

INNOVATION OF LOCAL GOVERNMENT AND PRIVATE PARTNERSHIP PROGRAMS IN EMPOWERING COMMUNITIES AFFECTED BY COVID-19 IN BATURAJA TIMUR DISTRICT, OGAN KOMERING ULU REGENCY

Aprilia Lestari¹, Eva Susanti²

Universitas Baturaja, Ogan Komering Ulu, Indonesia^{1,2}

E-mail: yarie2104@gmail.com

ABSTRACT

A pandemic situation like the one faced some time ago has caused part of the community's economy to decline. Therefore, the government and the private sector are always trying to explore various innovations in increasing the economic capacity of the community in the midst of a pandemic. The Baturaja People's Credit Bank (BPR Baturaja) together with the regional government of Ogan Komering Ulu Regency, in this case the Department of Trade and MSMEs, are partners in implementing community empowerment programs affected by the co-19 pandemic. The purpose of this study was to determine the partnership between the government and the private sector in carrying out innovative community empowerment programs, and to measure the success of the empowerment programs carried out. More specifically, this research is intended to determine the strengths and weaknesses of the program being implemented, so as to produce recommendations to strengthen the program. This study uses a qualitative research method, in order to examine in depth about public-private partnerships, which is not possible to study quantitatively. Based on research, the community empowerment program carried out by a government-private partnership in the Ogan Komering Ulu district was realized in the form of a program providing catfish seeds and a set of equipment for communities affected by Covid-19. In this empowerment program, the local government acts as a decision maker, target setter, facilitator in linking the community with the private sector, and as a supervisor in program implementation. Meanwhile, the private sector (BPR Baturaja) acts as a provider of capital and oversees the implementation of the program.

Keywords: *Innovation, Partnership, Empowerment*

ABSTRAK

Situasi pandemi seperti yang dihadapi beberapa waktu yang lalu telah menjadikan sebagian perekonomian masyarakat menurun. Oleh karena itu, pemerintah dan swasta selalu mencoba menggali berbagai inovasi dalam meningkatkan kemampuan ekonomi masyarakat di tengah pandemi. Bank Perkreditan Rakyat Baturaja (BPR Baturaja) bersama pemerintah daerah

Kabupaten Ogan Komering Ulu dalam hal ini Dinas Perdagangan dan UMKM bermitra dalam melaksanakan program pemberdayaan masyarakat yang terdampak pandemi covid-19. Tujuan penelitian ini adalah mengetahui kemitraan pemerintah dan swasta dalam menjalankan inovasi program pemberdayaan masyarakat, dan mengukur keberhasilan program pemberdayaan yang dilakukan. Lebih khusus, penelitian ini ditujukan untuk mengetahui kelebihan dan kekurangan program yang dijalankan, sehingga menghasilkan rekomendasi untuk memperkuat program tersebut. Penelitian ini menggunakan metode penelitian kualitatif, guna mengkaji secara mendalam mengenai kemitraan pemerintah dan swasta, yang tidak memungkinkan jika dikaji secara kuantitatif. Berdasarkan penelitian, program pemberdayaan masyarakat yang dilaksanakan oleh kemitraan pemerintah dan swasta di kabupaten Ogan Komering Ulu terwujud dalam bentuk program pemberian bibit ikan lele beserta seperangkat perlengkapannya bagi masyarakat terdampak Covid-19. Dalam program pemberdayaan ini, pemerintah daerah berperan sebagai pengambil keputusan, penentu sasaran, fasilitator dalam menghubungkan masyarakat dengan swasta, dan sebagai pengawas dalam pelaksanaan program. Sedangkan pihak swasta (BPR Baturaja) berperan sebagai pemberi modal dan pengawasan dalam pelaksanaan program.

Kata Kunci: *Inovasi, Kemitraan, Pemberdayaan*

INTRODUCTION

Creating an empowered and independent society is a challenge for the government. Community empowerment can be a benchmark for the success of government administration. Previously, the government has implemented some of community empowerment programs with various methods, but the results are too significant to make people survive in various situations. The program, which has been carried out more in the form of assistance that is in the form of solving community problems for a moment, has not been able to make an independent community. Finally, the community's economy faltered when there were

various problems, including the COVID-19 pandemic.

The Covid-19 pandemic has "forced" all segments to explore various innovations in maintaining the economy. The pandemic has weakened sectors of the community's economy, especially people who are classified as weak economies. The phenomenon that occurred in Ogan Komering Ulu Regency, which became a Covid-19 red zone, made people's livelihood activities weakened. For example, the head of a family who works as a transportation service provider (*ojek*), is forced to lose his livelihood because of the *School from Home policy*, and *Work from Home* considering that the main customers of motorcycle taxi drivers in Ogan Komering Ulu

Regency are students and employees of government and private offices. The weakening of some people's income certainly has an impact on reducing people's purchasing power, then has an impact on the existence of stalls that lack buyers and results in a decrease in stall turnover, a decrease in the income of stall owners. Moreover, the chain of problems of economic decline is increasingly closely related.

This phenomenon encourages the government and the private sector to collaborate in creating a community empowerment innovation to boost the community's economy. The Baturaja People's Credit Bank (BPR Baturaja) together with the Ogan Komering Ulu Trade and MSME Office collaborated in providing catfish capital assistance programs to communities affected by the Covid-19 pandemic in East Baturaja district, considering that this district is a district that has been greatly affected by the pandemic in Ogan Komering Ulu Regency. BPR Baturaja as a private element provides fund sharing through community empowerment programs compiled with local governments. Meanwhile, local governments are a source of data on communities affected by Covid-19 who need to get assistance from community empowerment programs.

LITERATURE REVIEW

Public-Private Partnership

In carrying out public services and overcoming social problems,

including community empowerment, the government is aware of the government's limitations in providing this for the community. This then became the background for the government to cooperate with the private sector. The definition of Public-Private Partnership according to the World Bank (2014:25) is *"Governments looking at options to improve performance of existing public assets and services in these sectors may consider a PPP as an alternative sector reform option to privatizing and establishing a regulatory regime"*. This means that the government is no longer the sole actor responsible for public problems so it is necessary to privatise as an alternative to governance reforms, so this public-private partnership is considered a strategy to engage the private sector.

Public-private partnership is a cooperative relationship in the implementation of public services, development, community empowerment, and others related to government functions that must be carried out by the government. In this study, the public private partnerships observed were in terms of community empowerment. The role of government in this partnership is the role of legislation, facilitating, partnering, and publication and awarding.

As for the role of the private sector, which is an actor within the state, being a partner of the government in providing services and public goods.

The private sector is a critical component in addressing the development challenges discussed above through its contributions in many areas, including growth, jobs, poverty reduction, service delivery, food security, climate change mitigation, environmental sustainability, and contributions to taxes. (A joint report of 31 multilateral and bilateral development finance institutions, 2011:7). This means that the private sector has the power to influence decision-making and policies carried out by governments that concern the lives of their citizens.

Innovation

Innovation is an economic and social success as a result of the introduction of new ways of transforming inputs into outputs that can create major changes in the relationship between use value and also the price offered to consumers or users (Maulana, 2018). In government, innovation can encourage the government to explore creativity in providing services to the community. Innovation can create change and can improve people's welfare. According to Martin Radenakers quoted by (Rengganis, 2019) in the journal Dlingo Village Government Innovation in Realizing Community Empowerment through Village Mart in 2017, dividing innovation into four types, namely: a) Product Innovation, namely changes in products, services, and combinations of the two which

then make both new products or services. b) Process Innovation, which is a new method or way of carrying out an activity that is value-added, for example, such as, better or cheaper distribution or production. c) Organizational Innovation, a new method of managing, coordinating, and supervising employees, their activities, and responsibilities. d) Business Innovation, which is a combination of new products, processes, and organizational systems. This type is also known as the business model.

In community empowerment, of course, government innovation is needed. Social changes in society continue to occur from time to time, this encourages the government to continue to carry out dynamics in order to respond to community needs. Especially in certain situations such as pandemics and natural disasters, the government is required to be able to protect all its citizens through the steps taken. This step certainly cannot be separated from innovation.

Pervaiz K. Ahmed and Charles D. Shepherd explained that innovation is not only limited to objects or goods produced, but also includes life attitudes, behaviors, or movements towards a process of change in all forms of community life (Marzuki, 2016). Innovation in general can be interpreted as an idea, object as a product, information technology, institution, attitude, *value*, and new programs that are not widely known,

and applied by most citizens in a certain locality, which can be used or encourage renewal that causes changes in all aspects of community life in order to realize the improvement of the quality of each individual and all citizens of the community concerned.

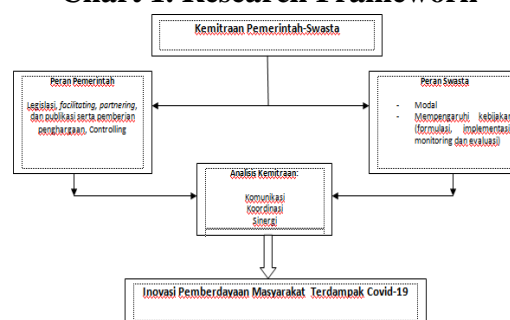
Community Empowerment

According to Mulyono (2008), Community empowerment is a process of changing the structure that must exist in society, the results certainly aim at the welfare of the community. In community empowerment, community involvement is certainly needed to be active in a development, such as economic development where the government involves the community so that the community's economy can improve through their abilities. Basically, the purpose of empowerment is to increase the strength of the community so that people can overcome the problems they face. Community empowerment has three main objectives, namely: a) increasing the income of people at the lower level and reducing the number of people who are below the poverty line. b) develop the capacity of the community to be able to increase productive socioeconomic activities for people in rural areas. c) develop community capabilities and increase the institutional capacity of the community, both officials and citizens. (Hairi, 2012). As for the definition of community empowerment according to Sumodiningrat (in Mardikanto (2001:

65), Community Empowerment is an effort to make the community self-sufficient through the realization of their potential abilities to determine the most appropriate choice of activities for their own self-development.

This study uses a partnership measurement analysis unit conducted by local governments with the private sector which includes the process of communication, coordination, and synergy. The process is observed in several stages of empowerment activities carried out; setting standards and goals, resources, and program implementation.

Chart 1. Research Framework



METHOD

This research is qualitative research. The use of this qualitative type of methodology is carried out in order to explore comprehensive and deep information about the pattern of partnership between the government and the private sector in innovating to empower communities affected by the Covid-19 pandemic in East Baturaja District, Ogan Komering Ulu Regency. Therefore, it is necessary to collect data more deeply through confirmation to

various actors who play a role in the empowerment program, then make this research more dynamic and complex which is not possible to collect the data only through questionnaires.

The pattern of partnership which includes communication, coordination, and synergy between the role of the government and the private sector in formulating and implementing community empowerment innovations is the focus of this research. The data used are primary data and secondary data. Primary data is used as a tool to dig deeper into the quality of village management from all stakeholders who play a role. Secondary data is used to reinforce the correctness of the data statements obtained in the primary data collection.

Data collection in this study was carried out through:

1. Observation, the researcher directly observes the object under study. This observation produces direct data that can be used both as main data and supporting data.
2. Interviews, through interviews, researchers conduct questions and answers with several sources related to the research, then the data obtained is used as the main data in this study.
3. Documentation, as supporting data, this study uses various journals and books to strengthen the data of research results.

The data that has been collected through the method above is then

analyzed with stages that begin with examining all available data, providing arguments, and drawing conclusions.

RESULTS AND DISCUSSION

Community empowerment is essentially the main function of the government. However, in its implementation, the government can cooperate with the private sector to anticipate the "failure" of the government in carrying out this function, considering that there are limited resources in the government. The Covid-19 pandemic has become a new burden for the government to revive the community's economy which has been slumped due to various restrictions that have occurred. Termination of employment, loss of livelihood due to the absence of consumers (such as motorcycle taxi drivers who lose income due to WFH and SFH) are cases that must be responded to immediately by the government in order to maintain people's economic stability.

The local government of Ogan Komering Ulu Regency, through the Fishery Office, has carried out various ways to maintain the economic stability of the community, one of which is collaborating with the private sector in providing independent business capital for communities affected by Covid-19. One of the government partners in this activity is the Baturaja People's Credit Bank (BPR Baturaja). The cooperation formed is the government as a

facilitator in formulating programs and empowering the community by being funded by BPR Baturaja. In this partnership, the program that was then carried out was a partnership in providing catfish breeds assistance for the people of Tanjung Baru village, Baturaja Timur District, Ogan Komereng Ulu Regency, which was affected by *Covid-19*.

The implementation of this program intends to increase the income of residents so that they are able to realize their economic development independently during the pandemic and support the acceleration of people's welfare. This is in accordance with the objectives of the program, namely to improve the quality of human resources (HR) in cultivation science and increase the efficiency and effectiveness of organizing cultivation businesses to meet the quality and productivity of superior human resources in order to increase the economic relevance of the community independently. This program has been held since the end of September 2020 and is run until now. The Fishery Office and BPR Baturaja began to carry out a catfish breeds cultivation development program in Tanjung Baru village since September 17, 2020, and was carried out in stages. The program began with the distribution of facilities and infrastructure, namely 250 catfish seeds and 5 buckets used as a place for cultivation. The facilities were given to Lubuk Dingin Village.

In the implementation of community empowerment partnership programs, communication and coordination are key points to achieve synergy, in order to achieve empowerment goals effectively and efficiently. The Fishery Office of Ogan Komereng Ulu Regency and BPR Baturaja have promoted the communication and coordination into several stages of the implementation of the following partnership program:

Setting Standards and Targets

The standards and targets of a program are the most vital. This is as a map of the direction of program implementation, about what it looks like and who is the target of a program. Standards and targets are set jointly by each actor who plays a role in the preparation and implementation of a program. The standard in question is in the form of certain criteria that are compiled as a condition for the recipient of the program, and the target is the final target.

In the partnership that occurred between the Ogan Komereng Ulu Regency Government (in this case the Fishery Office) and BPR Baturaja in empowering communities affected by covid-19, the setting of standards was discussed together and stated in a cooperation document containing that the government through the village apparatus determined the target group of the program in accordance with predetermined criteria (communities affected by *covid-19*).

The implementation of the community empowerment program affected by *Covid-19* through the fostering catfish seeds cultivation, the standards and targets of the program can be said to be good. This is characterized by the fulfillment of standard and target criteria, namely the clarity of the standards and targets of the program itself and the determination of the community who are really entitled to receive the assistance. Realistically, this is manifested in the form of program implementation standards which include the distribution of facilities and infrastructure as well as carrying out socialization, coaching, mentoring and supervision activities in order to achieve the goal of improving the community's economy independently.

The standards of this program have been carried out in accordance with what has been set, namely providing facilities and infrastructure as well as socialization activities. Furthermore, the target of the program is the affected village communities. However, even so, not all affected communities are willing to accept catfish seed assistance and their guidance, so in determining the target of the program, the implementing party, namely the Fishery and Animal Husbandry Office of Ogan Komering Ulu Regency, handed over the authority to the village government to choose their communities who are willing to receive this assistance and

guidance, so the alternative was chosen so that there would be no mistakes in choosing program targets. Based on the findings of observations showed that it was quite effective. In Tanjung Baru Village, Lubuk Dingin, Baturaja Timur District, which has the right to get assistance in the form of catfish seeds as many as 10 families. It is characterized by the target group or selected residents are affected residents and are really interested and diligent in carrying out the directions given. Residents also seemed enthusiastic about showing the results of their cultivation when researchers took to the field.

So that overall the standards and targets of the program can be said to be quite good and directed. With the standards and targets that have been set, the community empowerment program through the development of catfish seed cultivation by the fisheries and animal husbandry officer is able to run properly. Although in essence the setting of standards is still considered less comprehensive, because the standard criteria for implementing good coaching include the provision of facilities and infrastructure, discussion of training materials, to follow-up training, and as we know that the standards of this program only come to the provision of training materials or called briefings without any follow-up training, namely mentoring.

Resources

One of the keys to the successful implementation of a program is accuracy in the management of existing resources. The resources in question can be both human resources and financial resources. Surely the two sources are related to each other. Human resources are a factor that greatly affects the effectiveness of a program implementation process. The entire implementation process requires the existence of qualified human resources in accordance with competencies and capabilities. However, competent and good human resources are not balanced with sufficient finances, so the problem becomes complicated to realize and what is the initial goal will also be difficult to realize.

When viewed from human resources and financial resources in the community empowerment program affected by Covid-19 through the coaching catfish seeds cultivation, the program is good. The actor who acts as the implementor of this program has good experience in the field being run. The human resources who accompany the implementation of this program are directly from the Fishery Office of Ogan Komering Ulu Regency. In addition, in running this program, the availability of resources in the form of capital, has never experienced a shortage. The source of funds provided by a third party, namely BPR Baturaja, is actually sufficient to run this

program. In addition to providing funds, third parties also provide several facilities and infrastructure. Such as 5 fish containers to each recipient of this coaching program.

Program Implementation

The Fishery Office of Ogan Komering Ulu Regency and BPR Baturaja began to carry out a catfish cultivation development program in Tanjung Baru Village since September 17, 2020, and was carried out in stages. The program began with the distribution of facilities and infrastructure, namely 250 catfish seeds, catfish feed, and 5 containers used as a place for cultivation. The facilities were taken at the county house.

Furthermore, the Fishery Office provides guidance and assistance to the community regarding catfish cultivation steps such as giving catfish feed 2 times a day and changing the water in catfish buckets once every 1 week. The Fishery Office advises the community to place *kangkung* (vegetable leaves) on the surface of the water, so that catfish are not exposed to direct sunlight. Then during the program, the Fishery Office of Ogan Komering Ulu Regency, continued to monitor / supervise until it was confirmed that the empowerment program carried out had been successful. Meanwhile, the private sector (BPR Baturaja) no longer carries out assistance and supervision because

of its role only as a provider of capital / funding.

An important indicator in the implementation of the program in addition to the availability of capital and implementors is the response and participation of target groups. The community as a target group must actively participate in the achievement of the goals of a program. In this partnership program, the community is very responsive. The community feels that with the partnership program, the community is able to improve its economy independently.

CONCLUSION

In terms of the role of the government and the private sector in the implementation of partnership programs in empowering communities affected by Covid-19 through the development of catfish seeds farming carried out by the Fishery and Animal Husbandry Office of Ogan Komering Ulu Regency and BPR Baturaja. The role of the government in implementing the program is to determine the target group, provides guidance, direction, assistance, and supervision. The role of BPR Baturaja as a private party is to provide assistance in the form of 5 large buckets as a container for 250 catfish seeds, each of which contained 50 catfish seeds. In this community empowerment, the local government of Ogan Komering Ulu regency has innovated through partnering with the

private sector to increase the power of people affected by Covid-19.

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