The organizational structure is a picture that describes the type of organization, departmental organization, position and type of authority of officials, fields and work relations, lines of command and responsibility, span of control and organizational leadership system. The organizational structure is the whole of the tasks that are grouped into existing functions so that it is a harmonious whole, continuously at a certain goal towards optimal conditions.

Where the organizational structure is described in the form of an organizational scheme or organigram, which is a graphic painting that explains various organizational relationships, both vertically and horizontally, between sections and between individuals. In other words, the organigram provides an overview of the personnel structure, namely the application of individuals to organizational positions. This means who holds the reins of leadership and to whom the duties, authorities, responsibilities and positions are assigned. (Nurlia, 2019)

The structure of the policy network refers to the pattern of relations between the actors involved. The structure of the policy network is related to the policy system. Systems theory argues that public policy making cannot be separated from environmental influences. Dunn (2004) mentions 3 (three) policy elements. Public policy is born out of demands which are a series of political influences. at the same time there are limitations and constraints of the environment that will influence policy makers. Environmental factors that will influence policy makers. At the same time explaining that, although various definitions of public policy imply that the government has the most authority to make policy, policy making does not apply in a vacuum. One of the main roles of the government is the role of regulation. However, in a democratic state environment, this role is certainly not always the dominant role of the government. All policy actors, government and non-government collectively contribute.
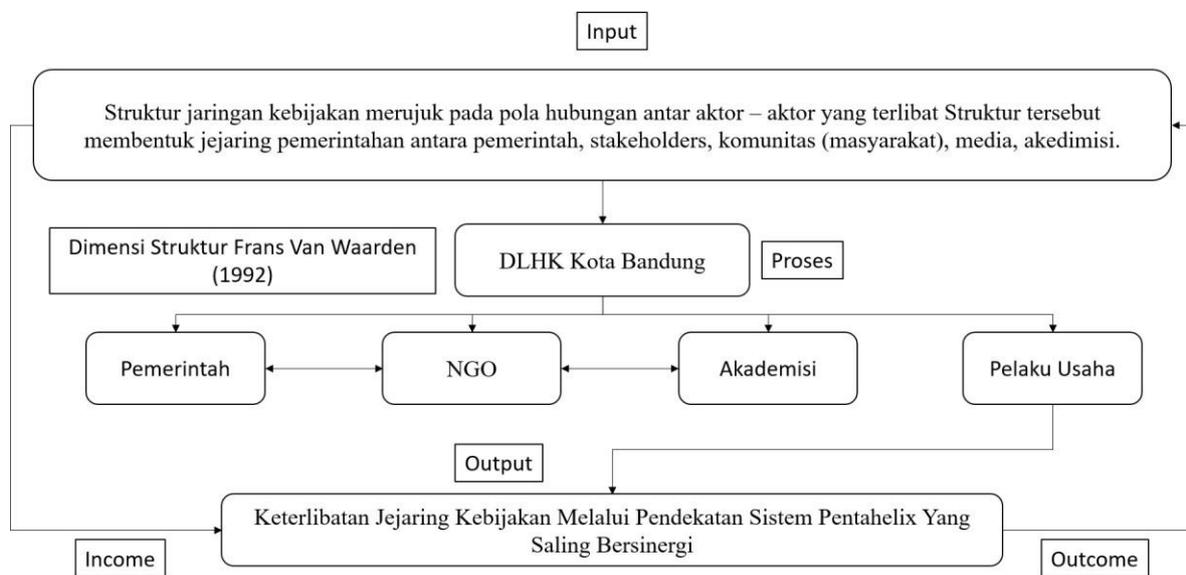
Based on the meaning and function of the organizational structure, it shows that the organizational structure has a very important role in an organization, so that the organizational structure is also very influential on the Policy Network.

III. Research Method

Literally, phenomenology comes from the Greek word "pahinomenon" which means symptoms or everything that appears. The term phenomenon can be seen from two points of view, namely the phenomenon that always shows out and the phenomenon from the point of view of our consciousness. Therefore, in looking at a phenomenon we must first look at the filter or ratio, so as to find true consciousness. According to Alase (2017) phenomenology is a qualitative method that allows researchers to apply and apply their subjectivity and interpersonal skills in the exploratory research process. Second, the definition put forward by Creswell quoted by Eddles Hirsch (2015) which states that

qualitative research is a study that is interested in analyzing and describing the experience of an individual phenomenon in the everyday world (Helaluddin, 2019)

Data collection techniques used various methods, including semi-structured interviews. According to Sugiyono (2010), he suggested that semi-structured interviews were to find problems more openly, where the parties invited to the interview were asked for their opinions and ideas. Furthermore, there are 2 kinds of observations, namely passive observation which means that the researcher is present, observing and recording the activities under study from a place outside the activity or post observation and descriptive observations in which there are 2 variations including the Grand Tour and Mini Tour. Grand Tour is an observation as a whole or to find out a deeper case, while a Mini Tour is an observation that describes a specific context related to the topic of the problem. This research was conducted at the Bandung City Environmental Service.

Input

Struktur jaringan kebijakan merujuk pada pola hubungan antar aktor – aktor yang terlibat Struktur tersebut membentuk jejaring pemerintahan antara pemerintah, stakeholders, komunitas (masyarakat), media, akedimisi.

Dimensi Struktur Frans Van Waarden (1992)

DLHK Kota Bandung

Proses

Pemerintah — NGO — Akademisi — Pelaku Usaha

Output

Keterlibatan Jejaring Kebijakan Melalui Pendekatan Sistem Pentahelix Yang Saling Bersinergi

Income

Outcome

Processed by Researchers 2022

Figure 1. *Thinking Framework*

IV. Result and Discussion

DLHK Bandung City, that the structure that is carried out begins with identifying problems and choosing which institutions and sectors need to be involved, communicating with the selected parties to determine policies.
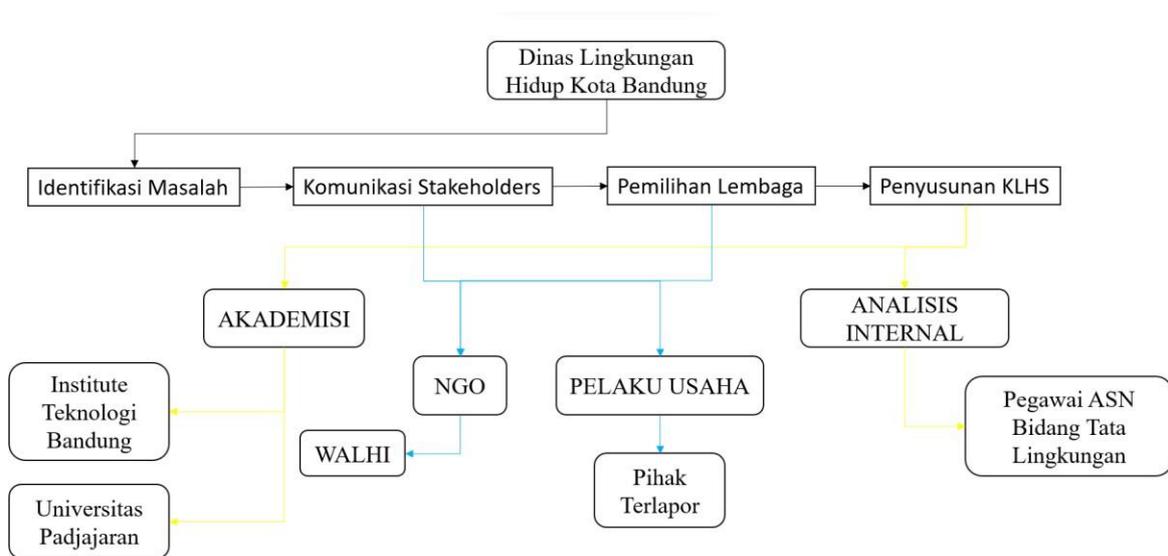
> ***"By identifying the problem, which institutions need to be involved, in which sector, only after that establish communication with the stakeholders to issue certain policies."*** Salman Faruq

Problem identification is the initial stage of problem mastery, where objects in a certain fabric can be recognized as a problem. The selection of institutions or sectors is a careful step and can be adopted, because the context chosen is based on the problems that occur for improvement.

The next stage is to communicate with stakeholders. In communication, the most important thing in it is how information passes formally from someone with higher

authority to someone with lower authority (downward communication), information moves from a position of lower authority to someone with higher authority (upward communication), information that moves between people who have the same level of office (horizontal communication), and information or messages that move between people and positions that are not superiors or subordinates to each other and they occupy different functional parts (diagonal communication).

> *"Several times we often compile KLHS, there are 4 points, namely Academics, Business Actors, NGOs, and Internal Analysis. Like other regulations concerning the environment, we do public consultations, by means of FGDs, we invite WALHI, ITB and UNPAD to ask for solutions, even what inputs are lacking from these regulations."*Salman Faruq

Processed by Researchers 2022

Figure 2. *Structure of Bandung City DLHK Policy Network Pattern*

Information:

1. Blue Arrow: Stakeholder Communication and Institutional Selection is carried out by determining the selection of NGOs and Business Actors in accordance with the relevance of the context of the problem.

2. Yellow Arrow: The preparation of the KLHS is carried out by involving academics as one of the actors who have the role of agents of change by having relevant scientific studies and theories. In addition, the preparation also involves an internal analysis of the Human Resources in the DLHK of Bandung City, especially in the Environmental Management Sector.

The flow of the pattern of the policy network structure in the DLHK of Bandung City, begins with problem identification, problem identification is carried out to facilitate the selection of institutions and communication at the next stage. With the context of Green Open Space, DLHK conducts selection of institutions (stakeholders) together with

an NGO, namely WALHI. WALHI is a non-governmental organization that serves as an environmental advocacy agency. As for business actors, this is the reported party who is suspected of committing a violation as stated in the RTRW or as a partner who wants to cooperate with DLHK in terms of fulfilling Private RTH.

The next stage, if the selection of institutions has been carried out, then the DLHK makes the preparation of the KLHS and involves academics. This is intended as DLHK is a government agency that works according to established regulations, so as a technical agency, DLHK invites academics to participate in helping organize the preparation of the KLHS. The academic capacity that is owned starts from the Padjadjaran University campus and the Bandung Institute of Technology. The two universities are often invited by DLHK to handle a case or prepare a KLHS by using scientific studies and relevant theories in a case. In addition, in the preparation of the KLHS, DLHK also has Human Resources who are qualified in the abilities and skills of employees.

Table 1. Structure of Bandung City DLHK Policy Network

Actor	Network Size	Membership Type	Coordination Type	Relationship Condition
DLHK Bandung	Big	Required	Consultative	cooperative
NGO	Small	Volunteer	Consultative	cooperative
Businessmen	Small	Volunteer	Consultative	cooperative
Academics	Big	Volunteer	Consultative	cooperative
Internal Analysis	Big	Required	Consultative	cooperative

Processed by Researchers 2022

The description of the table above is the result of data processing that the researcher obtained from an interview with pa Salman Faruq that the Policy Network Size was obtained "Large" and "Small". The Coverage of Policy Network Size at DLHK Bandung City, Academics and Internal Analysis is large compared to NGOs and small business actors. This is because the selection of NGOs and business actors in the city of Bandung is very small, so that not all people in the city of Bandung are part of the NGO.

Furthermore, on the type of membership, the obligations of members are carried out by DLHK Bandung City as an agency and Internal Analysis of employees in the Environmental Management Sector. Volunteer members include NGOs, business actors and academics because the three sectors are not part of the Bandung City Environmental Protection Agency's institutionalization.

In the order of the Coordination Types Table, the 5 sectors are highly consultative. Consultative is an exchange of thoughts to reach a conclusion. In this case, these 5 sectors often conduct focus group discussions (FGD) and often conduct consultative communications, so that there is no selfishness or unilateral decision making. Of course, with a consultative work style, the working relationship will be more cooperative between sectors, so that they are able to accept arguments, opinions, ideas, ideas and innovations that will be formulated.

V. Conclusion

From the discussion above, it can be concluded that the Dimensional Structure carried out by DLHK uses the Pentahelix approach, while the involvement includes academics, NGOs, business actors and internal analysis. This aims to facilitate the tasks determined by the leadership according to the Bandung City RTRW regulations. Furthermore, the structural pattern is carried out by starting with the identification of case problems, because the beginning is the basis for finding out the problems which will later be continued to the communication stage, then DLHK conducts the stakeholder communication stage, this is to enter into a cooperation agreement by entering into an MoU with willing stakeholders. At the institutional selection stage, as with the institutions that have signed the cooperation agreement, a discussion session with the selected NGO will be continued.

Suggestion

From the above conclusions, draw a suggestion that the Bandung City DLHK as a technical agency needs to show the existence of involvement with the community,which aims to establish harmony between the government and the community.

1. Involving the youth community of environmental activists in the city of Bandung

2. Socializing the Structure of the Policy Network Pattern as a form of transparency in the performance of the Bandung City Environmental Protection Agency and the pentahelix sector

3. Involve the security forces in the preparation of the KLHS, such as the police and Satpol PP. because these two agencies often get reports from the public about environmental irregularities.

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