

Policy Implementation of the Innovation Program for Regional Development and Empowerment (Pippk) In Bandung Kulon District, Bandung City

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Abstract

The main problem in this research is the implementation of the Policy Program on the Regional Development and Empowerment Innovation Program (PIPPK) in Bandung Kulon District, Bandung City. This research uses a qualitative approach with a descriptive method. The data collection technique is carried out with field studies such as observations and interviews which focus on the study of Policy Implementation on the Regional Development and Empowerment Innovation Program (PIPPK) in Bandung Kulon District which is based on the Bandung Mayor's Regulation No. 436 of 2015 concerning the Implementation of the Regional Development and Empowerment Innovation Program (PIPPK). The results of the study indicate that the aspects that underlie the Regional Development and Empowerment Innovation Program (PIPPK) policy in Bandung Kulon District are aspects: Easy or not the problem is controlled. There are still obstacles in overcoming problems in translating socialization and transforming the clarity of PIPPK policies to the RW level, as a result of the lack of transmission, clarity, and consistency have implications for citizens' lack of trust in the programs that are run to become useful information and education facilities. Policy ability to structure processes. In implementing policies related to implementers and facilities, there are still constraints with the willingness to increase human resources to operate ITE and meeting room facilities to support PIPPK activities. Aspects outside the implementation process, in support of the objectives contained in the policy are related to honesty, commitment is one of the factors that has important consistency for effective policy implementation, in Bandung Kulon sub-district has aspects outside the process that are quite good, especially at the level of honesty and commitment. With the implemented program plan. The stages in the Implementation Process are related to fragmentation. There is still no visible effectiveness and efficiency, especially in relation to the procedure for submitting program proposals to residents, efforts in implementing the PIPPK Program are able to accommodate residents' proposals through the proposal mechanism, not only related to the element of technical capacity, but also elements of high responsibility and commitment in its implementation.

Keywords: Implementation, Policy, Innovation, Development, Empowerment, Regional.

I. Introduction

Development is a continuous process, both at the planning, implementation and control levels in the context of realizing community welfare. One of the developments promoted in

Bandung Kulon District is the Regional Development and Empowerment Innovation Program (PIPPK). Regional Development and Empowerment of Bandung City.

The Regional Development and Empowerment Innovation Program (PIPPK) originated from the thoughts and views of the community that dynamic changes that occur rapidly can be optimally achieved if taken through broad active participation and participation from the entire community from the lowest level to the top level by taking decisions on various problems using the Empowerment method,

Empowerment in the context of increasing development is a step towards achieving the four functions of government, namely: public services, development, empowerment and regulation. Mayor of Bandung, Mr. Ridwan Kamil, created the Innovation Development and Empowerment Program on March 19, 2015 which has the purpose and objective of improving the duties, roles and functions of the apparatus and accommodating, channeling aspirations, coordinating and carrying out innovative development processes independently through community empowerment methods. However, to achieve the Regional Development and Empowerment Innovation Program, they are often faced with various problems that become obstacles, including the number of residents and the wide coverage of services that are not evenly distributed.

PIPPK's output in the first year was more focused on infrastructure and cleanliness and in the following year maximized economic empowerment. The 2015 Bandung City PIPPK program emphasized that the PIPPK program was based on the spirit of decentralization, innovation and collaboration based on development programs that would be mandated to each sub-district based on the needs of each sub-district, on the basis of cooperation between the Bandung City Government and the entire Bandung City community. The implementation of the Regional Development and Empowerment Innovation Program (PIPPK) is carried out in regional areas in accordance with Government Regulation No. 19 of 2008 concerning Districts. Subdistrict is a district/city regional apparatus as a regional technical implementer that has a certain work area,

District is a level of government that has an important role in the region, especially in the field of development. The importance of the role of the sub-district is due to the demands of the community to get better public services and the fulfillment of community needs. Changes in the position of the sub-district from a government administrative area to a work environment for local government officials to provide services to the community in accordance with the needs of the local community. Bandung Kulon sub-district is one of the sub-districts in the city of Bandung that implements the PIPPK policy, considering and seeing that the sub-district has its own very large area, the distance of political gestures, the number of residents and the potential it has. The goal is to accelerate the implementation of development through community empowerment. To overcome this problem, the Bandung Kulon area has an average of 217 people per hectare with an average population density of 217 people per hectare. The Bandung Kulon sub-district is divided into 8 sub-districts, 73 community units and 446 neighborhood units. With increased population development, increased education and regional development. Bandung Kulon has developed a lot, resulting in a shift in the profession and culture.

Of the several villages in the Bandung Kulon Sub-district, Cigondewah Kaler Village is one of the villages that has the widest area with an area of 103.3 hectares or 15.95% of the area of Bandung Kulon sub-district. and the absorption of the PIPPK budget from year to year has almost reached 97% with a description of the absorption as follows: RW (90%), PKK

(99%), Karang Taruna (99%), and LPM (100%). Budget absorption is one of the benchmarks for the successful implementation of the PIPPK policy. However, by looking at the realization of the scope of PIPPK implementation, it turns out that with the absorption of the 97% budget, there are several scopes that have not been implemented in this Bandung Kulon Village. Example: in almost all RWs the scope of PIPPK that is implemented only revolves around infrastructure and the implementation of order, cleanliness and beauty (Kamtibmas). While other scopes, such as strengthening RW institutions and empowering local economic innovations, there are no activities in RWs that carry out these activities. The scope of organizing social welfare and training in the framework of Productive Economic Enterprises (UEP) has also not been implemented, so that the PIPPK in Bandung Kulon District has not been fully implemented.

Based on the results of the data obtained, the realization of PIPPK in Bandung Kulon District has not been implemented completely and there are still some obstacles. Activities whose scope is community development have not yet been fully implemented. The lack of human resources capacity or implementing activities is one of the factors for not implementing several scopes of activities. As for other problems in Bandung Kulon District, the absorption of PIPPK funds is very difficult. This is because the bureaucracy has not been effective and there are sub-district officials in the sub-district who do not know about the implementation instructions and technical instructions for PIPPK including how to account for financial reports or filings first for the subsequent disbursement of funds and in disbursement of funds it is difficult to find a third person as investors in the development program, the new funds will be replaced by the Bandung City Government after the program is completed. In addition, it is also due to the lack of good interaction between the sub-district apparatus and the village and the RW. Community participation in the implementation of PIPPK is a hallmark of this policy. Communication is still low is also a problem that arises. This is because there are still people who do not know about the PIPPK program implemented in the Bandung Kulon District, Bandung City. The community is required to play a role in developing their area. This development does not only build infrastructure, but also builds the community. This is something the implementers have not yet been able to implement.

Based on the description above and the truth of the data results, of course, it must be studied and proven through empirical data from research results.

B. Problem Formulation

Based on the above background, the researchers focused on the following research:

"How is the Policy Implementation of the Regional Development and Empowerment Innovation Program (PIPCK) in Bandung Kulon District, Bandung City"?

Theoretical Study

Study Policy implementation is an understanding of causal and deterministic relationships. The success of policy implementation can be seen from the occurrence of conformity between implementation with goals, objectives and the impact of positive results for solving the problems encountered.

In connection with the above, Mazmanian and Sabatier (1983: 39) formulate the detailed implementation of policies, namely:

“Implementation is the implementation of basic policy decisions, usually in the form of legislation, however, it can also take the form of important executive orders or decisions or decisions of the judiciary. Usually the decision identifies the problem to be addressed, clearly states the goals/targets to be achieved, and various ways to structure/manage the implementation process. This process takes place after going through a certain number of stages, usually starting with the stage of ratification of laws, then the output of policies in the form of implementing decisions by agencies, willingness to implement these decisions by the target group, the real impact whether desired or not from these outputs, the impact of decisions as perceived by decision-making bodies, and finally important improvements (or efforts to make improvements) to the relevant laws/regulations.

Therefore, that policy implementation is not only limited to the actions or behavior of alternative bodies or bureaucratic units that are responsible for implementing programs and generating compliance from the community, it is also related to a network of cooperation with all related parties that are integrated in one unit that describes the objectives, policies, procedures, methods and standards as well as budgets, so that they have an impact on the success of policy implementation, both in terms of content and context, programs as a product of policy, organizational capabilities, support for environmental factors and involvement of all stakeholders.

In relation to the implementation of the Regional Empowerment Development Innovation Program (PIPPK) policy as part of policy implementation, it can be stated from Leo Agustino's opinion (2006:154) that policy implementation in principle involves 3 things, namely, (1) the existence of policy objectives or targets; (2) the existence of activities or activities (3) the results of activities.

The implementation of the PIPPK policy is an effort to achieve the planning objectives of the Bandung Kulon Subdistrict in order to neatly organize the Bandung Kulon Subdistrict based on the Bandung City Program to organize the existing Subdistricts in the City. The policy objectives of the Regional Empowerment Development Innovation Program (PIPPK) are formulated based on a complete understanding of the meaning of Program policies. Regional Empowerment Development Innovation (PIPPK).

After understanding and interpreting the PIPPK policy, the policy objectives of the Regional Empowerment Development Innovation Program (PIPPK) were formulated. which is availability of basic services, condition of infrastructure, transportation, and communication from the sub-district to the city allocated based on the number of sub-districts in each sub-district and the average Regional Empowerment Development Innovation Program (PIPPK) as allocated based on the number of sub-districts in the relevant sub-district and the population in each RW, the area of the sub-district, the poverty rate in the sub-district, and the level of geographical difficulty in the kelurahan within the district concerned. The level of geographical difficulty in question includes: the availability of basic services, infrastructure conditions, transportation, and communication from Ward to the city of Bandung. Therefore, the policy objective of the Bandung City Regional Empowerment Development Innovation Program (PIPPK) is to become one of the mayor's programs, Ridwan Kamil. This program is popular with the name 100 Million Per RW its goal is to realize the fulfillment of the needs of a harmonious society, coexistence for the whole community as one of the supports for the implementation of improving the quality of future generations who have identity.

The implementation of the Regional Empowerment Development Innovation Program (PIPPK) policy is not only a mechanism for translating PIPPK policy objectives into routine

and technical procedures, but also involves various factors ranging from resources, relationships between organizational units, bureaucratic levels to certain political groups and also community leaders, but various other factors, namely the government environment that constantly interacts with the surrounding community.

Furthermore, which affects the process of successful implementation policies, including the theories outlined by Mazmanian and Sabatier (1983:41) are as follows:

1. Socio-economic and Technological Conditions
2. Public support
3. Attitudes and resources of community groups
4. Support from authorized superior agencies/institutions
5. Agreement and leadership capacity of implementing officials

These five aspects are interrelated with each other. namely how important the socio-economic and technological conditions that greatly affect the public support, attitudes and resources owned by community groups and support from the competent superior agencies/institutions as well as the agreement and leadership capacity of implementing officials so that the success or failure of policy implementation really depends on government officials and community support as field users. Socio-economic and technological conditions in this study, Mazmanian and Sabatier (1983:43) are understood as:

First, differences in social and economic conditions can affect perceptions of the importance of the problems to be addressed by a law.

Second, successful implementation may be more difficult to achieve given the differences in local socio-economic conditions. Any attempt intended to uniform regulations in jurisdictions with very diverse situations like that will only give birth to an oppositional attitude from the parties who have to bear all the consequences/costs that they feel are unfair.

Third, The more diverse the economic life and the more prosperous the target groups, the greater the chance that the effective implementation of the law in question imposes unproductive costs on them. On the other hand, the lower the level of diversity of economic life and the level of prosperity of the target groups, the more efforts to provide subsidies are needed to enforce the regulation.

Fourth, in terms of policies that are clearly directly related to technology, the existence of certain changes, or the absence of changes in the existing technology is clearly a limiting factor for the effectiveness of its implementation.

Based on the above, public support in policy implementation can be seen as one of the crisis aspects of policy implementation because it includes government and society and the government here is an extension of the people to translate proposals, information, from the community.

The success of implementing government policies on PIPPK is also determined by community support (in this case, the Kelurahan and the kelurahan apparatus themselves as direct actors in the community), namely seeing from the manager's compliance with the regulations that apply to a particular area in accordance with the regulations that have been set. Sabatier and Mazmanian (1983:42) say that

“Policy implementation is a function that has three variables: first, an independent variable regarding the characteristics of the problem; second, the intervening variable regarding the program management structure stated in various regulations that operationalize the policy, and third, the dependent variable regarding factors outside the regulations. The independent ones relate to indicators of theoretical and implementation problems, diversity of objects, and desired changes. For intervening variables with indicators of clarity and consistency of objectives, causal theory is used, accuracy of allocation of sources of funds, hierarchical integration between implementing agencies, implementing regulations from implementing agencies, and recruitment of implementing officials and openness to outside parties. Finally, it depends on the indicators of implementing policy composition, object compliance, tangible results, acceptance of real results, and revision of basic policies”.

In detail, the dimensions of policy implementation according to Sabatier and Mazmanian (1983:20) are as follows:

1. Easy or not the problem to be worked on and controlled.
2. The ability of the policy to properly structure the implementation process.
3. Aspects outside the implementation process in support of the objectives contained in the policy.
4. Stages in the implementation process

The thoughts of Mazmanian and Sabatier illustrate how easy it is to define a policy on paper for the design of a program, but in its application it is not that simple, so that in reality the implementation of a policy is sometimes not well defined, thus, the success of the implementor in implementing a policy will depend on ability to carry out activities to achieve goals.

1. Easy or not the problem is controlled

In realizing whether or not the problem is controlled, the implementor tries to solve technical problems by looking at some of the technical difficulties in the field by analyzing the problems. Furthermore, Budiman Rusli (2013:48) revealed:

"Wisdom analysis formulates the policy problem as a whole, details its goals and values, proposes and evaluates alternative solutions, and identifies solutions that are most closely related to the values that have been formulated".

In this case, to achieve the objectives of policy implementation, the government takes action in the form of attention to the identification of problems obtained from the action. The so-called policy inputs. While in the course of identification is referred to as the policy process. The point is, that a problem must be controlled with efforts to achieve goals and objectives, the output of which can be in the form of services.

Mazmanian and Sabatier (1983:25) a social problem in general will be more controllable (tractable), if:

- 1) There is a reliable theory that is able to explain the relationship between behavior change and problem solving, the technological requirements are met, and the actions/measures intended to address the problem are inexpensive.
- 2) Variations / differences in behavior that cause problems are relatively small.
- 3) The target group is a small part of the total population of a region.
- 4) The degree and scope of the desired behavior change is moderate.

By referring to these various thoughts, it can be concluded that several strategic things are related to government activities in overcoming problems, namely by fulfilling several technical requirements with technical difficulties, the diversity of group behavior, the totality of the population included in the target group, and the scope of behavior change..

2. The ability of policies to structure the implementation process

Government activities in outlining the formal goals to be achieved, by selecting the appropriate institutions to implement them, by giving authority and financial resources support, to these institutions with clear objectives.

3. Aspects outside the implementation process

Aspects outside the implementation process are essentially the extent to which Opportunities for participation are open to actors outside the implementing agencies influencing the proponents of the official objectives. In addition to being able to influence the implementation process through the selection of the right implementing agencies (designing the structure of its structure), it can also influence the participation of two groups of actors outside the implementing agencies. It is the process of interpreting the program a plan that can be accepted and implemented.

4. Stages in the implementation process

Aspects that contribute to the overall implementation process.

Are the stages in the implementation process. Activities in the stages of the implementation process include (1) policy outputs of implementing agencies (2) Willingness of target groups to comply with policy outputs (3) Real impact of policy outputs (4) impact of perceived policy outputs (5) fundamental improvements to the law law.

Based on the models proposed, the researchers took the Mazmanian and Paul Sabatier model as a guide in implementing the Regional Empowerment Development Innovation Program (PIPPK) policy in Bandung Kulon District, Bandung City. Taking into account the activities contained in the theory of Mazmanian and Paul Sabatier, which include whether or not the problem is easy to control, the ability of policies to structure the implementation process, aspects outside the implementation process, and the stages in the implementation process associated with the problems that exist in the Innovation Program. Regional Empowerment Development (PIPPK) in Bandung Kulon District, Bandung City. In addition, researchers will obtain clarity about problems that occur in the field by analyzing the theory which is used as guidance.

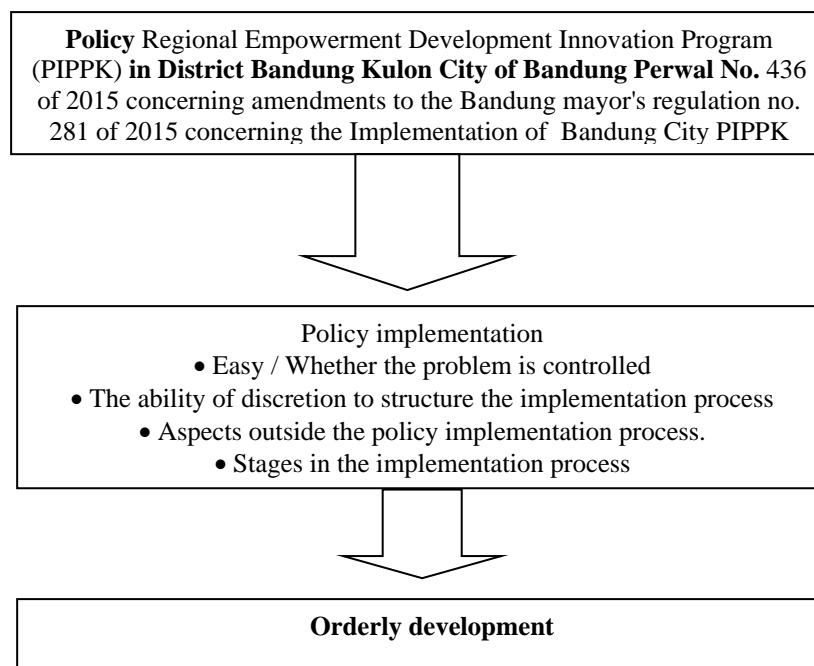
Based on this view, the researcher assumes that the successful implementation of the policies referred to in this study, namely the implementation of the Bandung Mayor Regulation No. 436 of 2015 concerning Amendments to the Regulation of the Mayor of Bandung No. 281 of 2015 concerning the Implementation of the Regional Development and Empowerment Innovation Program for the City of Bandung. Apart from being determined by whether or not the problem is controlled, the ability to structure the implementation process, aspects outside the implementation process. The stages of the implementation process. Also determined by the end result of the intended policy. The point is that the implementation of the policy referred to in this study will be reflected in how far the implementers involved in implementing the policy are able to translate the policy according to its objectives.

Furthermore, the rules and commitments in the Regional Empowerment Development Innovation Program (PIPPK), both directly and indirectly, are largely determined by the ability

to overcome various problems. The Regional Empowerment Development Innovation Program (PIPPK) is intended to carry out government and community empowerment activities as well as improve the community's economy. The objectives of the Regional Empowerment Development Innovation Program (PIPPK) are as follows: Improving governance in implementing government, development, and community services according to their authority.

Referring to the description above, the framework that describes the implementation of the policy Regional Empowerment Development Innovation Program (PIPPK) in Bandung Kulon District, Bandung City, can be seen in Figure 2.1.

Figure 2.1: *Framework*



Focus research questions

Based on the above framework, the focus of the research questions is as follows:

1. How to implement the policy Regional Empowerment Development Innovation Program (PIPPK) in Bandung Kulon District, Bandung City?
2. How are the obstaclesRegional Empowerment Development Innovation Program (PIPPK) in Bandung Kulon District, Bandung City?
3. What efforts are being made to overcome obstacles Regional Empowerment Development Innovation Program (PIPPK) in Bandung Kulon District, Bandung City?

Research methods

The research method that the researcher uses is a qualitative approach as a method for analyzing research data because the results of qualitative research are focused on revealing in depth related to the process and interpretation of meaning. Furthermore, Irawan (2004: 60) says that research with descriptive methods is research that aims to describe or explain something as it is, then the findings in the field that will be analyzed in this study are based on the consideration that this approach is relevant and fits the research problem. Through the interpretation of the process and meaning of a phenomenon. And based on this, this research

method is qualitative with a descriptive approach used to build understanding and provide explanations for the phenomenon under study.

1. Step Research

The implementation of this research was carried out in two stages. The two stages of this research take place continuously until the acquisition of research data is considered adequate. The first stage of the research was carried out by conducting a library study of various concepts, theories and results of previous studies that were relevant to this research. After the first phase of research was carried out by producing research findings, then the second phase of research was conducted by conducting interviews with research subjects, namely employees of the Bandung Kulon Subdistrict in Bandung City, Camat, Lurah, Treasurer, Secretary of the Village Head, Rw, Rt, Community, interviews were conducted with the subject. Researchers openly but still based on interview guidelines that have been tentatively arranged.

Based on the interviews conducted, then a description of the results of the interviews was compiled into interview field notes, the essence of the topic, coding and content analysis of the interview topics were made in each activity. Interviews were conducted by researchers throughout the research process in the field. Furthermore, it was discussed further with the research subjects until it was found that there was a consistency of answers to the focus of the problem to the saturation level.

In addition to the interview process, observations were also carried out on the atmosphere of the situation, and the environmental conditions of the subject's activities during the interview. Based on the second stage of this research, it is expected to produce research findings about the construction of views, opinions and opinions of subjects about the focus of research.

2. Determination of research data source informants

Informants were obtained directly from field visits carried out mainly in Bandung Kulon District, Bandung City and sub-districts up to the RW level. Informants were selected purposively, this is intended so that the data to be obtained has characteristics that represent the category in accordance with the required data. The source of data in this study is the community as the recipient of the Regional Empowerment Development Innovation Program (PIPPK) policy. Informants were selected purposively, this is intended so that the data to be obtained has characteristics that represent the category in accordance with the required data. The source of the data in this study was the community who received the PIPPK policy and it was determined not based on consideration of the functions and roles carried out by the informants according to the focus of the research problem so that the number of informants in this research would be known during the research. Regarding the determination of research informants, according to Miles and Huberman (1984:56) there are several indicators used in the selection and determination of informants in research by looking at aspects including: the setting (settings) of the actors (actors), events (events), and the process of interviewing the informants, the researchers conducted interviews by contacting the informants intensively with regard to the focus of the research problem and the interview process was conducted openly.

3. Data Collection Techniques

Data collection and data recording were carried out by means of participatory observation, interviews and documentation. Furthermore, participatory observation was carried out, namely to collect data in the form of observations, recording was carried out systematically on existing phenomena.

Therefore, during the field researchers participate or participate actively participate (participant observation). Then mingle in the PIPPK Policy in Bandung Kulon District, Bandung City. Observing various events taking notes and listening at the research site. The stages in data collection include:

4. Orientation Phase.

The researcher determines the informant, then the researcher comes to explain the presence of the researcher in their midst so that they are open and not suspicious of the researcher.

Participatory observations were carried out on each group of informants and observed the implementing activities of the Regional Empowerment Development Innovation Program (PIPPK). Participatory observation means that the data collected from direct observations are reasonable, original, and spontaneous and without manipulation within a certain period of time so that accurate, in-depth and detailed data are obtained. The presentation of data from observations and participation activities is recorded briefly in a field notebook, then developed in a more complete diary that summarizes the results of observations, and indirect interviews. In the diary, the researcher's analysis and reflections as well as temporary conclusions are also written which serve to direct the next day.

5. In-depth interview

In-depth interviews using language and terms that apply in society using a familial approach, so that the cultural context can realistically and accurately be revealed, the aim is to understand and explore in-depth information in concluding information about human life in a society, then how to conduct interviews (interviews) using interview guidelines, while the contents of the interview framework are adjusted to the aspects studied. The results will be recorded in detail to be identified as field data. The interview material leads to the results of their observations of current conditions which are reflected in their understanding patterns which are related to the values and patterns of life change that they know and understand.

A written question guide is also needed by the researcher so that the questions can be directed according to what is expected, so the researcher makes an outline in the form of point questions that are outlined in a structured sheet of paper designed and made by the researcher himself. Users of written questions point, this research is only used as a guide during interviews with informants.

6. Analysis Method

Qualitative analysis is defined as an analytical effort based on words arranged in the form of an expanded text. Miles and Huberman, in Brannen (1997:16) qualitative understanding here means that the data presented is in the form of words and not numbers. In this study, the data from interviews and observations were written in a detailed field note. The data from these field notes were analyzed qualitatively.

Research schedule

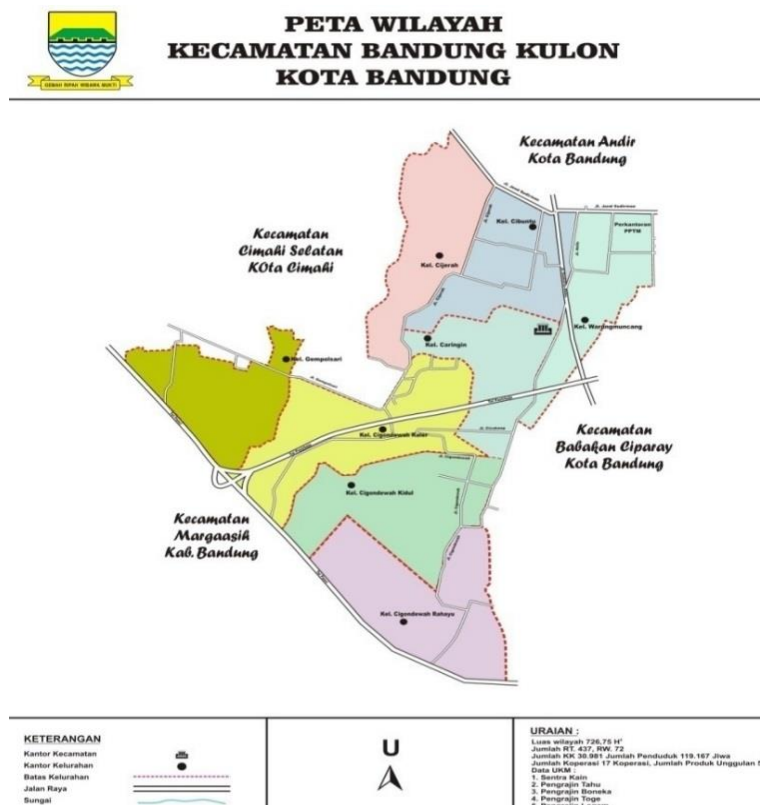
This research was carried out in a planned manner for 4 months, from December 2021 to March 2022. From research preparation to completion and reporting of research results

Discussion

Bandung Kulon sub-district is one of the 30 sub-districts in the city of Bandung which was inaugurated on April 12, 2007 based on the Bandung City Regional Regulation No. 6 of *Res Militaris*, vol.13, n°2, January Issue 2023

2006 concerning the Expansion and Establishment of Sub-District and Sub-District Working Areas within the Bandung City Government with its boundaries as follows:

- North: Andir District
- East: District Babakan Ciparay
- South side: Bandung district
- West Side: Cimahi City



Geographically, Bandung Kulon District is located at a position of 6 0 54'38"- 6 0 57'11" south latitude and between 107 0 32'43"-107 0 34'52" east longitude. Located at 675 meters above sea level. The sub-district area is divided into 8 sub-districts, 74 RW and 449 RT units.

The villages in the Bandung Kulon sub-district are as follows:

- 1) Cijerah Village
- 2) Cibuntu Village
- 3) Warung Muncang Village
- 4) Caringin Village
- 5) Cigondewah Kaler Village
- 6) Gempolsari Village
- 7) Cigondewah Rahayu Village
- 8) Cigondewah Kidul Village

In the discussion of the innovation system in the Regional Development and Empowerment Innovation Program (PIPPK), which consists of identifying forms of innovation and assessing the application of innovation. Includes analysis of problems related to the program environment or objective conditions to be implemented. As we see from the aspect:

1. Easy / whether the problem is controlled

By continuously conducting active socialization with residents, especially assisted by four community institutions, the approach taken by the PIPPK Implementation Steering Team for Kelurahan Bandung Kulon is quite effective in raising awareness of its citizens about the importance of this program, namely to stimulate the participation of all levels of society to get involved in development programs. and empowerment starting from a regional scale with the main goal being equitable development, especially in the city of Bandung, Caringin village is one of the villages that is still lacking in the utilization of the PIPPK budget, there are several things that make the budget absorption in Caringin village less, one of which is the lack of apparatus which makes socialization to the community less, Caringin village is located in an area that is quite close to settlements. the city of Bandung, which is located in an area with a market settlement, this makes the budget increasingly unabsorbed because in the settlement itself the market has also budgeted for the improvement of the surrounding environment, Caringin sub-district has 9 RWs which we can see in Figure 1, the map above.

The Caringin Village environment, where most of the residents are traders, actually becomes an obstacle which is quite a challenge for Caringin Village to carry out the program launched by the Bandung City Government. Then other information found by researchers from informants 8 and 9, namely the Chair of the RW Paguyuban and the Chair of the LPM Kelurahan Caringin. Another obstacle found apart from people who work as traders is that they also come from the lower middle class who should be enthusiastic about the PIPPK program, in fact they also participate. Indifferent, According to the informant's confession, most of the residents in the RW 05 area were less enthusiastic because they thought they wanted direct cash assistance in the form of money rather than programs or activities such as training. Farming organized by PIPPK. The perception of some people who think that PIPPK is not an important program is a policy environment that can affect performance where the policy environment is a dynamic factor which is one element of the public policy system and plays a role in the policy process.

2. Policy ability to structure Process

Like the policy set by the Bandung city government based on Perwal No. 281 of 2015 concerning the implementation of the development innovation program and regional empowerment of the city of Bandung. In implementing policies, because certain functions are divided into different institutions or agencies having limited jurisdiction over a particular field, important tasks may be neglected in various piled up bureaucratic agendas. A narrow view of the body that may also hinder change. If an agency has low flexibility in its missions, it will try to maintain its essence and will most likely oppose new policies that require changes.

Based on interviews with the sub-district head regarding the PIPPK problem which is opposing new policies that require change require effective supervision of policy implementers, meaning that feedback from the community as supervisors in the policy of providing PIPPK is very necessary, so that leaders have the ability to structure the policy process in accordance with the main tasks and functions of policy implementers properly for all what is done by policy implementers. When asked how the leadership carried out the process of structuring the policy implementation process, he said that:

"Each field must provide a regular report in accordance with the SOP every month in writing regarding the implementation of the duties and functions of each field. The report is an analytical material for the Head of Development Planning, Research and Development Agency (BAPPELITBANG) in assessing and evaluating the results of the implementation of work tasks carried out by the Head of the Division and the employees under him. So that the Head of

Development Planning, Research and Development Agency (BAPPELITBANG) can carry out supervision and control of what is done by the Heads of Fields and policy implementers.

Based on the above, the Camat stated that:

"In every requirement for the PIPPK Program in its implementation, for example, the allocation of funds, always follow the SOP that are generally applicable and there are no differences in requirements with the PIPPK Program.

Based on the foregoing, who has the functions and duties to do certain jobs, and is related to responsibilities both vertically and horizontally, which means that The Camat as the head of the organization has been able to structure the policy implementation process administratively, this can be seen from the contents of the reports of the policy implementers who compile the reports in the form of, Financial reports, which include Budget Realization Reports (LRA), Operational Reports (LO), Changes in Equity Reports (LPE), Balance Sheets and Notes to Financial Statements (CaLK).

3. Aspects outside the Implementation Process

PIPPK implementation activities refer to the principles of PIPPK implementation which include transparency, accountability, effectiveness, efficiency, economy, sustainability, participation, and democracy. The implementation is carried out in the PIPPK Program activities which include togetherness activities in building increased development in their respective kelurahan areas. The PIPPK funds of 6.3 billion rupiahs owned by the Bandung Kulon sub-district are managed. Mostly for infrastructure and human resource development, the PIPPK funds greatly affect the sociological conditions of the community. The most significant impact is on changes in people's behavior, especially in the case of community cooperation, conducting community meetings to see what problems are happening in their environment so that the community can then solve them and submit them through PIPPK. This is indeed the goal of PIPPK as an increase in self-reliance, to increase the potential of the community and as an effort to make people aware that there are problems in their area. Then when this awareness arises, mutual cooperation and voluntary community participation will arise. Although basically the twelve principles of PIPPK have not been channeled properly, in general the community understands that development is basically a continuous process, both in planning and in implementation to controlling,

4. Stages of the Policy Implementation Process

The process of the PIPPK Program in the Bandung Kulon sub-district in implementing the PIPPK Program is carried out with community meetings, the activities carried out are in terms of economic, social, environmental culture in accordance with the field of implementation of PIPPK then the activity is developed in the sub-district which is continued to the village before being handed over to the Bandung City Government through the village and sub-district, the next stage is to wait for confirmation from the Bandung City Government after confirmation of the activity that the program can be implemented, but in implementation it is not fully carried out by the community because it must involve a third party who is ordered by the sub-district to handle or work on PIPPK is in the process of infrastructure development or can be called a contractor in the process, without involving the community. And further monitoring is carried out which is carried out simultaneously with the implementation of activities. The supervisors here are some people from the government and the whole community. Their job is to oversee all forms of activities or programs that are being implemented. They will later report all forms or actual events in the field. And then evaluation which is the last effort, namely evaluation which can also be

interpreted as an assessment process, evaluation is also a process of measuring the effectiveness of the activities that have been carried out whether the activity went well or poorly. After getting the data, then the community can plan what activities must be addressed or improved in order to achieve maximum goals. (Muhyidin et al, 2017: 53)

Conclusion

Community mobilization efforts can be realized if all cross-programs and cross-sectors and the community understand their responsibilities, duties and functions. For this reason, it is necessary to increase understanding, knowledge and abilities across sectors/cross programs as well as the community, Bandung Kulon District utilizes the PIPPK program for equitable development with the aim of developing innovation, development and empowerment as an effort to become independent of the community in solving problems in their environment, although there are differences in perceptions from the government. as stakeholders related to PIPPK guidelines and technical statements as conveyed by the two informants they stated that they only understood the basic concepts of PIPPK, and basically the community was helped by the PIPPK Program even though they only understood the technical instructions based on the attachment of Perwal No. 281 of 2015, from the technical guidelines, the community does not fully understand the PIPPK Principles as a whole, for example, the activities carried out focus on infrastructure even though the activities to increase human resources are in the PIPPK principles contained in the attachment of the Perwal No. 281 of 2015 very much needed, for example, debriefing training for Micro small and Medium Enterprises (UMKM) but based on community consultations based on the objectives in the PIPPK regulations, as an effort to distribute development evenly and the interests of the community towards policies, namely efforts to improve welfare for the community and the community as beneficiaries are carried out the community must actively participate in the implementation of activities. And the community must be more sensitive to the problems that exist in their environment so that they can then be solved through PIPPK. PIPPK activities must be a bridge between program needs and community self-reliance processes, so that the community can place a position as active development, not passive recipients, which makes PIPPK implemented with effective and efficient community independence.

Suggestion

1. The Regional Development Development Innovation Program should be socialized in the sub-district environment, especially to the sub-districts to the RW level.
2. The implementation of PIPPK is not only carried out in the infrastructure sector, but it is necessary to carry out training activities for Micro small and Medium Enterprises (UMKM) activities.

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