

Diálogos

ISSN 2177-2940

Strategy for the Policy Implementation of Delegating Part of the Authority of the Mayor to the Camat in Bekasi City

Iwan Satibi¹, Andy Frengky², Ummu Salamah³

^{1,2,3}Universitas Pasundan, Bandung, Indonesia

Email: iwan.satibi71@gmail.com

Abstract: Aims of this research are: determining the effectiveness of a policy that delegated some of the Mayor of Beka's authority to the sub-district head in the area of public services; and analyzing the strategies that the Bekasi City Government must implement in order to ensure that the delegation to the sub-district head of some of Mayor Beka's authority to implement in the area of public services can be carried out effectively Using Richard Matland's idea of implementation effectiveness, researchers conducted this investigation The researcher applied a case study technique while doing a descriptive analysis. Interviews, observations, literature research, and document studies were used as data gathering approaches. SWOT analysis is used in this study to analyze strategy. The end result is a plan for executing the mayor's authority delegation policy in Bekasi City, Indonesia. According to the study's findings, Bekasi City's policy of delegating portion of the mayor's administration to the sub-district head was implemented in line with the program's aims and objectives. Policy, execution, target, and environmental correctness are all critical to success. There is a positive SWOT result in Quadrant I, which means that the strategy implemented is to support an aggressive growth policy (growth-oriented method) through the expansion of licensing authority delegated to the sub-district head, the optimization of information technology resources, and the empowerment of community groups in their role.

Keywords: *Policy Implementation, Policy Implementation Strategy, Delegation of Authority.*

INTRODUCTION

The paradigm shift of government from centralized to decentralized provides political power in the form of broad authority to the regions to regulate and manage their households, granting and expanding authority from the center to the areas as one of the efforts to encourage the bureaucratic path in providing services to the time-consuming community. Time-consuming and high costs (Bruce & Knox, 2009; Laffin, 2016; Kiwango et al., 2015). Through decentralization, the central government transfers some authority to districts/cities to manage government activities autonomously except in matters of 6 fields: defense and security, monetary, religious, judicial, foreign relations, and cross-district/city (Ermawati & Aswar, 2020; Martati et al., 2020; Brosio, 2002). Like it or not, local governments must carry out various authorities that the central government has carried out. For this reason, local governments are required to provide quality, more efficient, effective, and responsible services. Thus, the purpose of regional autonomy is to improve the quality of public services (Oulasvirta & Turala, 2009; Walder, 1995; Tangi et al., 2021).

The main emphasis on regional autonomy at the district and city levels is more complex, such as the size of the population and the breadth of service coverage (Yoder, 2003; Hadiz, 2004; Campbell & Coulson, 2006). Problems that arise include the long-distance and difficulty of public access to the Regency/City Government services. This makes the purpose of implementing autonomy apparent when there is low public access to the benefits of their leaders in the regions. During the implementation of regional autonomy, there are communities, first the "regional" approach such as the provinces, districts/cities, sub-districts, and villages. Both methods are "sectoral," such as the economic, education, and health sectors (Kaiser et al., 2006; Madubun & Akib, 2017; Subianto et al., 2020).

As a result of decentralization, the states and local governments have the ability to control and administer all aspects of government activity not directly related to the federal government (Ladner et al., 2016; Resosudarmo, 2004; Ribot et al., 2006). A region's regional policies can offer services, encourage engagement and empower communities to better their own well-being. Thus, regional autonomy policies have fostered structural, functional, and cultural modifications in regional governance (Keating, 1997; Benz & Eberlein, 1999; Gong, 2006). Changes to sub-districts' positions, primary responsibilities, and duties under the deconcentration concept have made it clear that they are no longer regional apparatus. Instead, they are constrained devices under the decentralized principle. The regent/mayor delegated authority to the sub-district head as a regional apparatus, and the sub-district head is accountable to him in performing his responsibilities. Government rules influence how sub-district administration is formed, positioned, and assigned tasks and activities. A significant delegation of public service power is given to the Camat as a regional apparatus. There are also general government responsibilities that the district's sub district will carry out (Kusuma, 2013; Hidayat, 2019; Laksana & Supriyono, 2015).

The delegation of part of the authority of the regent/mayor to the camat is basically to increase the effectiveness of regional government administration at the sub-district level. Therefore, granting the full government authority to regencies/municipalities is intended because the area is closer to the community as the party that gets services and empowerment (Haris, 2005; Isa, 2009; Djamrut, 2015). The delegation of authority from the Regency/City Government to the sub-districts can be implemented if it fulfills the four prerequisites for the commission of control; first, there is political will from the regent/mayor. Second, political will from the executive and legislative branches. Third, the willingness of the Regional Technical Service and Institution to delegate technical authority that the sub-district can carry out through the decision of the Regent/Mayor. Fourth, budget and personnel support in carrying out the delegated authority (Mardani, 2011; Suparman, 2017; Salam, 2020).

By giving the Camat some of the regent/authority, mayor's the sub-district hopes to streamline local government administration, turn the sub-district into a hub for community services, and serve as a service node for district/city integrated service offices/agencies, all while bringing benefits closer to the community (Pratama, 2018; Margayaningsih, 2015). To put the policy into practice, Bekasi has had the Mayor Regulation (Perwal) of Bekasi Number 34 of 2008 concerning Delegation of Part of the Mayor's Authority to the Camat and Working Relations between City, District, and Kelurahan Regional Apparatus enacted. This policy has been implemented since 2008.

Delegation of some of the authority of the Mayor of Bekasi to the Camat in its implementation is not as smooth as imagined. The authority delegated by the mayor to the sub-district head has not fully succeeded in realizing services that can satisfy the community and answer the challenges of regional problems that are so complex and dynamic (Tomuka, 2013). Early identification of the inhibiting factors include:

1. The stages of issuing permits delegated to the sub-district heads are not yet fully implemented in the sub-districts. Recommendations from the technical service are still one of the inhibiting factors for timely licensing according to Standard Operating Procedures (SOP);
2. Not all mayoral powers delegated to sub-district heads are equipped with technical instructions and SOPs;
3. Limited resources for service personnel who have good competence and integrity;
4. Non-compliance of service officers in carrying out technical instructions and standard operating procedures that have been established;
5. Service rooms and service counters that still do not meet the ideal minimum standard of service counters.

Departing from these phenomena and problems, this research focuses on analyzing the implementation of the policy of delegating some of the mayor's authority to the sub-district head in the field of public services in Bekasi City. While the formulation of the research problem is:

1. How is implementing the policy of delegating some of the mayor's authority to the sub-district head in the field of public services in Bekasi City?
2. What strategies can be implemented so that the implementation of the policy of delegating part of the authority of the Mayor of Bekasi to the sub-district head in the field of public services can be effective?

Referring to the formulation of the problem above, the objectives of this research are::

1. To find out the implementation of the policy of delegating part of the authority of the Mayor of Bekasi to the sub-district head in the field of public services;

2. To analyze the strategy that must be carried out by the Bekasi City Government so that the delegation of some of the authority of the Mayor of Bekasi to the Camat in the field of public services can be implemented effectively.

The theory used in parsing the formulation of the research problem is to use a policy implementation model according to Richard Matland (1995), explaining that four main principles, namely influence the effectiveness of implementation:

1. Appropriate Policies, described in three aspects of the study, namely: policy standards that follow the conditions and needs, policies according to the character of the problem to be solved, policies made by institutions that have authority following the surface of the policy.
2. Appropriate implementation, described in two aspects of the study, namely: the level of readiness of the actors involved in the policy and their influence and the standard of delegation of authority;
3. Accurate Target, described in three aspects of the study, namely: the intervention target is as planned and there is no overlap with other interventions, the target is in a condition ready for intervention, is new, or renews the implementation of previous policies.
4. An appropriate environment is described in two aspects of the study: the internal policy environment also called the endogenous variable, and the external policy environment, which is also called the exogenous variable.

Furthermore, the literature review also describes the concept of strategy using SWOT analysis and the idea of delegation of authority.

METHOD

This study employs a qualitative case study technique as its research methodology. It's a qualitative technique since the data gathered and the analysis is more in-depth, according to Sugiyono (2016)." As a result of using a qualitative method, this study looks to learn as much as possible about the informants' perspectives on various topics by gathering data in the form of qualities that are revealed based on informants' linguistic ideas. Because of this, researchers offer informants with as complete and holistic a chance as possible to provide all informant information. This study employs a qualitative case study method. According to Creswell (1998), a case study is a research technique used to thoroughly explore anything by gathering data from multiple sources and comparing it against people, groups, or circumstances. Rahardjo (2017) claims the case study was natural, holistic, and in-depth. It will not be isolated from the regular and ongoing steps of the procedure. Some of the sites of qualitative research with a case study technique are described by Rahardjo (2017). The occurrence of the mayor delegating public services to the present sub-district leader is described qualitatively. The implementation requirements for the transfer of some of the mayor's authority to the Camat are being explained, recorded, analyzed, and interpreted. Delegating some of the mayor's authority to the sub-district head in Bekasi City is also being reviewed by the researcher in order to get a systematic, factual, and accurate description of the implementation of the public policy in the population and research location specified, namely Districts in Bekasi City. Researchers must create hypotheses linked to study topics based on empirical evidence acquired in the field.

RESULT AND DISCUSSION

Purpose and Objectives of Delegating Part of the Mayor's Authority to the Camat

The purpose of the formulation of the policy for delegating some of the mayor's authority to the Camat is to empower the administration of local government through the function of the sub-district as a City Regional apparatus to support the achievement of the vision and mission of regional development through the delegation of the regent's authority to the Camat in the licensing sector, to shorten the span of control of licensing services. For the community, it is enough to do it at the sub-district level. In the end, it will be able to increase the revenue of Bekasi City's Original Regional Revenue (PAD) from the licensing sector. Autonomy may be the domain of the district/city. Still, the frontline of some service functions should be left to the sub-districts, in addition to the heads of regional offices/regional technical institutions. Thus, district/city governments need to prioritize steering functions such as coordination, guidance, facilitation, and control rather than the rowing function or direct administration of an affair.

Shifting the Paradigm of Governance in the Implementation of Regional Government, community expectations for the significant role of sub-districts can still be high. The community still expects the role of the sub-district as in the past, as regulated in Law Number 5 of 1974 concerning Regional Government. This can be seen from the tendency of people who still make the sub-district a place for various social problems, ranging from population problems, natural disasters, street children, waste management to social conflicts. Law Number 32 of 2004 concerning Regional Government, on the other hand, has brought about various new changes in the administration of regional government. One of these changes concerns the position, duties, functions, and authorities of the sub-district. These changes change the form of organization, financing, filling of personnel, fulfillment of logistics needs, and accountability, both directly and indirectly. The transformation begins with a change in the definition of the sub-district itself. In Law Number 5 of 1974, sub-districts are defined as administrative areas of government in the context of deconcentration. This definition means that the sub-district is the work environment of the central government apparatus that carries out the implementation of general government tasks in the region (Maksum, 2007).

Law No. 32 of 2004 defines a sub-district as the working area of the sub-district head, which is the district and city-regional apparatus. This change in definition makes the sub-district which has initially been one of the administrative areas of government other than the national, provincial, district, or municipal government, and administrative city, into the working area of the regional apparatus. This change has also changed the sub-district, originally a territory of power, into a service area. Law Number 5 of 1974, at the time of its enactment, the Camat is the head of the region. Article 76 states that a regional head leads each part. Then in article 77, it is noted that the head of the sub-district is called the Camat. Furthermore, in Article 80, it is stated that the head of the region as the representative of the government is the sole authority in the field of government within his territory in the sense of leading the government, coordinating the development, and fostering people's lives in all areas.

The powers, duties, and obligations of the Camat as the sub-district head are the same as other regional leaders' authorities, duties, and responsibilities, namely governors, regents, and mayors. Then in Article 81 it is fully explained that the management, responsibilities and obligations of the regional head are to foster peace and order in their territory in accordance with the policies set by the government; carry out all efforts and activities in the field of promoting ideology, state and domestic politics as well as fostering national unity in accordance with the policies set by the government; coordinate the activities of vertical agencies and between standing agencies and regional offices, both in planning and in implementation to achieve maximum efficiency and effectiveness; guiding and supervising the administration of provincial government; strive continuously so that all laws and regulations and regional regulations are carried out by government agencies and regional governments as well as officials assigned to it and take all actions deemed necessary to ensure the smooth running of the government; carry out all government duties which are given to him by or based on the laws and regulations; carry out all government duties that are not included in the responsibilities of any other agency. This shows how strong the position and authority of a sub-district head is in the sub-district area. Camat is the head of the region, the representative of the central government, and the sole ruler in the sub-district area who can take all necessary actions to ensure the government's smooth running. Although the Camat is subordinate to the regent/mayor, the Camat has considerable authority in his area. Not surprisingly, during Law Number 5 of 1974, the sub-district head could decide everything without consulting the regent/mayor.

Delegation of some of the mayor's authority to the sub-district head in the field of public services in the city of Bekasi.

The policy of delegating the authority of the mayor to the Camat in Bekasi City has been carried out since 2008, with the enactment of the Mayor Regulation (Perwal) of Bekasi Number 34 of 2008 concerning the Delegation of Part of the Authority of the Mayor to the Camat and Working Relations between City, District, and Kelurahan Regional Apparatus. Several times the regulations governing the policy of delegating the mayor's authority to the sub-district head have been changed to adapt to changes in laws at the central level and changing public needs for dynamic public services. In this regard, the author presents several policies that regulate the authority delegated by the mayor to the Camat as follows:

1. Bekasi Mayor Regulation Number 34 of 2008
The delegation of the mayor's authority to the camat during the enactment of Purewal Number 34 of 2008 is still limited to recommendations and advice, which is one of the requirements needed for the issuance of permits that the Office or Agency still issues. The sub-district head has not been given the authority to issue a license for public services.
2. Mayor Regulation Number 8 of 2010.
At this time, the sub-district head was not only given the authority to issue licensing recommendations or certificates as a complete permit but the sub-district head had also been given the delegation of some of the mayor's authority to sign the issuance of 5 (five) types of licensing products.
3. Mayor Regulation Number 15 of 2011.
Additional services delegated to sub-districts include population services, such as printing of Identity Cards and Family Cards.
4. Mayor Regulation Number 25 of 2011
Consideration to expand the authority of the sub-district head in the field of public works is the main factor in giving power to the sub-district head in the issuance of permits to construct non-residential single residential buildings.
5. Mayor Regulation Number 25 of 2012
Changes in the delegation of authority of the mayor related to the implementation of Micro SIUP to follow up on the Regulation of the Minister of Trade Number 46 of 2009 concerning Amendments to the Regulation of the Minister of Trade of the Republic of Indonesia Number 36/M-Dag/Per/9/2007, that micro trading companies with criteria have a net worth of at most Rp. 50,000,000,- (fifty million rupiahs) excluding land and buildings for business premises. As part of the guidance and development of MSMEs in Bekasi City, micro SIUP is not subject to user fees.
6. Mayor Regulation Number 49 of 2013
The changes contained in Perwal Number 49 of 2013 related to licensing services for land use and site plans for horizontal housing areas are determined by looking at the development of conditions in the Bekasi City area that the trend of horizontal residential area development is shifting towards the development of cluster housing and townhouses. The delegation of authority aims to simplify and accelerate issuing permits and creating a good investment climate for the development of residential areas in Bekasi City.

District Service Conditions in Bekasi City

1. Type of District Service.

In carrying out the public service function, sub-districts in Bekasi City are given the authority to provide 21 (twenty-one) types of public services, both in the form of licensing and non-licensing and services subject to levies or non-retribution. The classification of the kinds of services carried out by the sub-district consists of 5 (five) types of licensing services, 3 (three) types of recommendation services, 4 (four) types of facilitation of population services, 5 (five) types of certificate services, 2 (two) types of services introduction, 1 (one) type of service on a statement letter and 1 (one) type of land service.

2. Supporting facilities and infrastructure for sub-district services.

The standard of service facilities and infrastructure in the district is based on the Regulation of the Mayor of Bekasi Number 33 of 2015. The service counter and the waiting room are the main focus to be addressed to meet the service standards that have been set. The availability of service counters is at least four counters, but conditions in each sub-district are different, ranging from 3 (three) counters to 5 (five) counters. There are 4 (four) sub-districts that only have 3 (three) service counters and are still below the specified minimum standard. Then all sub-districts already have service waiting rooms with varying capacities, ID card recording devices, computers, and complaint boxes. However, not all sub-districts have service information monitors.

3. District service data

The most population services requested in the sub-districts from 2017 to 2019 were followed by a minor or micro-small trading business permit (SIUP) and a single residence IMB. The most in-demand population services are the printing of Family Cards and ID cards, and birth certificates.

4. Apparatus resources

The composition of sub-district employees in Bekasi City is dominated by labor contract workers (TKK) of 1,354 (62 percent) compared to the number of civil servants of 796 (38 percent). The number of TKK who are placed as the Pamor Task Force is one strategy in strengthening the function of the sub-district as a public service node in Bekasi City to bring services closer to the RW level.

5. Licensing service budget

The budget given to support sub-district licensing services in 2014 was Rp. 100,000,000, then in 2015, there was a change according to the proposed budget needs of each sub-district starting from Rp. 50,000,000,- up to 209,317,500. The 2016 and 2017 budgets were increased according to the proposals of each sub-district, and the largest to get the licensing budget was the East Bekasi District with a 2016 budget of Rp. 315,000,000 and in 2017 of Rp. 380,000,000. The use of the budget varies depending on the planning needs of each sub-district.

Service Obstacles

The results of interviews with several sub-district heads showed that some of the obstacles that arise and are felt by the sub-districts in carrying out public services, especially those related to licensing services whose authority is delegated by the mayor, include:

1. Limited Competency of Apparatus Resources
2. Limited authority
3. Brokers
4. Device and network constraints
5. Manual service habits

The discussion is the original thought of the researcher to provide an explanation and interpretation of the research results that have been analyzed to answer the research questions. The discussion in this study is the implementation of the Policy for Delegating Part of the Mayor's Authority to the Camat.

The theory used to analyze the implementation uses Richard Matland (1995) model, who developed a model called the Ambiguity-Conflict Matrix Model. This model explains that administrative implementation is the implementation carried out in the daily operations of the government bureaucracy. Policies here have low ambiguity and low conflict. Symbolic implementation is carried out on policies that have high opacity and high competition. In principle, the Matland matrix has "four points" that need to be met in terms of the effectiveness of policy implementation, namely:

1. Right Policy

In the context of measuring the effectiveness of the implementation of delegating some of the mayor's authority to the sub-district head on the correct policy parameters, Richard Matland sees that there are at least 3 (three) aspects of the study, namely: (1) policy standards that are following conditions and needs; (2) policies according to the character of the problem to be solved; (3) the policy is made by an institution that has the authority following the character of the policy. These three aspects were studied through document review and interviews with informants relevant to the research. Then some data and information were also presented from the interviews of researchers with informants related to the focus of the policy formulation process for the delegation of some authority.

The research results regarding the aspect of policy accuracy are that the formulation of the policy for delegating some of the mayor's authority to the Camat has been adjusted to the character of the existing problems. Some of these policy programs, especially in the aspect of public services, have been realized, but it turns out that there are still classic problems that have not been resolved, so service delivery has not been maximized. So far, the implementation of the policy of delegating the mayor's authority to the sub-district has reduced the problems of public services in the sub-district. However, it has not fully resolved all the existing issues.

2. Precise Implementation

The accuracy of the implementation is closely related to the readiness of the actors involved in the policy and their influence and the standard of service for delegating the mayor's authority to the Camat. The leading actor in implementing the procedure is the sub-district head as the leader and coordinator of government administration in the sub-district work area.

The research results regarding the accuracy of implementation, namely that the sub-district head as the leading actor of the policy has been right in carrying out the strategic role of providing licensing services to the community following the regulations and authorities given. In implementing licensing services, the sub-district head has developed service standards as a guide for officers in providing excellent service. However, the weakness is that there are still sub-district service officers who have not mastered the service standards in the sub-district, so that the SOP has not been fully implemented.

3. Right on Target

The accuracy of the target in the research relates to three things: First, whether the target of the intervention is as planned and does not overlap with other interventions or does not conflict with other policy interventions. Second, whether the target is ready for intervention or not.

Based on the study results, it is known that the exemplary target aspect of the implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City is correct. The target to be achieved is to strengthen the function of the sub-district head as a regional coordinator and to realize excellent sub-district services through the delegation of seven aspects of authority that are appropriate and ready for intervention. However, the scope of the licensing aspect must be expanded and multiplied so that the function of the sub-district as a licensing node can be further strengthened. Then the intervention of the devolution policy is new and does not overlap with other regulations relating to the authority of other regional apparatuses.

4) Right Environment

Two environments determine policy implementation: First, the internal policy environment, which is also called the endogenous variable, namely the interaction environment between policy-making institutions and policy implementation with other related institutions. Second, the external policy environment is also an exogenous variable.

The results of the research on the appropriate environmental aspect show that the internal environment of the implementation of the policy of delegating some of the mayor's authority to the sub-district head can be assessed from the interaction of the sub-district head as the implementer of the policy in synergy with the relevant regional apparatus as an element of policy formulation and supervision. The pattern of this working relationship is regulated in the Mayor's Regulation Number 34 of 2008. It becomes the basis for the division of roles and functions of each based on their authority. Meanwhile, the external policy environment consisting of elements of community groups represented by the RW Forum gave a positive opinion on implementing this policy of delegation of authority. This means that the community feels the benefits, and there is an increase in satisfaction with sub-district services from implementing the commission of licensing authority to the Camat. Some of the obstacles in sub-district services were submitted to be improved to realize excellent quality service.

Based on the description and analysis of the policy implementation theory according to Richard Matland above, the implementation of the policy of delegating some of the mayor's authority to the Camat is carried out according to the goals and objectives of the policy program. People feel the benefits of services that are closer, easier and cheaper. However, several weaknesses must be noted for service improvement, including increasing the competence of service personnel and monitoring and evaluation of service SOP compliance.

Effective Strategy in Delegating Part of the Mayor's Authority to the Camat

SWOT analysis is used to develop a plan for assigning mayor power to the Camat. SWOT analysis examines several elements to develop a corporate strategy, according to Rangkuti (2014). This analysis maximizes strengths and opportunities while reducing risks. Building the company's mission, goals, strategies, and policies is always a strategic decision. So the strategic planner must assess the company's strengths, weaknesses, opportunities, and dangers.

The SWOT analysis stage begins with scanning, which is essentially data collection and identification. Then, several tables and matrices were composed to make it easier to formulate various strategies: Internal Factor Analysis

SWOT (IFAS) Table, External Factor Analysis SWOT (EFAS) Table, and SWOT Matrix. Internal aspects of this research's strategic factors are authority, facilities and infrastructure, human resources, service performance, and budget—results of Internal Factor Analysis SWOT (IFAS). The value of the weighting results on the strategic factors of the strengths and weaknesses of the delegation of authority policy is 2.95, with details of the weighting value of the Strength factor of 1.69 and the liability of 1.26. The weighting value for internal factors shows that strategic factors that support strengths are more extraordinary than those that affect weaknesses. Overall the total score of 2.95 is above the average value from the range of 1 to 4, although several weakness factors must be improved and improved.

External strategic factors are the dominant factors of strengths and weaknesses that give influence. External aspects that become strategic factors in the policy of delegating some of the mayor's authority to the Camat are ICT development, service needs, community participation, public opinion, and geographical environment.

The total value of the weighting results for the strategic factors of opportunity and threat of the delegation of authority is 2.58, with details of the weighting value of the opportunity factor of 1.70 and the threat factor of 0.88. The weighting value for external factors shows that strategic factors that support opportunities are more significant than those that affect threats. Overall a total score of 2.58 indicates that the policy of delegating part of the authority is wide open. However, several threat factors must be watched out for and anticipated adverse impacts.

In addition, while formulating a strategy, the IFAS and EFAS calculation results are processed. Setting long-term goals, developing alternative plans, and implementing particular processes are all steps in the strategy development process, which begins with identifying external opportunities and threats to the company and assessing internal strengths and weaknesses. An internal factor analysis strategy (IFAS) was used to calculate the assessment findings of external and internal factors in this study. The outcomes are as follows:

$$\begin{aligned} X \text{ axis} &= \text{Strengths} - \text{Weakness} \\ &= 1.69 - 1.26 \\ &= 0.43 \text{ (positive)} \end{aligned}$$

Meanwhile, the calculation of the External Factor Analysis Strategy (EFAS) is as follows:

$$\begin{aligned} Y \text{ axis} &= \text{Opportunities} - \text{Threats} \\ &= 1.70 - 0.88 \\ &= 0.82 \text{ (positive)} \end{aligned}$$

The results of the IFAS and EFAS calculations are then known to determine the policy position of the delegation of authority of some mayors to the sub-district heads as shown in the following SWOT analysis diagram:

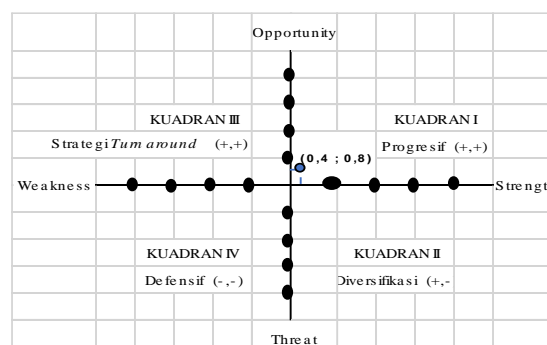


Figure 1 SWOT Analysis Diagram

The total score for internal factors (X-axis) is 0.4 and external factors (Y-axis) is 0.8 indicating the position of the sub-district in the policy of delegating some of the mayor's authority to the Camat is in Quadrant I, meaning that the condition of the sub-district has excellent opportunities and strengths so that it can take advantage of every opportunity, which exists. The strategy that must be implemented is to support an aggressive growth policy (Growth-oriented method).

Aggressive strategies suggested for sub-districts so that the policy of delegation of authority can be implemented effectively, among others:

1. Expansion of the scope of licensing authority to the sub-district head;
2. Optimization of information technology resources;
3. Empowerment of the role of community groups

The concept of renewal obtained based on empirical findings and the results of the analysis of this research is the need for additional parameters to adjust to the rapid development of technology, namely:

1. Appropriate Information and Communication Technology (ICT). Definition of ICT According to Yohan Waloejo (2012) states that: "ICT infrastructure is a shared technology resource that provides a platform for detailed enterprise or organizational information system applications." The ICT infrastructure component consists of seven main components, namely: hardware components, software components, data management and storage components, internet network components, internet platform components, service components, and service system integration consulting, and software components—enterprise application (Enterprise Software Application).
2. Appropriate Apparatus Resources (SDA), namely accuracy in the placement of apparatus based on qualifications, competencies, and job requirements and improving the quality of natural resources in the form of knowledge, skills, and attitudes to create professional and enthusiastic apparatuses community service.

CONCLUSION

The implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City is carried out according to the goals and objectives of the policy program. People feel the benefits of services that are closer, easier and cheaper. The driving factors for success are: policy accuracy, namely the formulation of policies for the delegation of authority to the sub-district head has been adapted to the character of the existing problems, several policy programs, especially in the aspect of public services, have been realized; Then the accuracy of implementation, namely the Camat as the leading actor of the policy is suitable in carrying out the strategic role of providing licensing services to the community in accordance with the regulations and the delegated authority; Furthermore, the accuracy of the target, namely the target to be achieved to strengthen the function of the sub-district head as a regional coordinator and to realize excellent sub-district services through the delegation of aspects of authority is appropriate and ready for intervention; and environmental accuracy, namely the internal environment of policy implementation delegating some of the mayor's administration to the sub-district head can be assessed from the interaction of the sub-district head as a policy implementer with the relevant regional apparatus as an element of synergizing policy formulation and supervision. Meanwhile, from the external environment, it can be seen from the positive opinion on implementing this policy of delegation of authority. This means that the community feels the benefits, and there is an increase in satisfaction with sub-district services from implementing the board of licensing authority to the Camat. The strategy applied to the implementation of the policy of delegating part of the authority of the Mayor of Bekasi to the sub-district head in the field of public services is to support an aggressive growth policy (Growth-oriented strategy). This result is obtained from the calculation of IFAS and EFAS, which is known that the position of the sub-district is in Quadrant I in the SWOT diagram. This means that the condition of the sub-district has excellent opportunities and strengths so that it can take advantage of every opportunity that exists. The suggested aggressive strategies include: expanding the scope of licensing authority delegated to the sub-district head, optimizing information technology resources, and empowering the role of community groups.

REFERENCES

- Benz, A., & Eberlein, B. (1999). The Europeanization of Regional Policies: Patterns of Multi-Level Governance. *Journal of European Public Policy*, 6(2), 329-348.
- Brosio, G. (2002). Decentralization in Africa. In *Managing Fiscal Decentralization* (pp. 337-365). Routledge.
- Bruce, J. W., & Knox, A. (2009). Structures and Stratagems: Making Decentralization of Authority Over Land in Africa Cost-Effective. *World Development*, 37(8), 1360-1369.
- Campbell, A., & Coulson, A. (2006). Into the Mainstream: Local democracy in Central and Eastern Europe. *Local Government Studies*, 32(5), 543-561.

- Creswell, J. W. (1998). *Qualitative Inquiry and Research Design: Choosing Among Five Traditions*. London: SAGE Publications.
- Djamrut, D. E. (2015). Inovasi Pelayanan Publik di Kecamatan Sungai Kunjang Kota Samarinda. *Jurnal Ilmu Pemerintahan*, 3(3), 1472-1486.
- Ermawati, E., & Aswar, K. (2020). Assessing Regional Finance Independence in Indonesian Local Governments. *European Journal of Business and Management Research*, 5(1).
- Gong, T. (2006). Corruption and Local Governance: The Double Identity of Chinese Local Governments in Market Reform. *The Pacific Review*, 19(1), 85-102.
- Hadiz, V. R. (2004). Decentralization and Democracy in Indonesia: A Critique of Neo-Institutionalist Perspectives. *Development and Change*, 35(4), 697-718.
- Haris, S. (2005). *Desentralisasi Dan Otonomi Daerah: Desentralisasi, Demokratisasi & Akuntabilitas Pemerintahan Daerah*. Yayasan Obor Indonesia.
- Hidayat, R. (2019). *Implementasi Peraturan Bupati Aceh Tamiang Nomor 14 Tahun 2016 Tentang Pelimpahan Sebagian Kewenangan Bupati Kepada Camat (Studi Meningkatkan Pelayanan Pada Masyarakat di Kecamatan Sekerak Kabupaten Aceh Tamiang)* (Doctoral dissertation, Universitas Medan Area).
- Isa, R. (2009). Efektivitas Organisasi Kecamatan dalam Pelayanan Publik setelah menjadi perangkat Daerah. *Jurnal Inovasi*, 8(04).
- Kaiser, K., Pattinasarany, D., & Schulze, G. (2006). Decentralization, Governance and Public Service in Indonesia. *Decentralization in Asia and Latin America*, 164-206.
- Keating, M. (1997). The Invention of Regions: Political Restructuring and Territorial Government in Western Europe. *Environment and Planning C: Government and Policy*, 19(4), 383-398.
- Kiwango, W. A., Komakech, H. C., Tarimo, T. M., & Martz, L. (2015). Decentralized Environmental Governance: A Reflection on Its Role in Shaping Wildlife Management Areas in Tanzania. *Tropical Conservation Science*, 8(4), 1080-1097.
- Kusuma, R. E. (2013). Pelaksanaan Pendelegasian Wewenang Bupati Kepada Camat Dalam Penyelenggaraan Pemerintahan Daerah. *Yuridika*, 28(2).
- Ladner, A., Keuffer, N., & Baldersheim, H. (2016). Measuring Local Autonomy in 39 Countries (1990-2014). *Regional & Federal Studies*, 26(3), 321-357.
- Laffin, M. (2016). Planning In England: New Public Management, Network Governance or Post-Democracy? *International Review of Administrative Sciences*, 82(2), 354-372.
- Laksana, A. W., & Supriyono, B. (2015). Pelimpahan Wewenang Bupati Kepada Camat dalam Penyelenggaraan Urusan Pemerintahan Daerah. *JISIP: Jurnal Ilmu Sosial dan Ilmu Politik*, 4(3).
- Law Number 32 of 2004 concerning Regional Government.
- Madubun, J., & Akib, H. (2017). The Prototype Model of Asymmetric Decentralization in Providing Public Services to the Island Areas. *Mediterranean Journal of Social Sciences*, 8(2), 209-209.
- Maksum, I. R. (2007). Birokrasi Patrimonial di Kabupaten dan Kota. *Jurnal Ilmu Administrasi dan Organisasi: Bisnis & Birokrasi*, 15(2).
- Mardani, M. I. (2011). Pelimpahan Kewenangan Bupati Dalam Otonomi Daerah (Kajian Pelimpahan Kewenangan Delekatif Bupati Kepada Camat di Kabupaten Parigi Moutong Propinsi Sulawesi Tengah). *Academica*, 3(1).
- Margayaningsih, D. I. (2015). Peningkatan Pemberdayaan dan Kemandirian Desa Dalam Rangka Otonomi Daerah. *Jurnal Publiciana*, 8(1), 164-191.
- Martati, I., Asniwaty, B., & Suminto, S. (2020, August). Financial Independence of Regencies and Cities in East Kalimantan Province Indonesia. In *First International Conference on Applied Science and Technology (iCAST 2018)* (pp. 99-103). Atlantis Press.
- Matland, R. E. (1995). Synthesizing the Implementation Literature: The Ambiguity-Conflict Model of Policy Implementation. *Journal of Public Administration Research and Theory*, 5(2).
- Oulasvirta, L., & Turala, M. (2009). Financial Autonomy and Consistency of Central Government Policy towards Local Governments. *International Review of Administrative Sciences*, 75(2), 311-332.

- Pratama, R. A. (2018). Pergeseran Pelimpahan Sebagian Kewenangan Bupati/Walikota Kepada Camat Pasca Lahirnya Peraturan Pemerintah Nomor 17 Tahun 2018 Tentang Kecamatan. *KEMUDI: Jurnal Ilmu Pemerintahan*, 3(1), 52-93.
- Rahardjo, M. (2017). *Studi Kasus Dalam Penelitian Kualitatif: Konsep dan Prosedurnya*. Retrieved from <http://repository.UINMalang.ac.id//1104/1/studi-kasus-dalam-penelitian-kualitatif>
- Rangkuti, F. (2014). *Analisis SWOT: Teknik Membedah Kasus Bisnis*. Jakarta: Gramedia Pustaka Utama.
- Resosudarmo, I. A. P. (2004). Closer to people and trees: will decentralization work for the people and the forests of Indonesia? *The European Journal of Development Research*, 16(1), 110-132.
- Ribot, J. C., Agrawal, A., & Larson, A. M. (2006). Recentralizing While Decentralizing: How National Governments Reappropriate Forest Resources. *World Development*, 34(11), 1864-1886.
- Salam, R. (2020). Decentralization and Its Influence in Determining the Direction of Public Policy as an Effort to Improve Community Welfare. *International Journal of Science and Society*, 2(4), 111-120.
- Subianto, A., Mashoed, H., Subagio, H., & Haryadi, M. Y. (2020). Regional intergovernmental cooperation in marine natural resources policy in Indonesia. *Administratie si Management Public*, (34), 97-117.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Suparman, N. (2017). Evaluasi Kebijakan Pelimpahan sebagian Kewenangan Bupati kepada Camat di Kecamatan Sagala Herang Kabupaten Subang Tahun 2015. *Politik Indonesia: Indonesian Political Science Review*, 2(2), 159-178.
- Tangi, L., Benedetti, M., Gastaldi, L., Noci, G., & Russo, C. (2021). Mandatory Provisioning of Digital Public Services as a Feasible Service Delivery Strategy: Evidence from Italian Local Governments. *Government Information Quarterly*, 38(1), 101543.
- Tomuka, S. (2013). Penerapan Prinsip-Prinsip Good Governance Dalam Pelayanan Publik Di Kecamatan Girian Kota Bitung (Studi Tentang Pelayanan Akte Jual Beli). *Jurnal Politico*, 1(3).
- Walder, A. G. (1995). Local Governments as Industrial Firms: an Organizational Analysis of China's Transitional Economy. *American Journal of Sociology*, 101(2), 263-301.
- Waloejo, Y. J. (2012). *Cloud Computing-Aplikasi Berbasis Web Yang Mengubah Cara Kerja Dan Kolaborasi Anda Secara Online*. Yogyakarta: Andi Offset.
- Yoder, J. A. (2003). Decentralization and regionalization after communism: administrative and territorial reform in Poland and the Czech Republic. *Europe-Asia Studies*, 55(2), 263-286.