

# *Preparation of the 2020-2024 Riau Provincial Government Bureaucratic Reform Planning*

Trio Saputra, Eka, Wasiah Sufi  
Fakultas Ilmu Administrasi, Universitas Lancang Kuning  
*trio\_saputra@unilak.ac.id*

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## **Abstract**

This article was written based on the activities of assisting the preparation of the road map for bureaucratic reform in the province of Riau. Assistance based on the problems observed in the 2015-2019 bureaucratic reform activities and FGD with the partners of the Regional Secretariat Organization Bureau of Riau province who were the target of community service. Assistance in the preparation of the Riau provincial government bureaucratic reform road map 2020-2024 was carried out with the aim of increasing and accelerating the implementation of bureaucratic reform in Riau province. It is important to prepare a bureaucratic reform document as a guide for all stakeholders in implementing the bureaucratic reform agenda. With the preparation of a bureaucratic reform road map, each Regional Apparatus Organization (OPD) knows and understands the implementation of bureaucratic reform.

**Keywords:** Bureaucratic Reform, Governance

## **I. INTRODUCTION**

Government bureaucracy is one of the important elements to achieve national goals, both fundamentally stated in the Preamble to the 1945 Constitution and which are instrumental in the 2005-2025 Long-Term National Development Plan (RPJPN)

Good governance is in line with the national bureaucratic reform agenda as mandated in the National Long-Term Development Plan (RPJPN) 2005-2025. The obligation of good governance is directed at supporting national development through mainstreaming policies in all government agencies to improve the quality of governance. Management and performance as contained in the National Medium-Term Development Plan (RPJMN) for 2020-2024. The 7th agenda in the RPJMN IV Development agenda for 2020-2024 is Strengthening the Stability of Political, Defense and Security and Public Service Transformation, where this agenda is an important part of which the State is obliged to continue to be present in protecting the entire nation, providing a sense of security and quality public services to all citizens and upholding the sovereignty of the country. The government will continue to strive to improve good and transparent governance that can be accessed by all people.

In its implementation, the improvement of governance through increasing the reform agenda is also contained in the Bureaucratic Reform Grand Design for 2010-2025<sup>1</sup>. To maintain sustainability, the grand design of bureaucratic reform is divided

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<sup>1</sup> Peraturan Presiden Republik Indonesia No. 81 Tahun 2010 Tentang Grand Design Reformasi Birokrasi 2010-2025

into three periods, namely the Bureaucratic Reform Road Map for 2010-2014, 2015-2019, and 2020-2024.

Currently, the Bureaucratic Reform has entered the third or final period of the Grand Design of the National Bureaucratic Reform. At this final stage, Bureaucratic Reform is expected to produce a world-class bureaucratic character (world-class bureaucracy) which is characterized by several things, namely increasingly quality public services and more effective and efficient governance.<sup>2</sup>

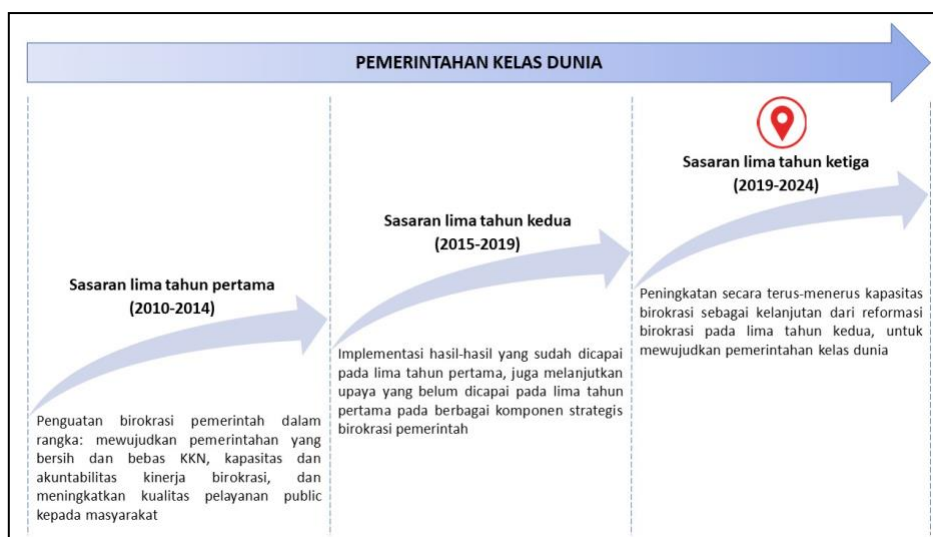


Figure 1. Grand Design of Bureaucratic Reform

In Riau, the bureaucratic reform agenda is one of the government's efforts to achieve good governance and carry out fundamental reforms and changes to the governance system. Bureaucratic reform makes the budget not only effective and efficient but also bureaucratic reform into the implementation of bureaucratic reform in Riau Province, which continues to increase from year to year as shown by the increase in the bureaucratic reform index. Although there are also various problems.

Table 1. Indeks reformasi birokrasi Provinsi Riau 2015-2019

INDICATOR	YEAR				
	2015	2016	2017	2018	2019
Bureaucratic reform index	37.66	52.87	59.73	60.37	61.49

Source: Organization Bureau of the Regional Secretariat of Riau Province, 2020

The 2020-2024 Riau Provincial Government Bureaucratic Reform Road Map is a form of operationalization of the bureaucratic reform agenda, which is compiled and carried out every 5 (five) years and is a detailed plan for the implementation of bureaucratic reform for five years with clear targets per year. The goals for the first year will be the basis for the targets for the following years, as well as the targets for the following years will refer to the targets for the previous years. The implementation of

<sup>2</sup> Saputra, T., & Astuti, W. Suara Pelayanan Publik: Reformasi, Birokrasi, Melalui Inovasi Pelayanan Publik. Jakad Media Publishing. (2018)

bureaucratic reform in Riau province is a must for the purpose of improving the bureaucracy from time to time.

It is hoped that the Road Map preparation activities will increase and accelerate the implementation of bureaucratic reform in Riau province. The target of the activities for the preparation of the Riau provincial government bureaucratic reform Road Map is all OPDs within the Riau provincial government. This activity was carried out from 6 July to 3 September 2020 in the meeting room of the Riau Provincial Secretariat's organization bureau.

## II. METHOD AND STAGE OF ACTIVITIES IMPLEMENTATION

This activity is carried out in three stages, namely a) planning, b) implementation, c) reflection, and follow-up. the following is the flow of activity implementation<sup>3</sup>



Figure 2. The flow of Activity Implementation

Planning activities are carried out to identify problems from existing program activities in each Regional Apparatus Organization (OPD). The method used was observation and focus group discussions (FGD) which were involved in the preparation of the Road Map for bureaucratic reform in the province of Riau. Observations are made at OPD by looking at the proposed activity program each year, which aims to map the problems and alternative steps that will be scheduled in the Road Map. Meanwhile, FGD was conducted to discuss priority programs in support of the bureaucratic reform agenda. FGDs were held four times with participants from representatives of each OPD in Riau province and including Ombudsman representatives of Riau.

After planning activities are carried out, then proceed with implementation activities. Implementation activities aim to produce solutions in overcoming problems that have been mapped. Furthermore, reflection is carried out in the form of evaluating

<sup>3</sup> Saputra, T., & Utami, B. C. Pelatihan Pelayanan Prima Tentang Perilaku Pemberi Layanan Di Kelurahan Sidomulyo Barat Kecamatan Tampan Kota Pekanbaru. (2017).Warta Lpm, 20(2), 61-66

community service program activities. Reflection is carried out to identify shortcomings and weaknesses in the program process and to see the effectiveness of the results produced. Then, the last thing is to follow up to strengthen partners in developing better program activities.

### III. DISCUSSION

The preparation of the Riau provincial bureaucratic reform Road Map document refers to the work order number: 01 / SPK-RB / VII / 2020. The stages of activities carried out are as follows:

1. Coordination meeting on July 9, 2020, with a meeting agenda for the preparation of the 2020-2024 bureaucratic reform Road Map
2. Mapping of the implementation of bureaucratic reform in OPD
3. Mapping the implementation of bureaucratic reform in OPD in order to formulate a road map for bureaucratic reform for 2020-2024 on July 13-17, 2020
4. Meeting to evaluate the results of the mapping of the implementation of the 2020 regional apparatus bureaucratic reform on July 20, 2020
5. Preparation of the road map for bureaucratic reform from July 6, 2020, to September 3, 2020; the output is a draft roadmap for bureaucratic reform 2020-2024.
6. Final draft meeting by holding FGD on August 13-14, 2020
7. Data verification on September 1, 2020, regarding the 2020-2024 bureaucratic reform action plan
8. Reporting

Currently, the priority problems faced by partners are as follows:

- 1) The planning for bureaucratic reform in Riau province for 2020-2024 has not yet been compiled
- 2) OPD programs and action plans have not yet led to the road map for bureaucratic reform

From the partners' problems above, solutions and target achievements are then formulated to encourage an increase in the bureaucratic reform of the Riau provincial government for 2020-2024.

**Table 2.** Priorities, Solutions, and Milestones

Priority	Solutions	Milestones
Preparation of the Riau provincial government bureaucratic reform Road Map for 2020-2024	Assistance in the preparation of the Riau provincial government bureaucratic reform Road Map for 2020-2024	The preparation of the Riau provincial government bureaucratic reform Road Map for 2020-2024
The work program of each OPD leads to the Riau provincial	Focus group discussion in the preparation of work programs for each	The OPD program as stipulated in the framework of the Riau

government bureaucratic reform Road Map for 2020-2024	OPD	provincial government bureaucratic reform for 2020-2024
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Furthermore, this activity is carried out by referring to the plan and activity achievement indicators, which are as follows.

Table 3. Outcome plan and activity achievement indicators

Outcome plan	Outcome indicators
Formulation of the Riau provincial government bureaucratic reform plan	The draft of the bureaucratic reform of the Riau provincial government <ul style="list-style-type: none"> <li>● Performance evaluation</li> <li>● Strategic environmental analysis</li> </ul>
The work program at OPD is structured according to 8 areas of change in the Road Map for bureaucratic reform.	The choice of work programs based on eight areas of change <ul style="list-style-type: none"> <li>● Implementation management</li> </ul>



Figure 3. Preparatory meeting for bureaucratic reform with organizational bureaus



Figure 4. Joint meetings with OPD in the Riau province



Figure 5. Meeting to evaluate the preparation of bureaucratic reform

In the previous period, namely 2015-2019, there were several problems that had to be solved, especially those related to:

1. The change management of the bureaucratic reform team has not carried out the work program optimally, and there is no government regulation related to work culture and work culture that has not been properly internalized.
2. Related to the Institution, there are various improvements related to the nomenclature of duties and functions as well as job analysis that must be readjusted
3. Management of business processes has not been prepared NPSK has not been evaluated as a whole
4. Local legislation products are evaluated more optimally
5. The accountability of performance accountability system of government agencies (SAKIP) has not been fully integrated, the coordination of the provincial SAKIP team has not been maximal, e-performance has not been running optimally
6. The supervision system has not been maximally integrated with planning and future improvement efforts
7. Single salary pattern human resources are already running but need to be reviewed when linked to a work management system
8. Public services still need improvement related to service standards and need improvements related to service innovation.

In the future, improved governance in Riau province can be seen in the Riau Province RPJMD 2019-2024. In particular, goal 5 mentions

Table 4. Reform Target Index for Riau province

No	Purpose	Indicator	2020	2021	2022	2023	2024
1	Increase the implementation of bureaucratic reform	Reform index	63,87	65,25	66,63	68,01	69,39

Source: Organization Bureau of the Regional Secretariat of Riau Province, 2020

In practice, achieving the target index of 69.39 by 2024 is not an easy task. In this case, it is necessary to increase, develop, and breakthrough bureaucratic reform agendas

that are binding from legal aspects, planning documents, and operational agendas and stages that can be implemented by OPD Riau province.

### 3.1. Achievements in 8 areas of 2015-2019 bureaucratic reform changes

In performance-based government management, every progress in government programs' implementation must be evaluated through measurable indicators, performance targets, and regulations that have a formal legal umbrella. Following are the Bureaucratic Reforms of Riau province 2015-2019<sup>4</sup>:

1. Clean and accountable bureaucracy and high performance;
2. Effective and efficient bureaucracy;
3. Bureaucracy that can provide quality public services.

The 2015-2019 Riau Provincial Government Bureaucratic Reform Roadmap is a form of operationalization of the Grand Design for National Bureaucratic Reform, a derivative of the 2015-2019 RPJMN, and the implementation of the 2014-2019 Riau Provincial RPJMD, which aims to present the direction of Government Bureaucratic Reform policies in Riau Province so that reforms in local government can run effectively, efficiently, measurable, consistent, integrated, standardized and sustainable. This goal will produce a professional government bureaucracy with adaptive characteristics, integrity, high performance, free and clean from corruption, collusion, and nepotism, and capable of serving the public neutrally and upholding the fundamental values and code of ethics of the state apparatus.

In the Riau Province RPJMD, 2014-2019, the implementation of bureaucratic reform in the Province is reflected in mission 5, namely Creating Reliable and Reliable Government and Consolidating Political Life. This objective is then broken down into Realizing Good Governance and Clean Government, where success indicators are measured from BPK Opinion, LPPD Score, Accountability Value, Information Disclosure Value, and Bureaucratic Reform Value.

**Table 5.** Realizing Reliable and Reliable Government and Consolidating Political Life

No	Tujuan	Sasaran	Indikator Sasaran		Kondisi Awal (2013)	2014	2015	2016	2017	2018	2019
5.1	Mewujudkan Pemerintahan Yang handal dan Terpercaya serta Pemantapan Kehidupan Politik	Terwujudny a <i>good governance and clean goverment</i>	1	Opini BPK	WTP	WTP	WTP	WTP	WTP	WTP	WTP
			2	Nilai akuntabilitas	CC	CC	CC	CC	CC	B	B
			3	Skor LPPD	2,02	2,50	2,60	2,95	3,24	3,53	3,82
			4	Nilai keterbukaan informasi	-	17,40	30,57	35,16	40,43	46,49	53,47
			5	Nilai Reformasi Birokrasi	Na	na	37,66	37,69	38,63	39,60	40,59

Globally, the achievement of the implementation of bureaucratic reform in Riau Province has

<sup>4</sup> Saputra, T., & Utami, B. C. Road Map Bureaucracy Reform Public Service Government Provincial Riau. (2017). Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah, 4(4), 231-244

experienced a significant increase as a whole; this can be seen from the matrix of evaluation results of the Riau Province bureaucratic reform 2015-2019 based on the 2014-2019 RPJMD targets are as follows:

**Table 6.** Evaluation results of the Riau Province bureaucratic reform in 2015-2019

NO	BUREAUCRACY REFORM INDEX	TARGET RPJMD	ACHIEVEMENTS	PERCENTAGE
1	2015	37.66	37.66	100.00
2	2016	37.69	52.87	140.28
3	2017	38.63	59.73	154.62
4	2018	39.6	60.37	152.45
5	2019	40.59	61.49	151.49

Source: Organization Bureau of the Regional Secretariat of Riau Province, 2020

Based on the table above, it can be concluded that the Riau Province RB index for 2015-2019 exceeds the target, in the sense that there is a significant increase and commitment in government management in Riau Province in realizing a clean and corruption-free government; and continue to improve the quality of public services in Riau Province; as well as increasing capacity and performance accountability.

### 3.2. Obstacles and Challenges

The Bureaucratic Reform program's implementation has become a national priority since the issuance of the Grand Design of Bureaucratic Reform in 2010. It has been almost a decade since, in general, Bureaucratic Reform still faces many obstacles and challenges, both from the internal and external government.

#### *A. Political Intervention*

The implementation of Bureaucratic Reform cannot be separated from the political environment. The biggest challenge in the political environment is political intervention from political officials into the bureaucracy. It cannot be denied that the leaders' commitment strongly influences Bureaucratic Reform's success in carrying out the Bureaucratic Reform program. Bureaucratic Reform agendas are hampered because agency leaders do not commit to supporting Bureaucratic Reform. After all, the bureaucracy is positioned to secure political interests so that the bureaucracy is not neutral. The negative impact of political intervention into the bureaucracy and the non-neutrality of ASN in state administration can increase in terms of policy corruption, misallocation of budgets that are not by their original purpose, to discriminatory services. This situation can develop even more damaging when there are no anti-corruption values and public ethics internalized into the ASN, applying a weak national integrity system, system stability, and the maturity of the government internal supervisory apparatus (SPIP & APIP) is still low.

#### *B. Incapability and ASN Mentality*

The low competence of ASN makes it challenging to implement Bureaucratic Reform; even some are resistant and do not understand the essence of Bureaucratic Reform. This



is exacerbated by the silo mentality, which is an obstacle to efforts to synergize the Bureaucratic Reform agendas and form the perception that Bureaucratic Reform is only a task of an agency or some people assigned becomes something of an administrative nature.

#### *C. Public Dissatisfaction*

Low public trust is a disincentive for public participation and multi-stakeholder coalition-building in public sector change. In turn, low participation also makes public trust as a whole worse off. The distrust arises because of the government's inability to manage public trust.<sup>5</sup>

#### *D. Closed Bureaucracy*

A closed bureaucracy causes weak public control and participation of the bureaucracy. This is because there is no interaction between the bureaucracy and the external environment, including the community as public services recipients. As a result, the bureaucracy is not responsive to the various needs of the community. To become a world-class bureaucracy, the bureaucracy must collaborate with various actors and sectors in various policy-making processes and public services.<sup>6</sup>

#### *E. Learning*

**Leadership Role.** The successful implementation of Bureaucratic Reform cannot be separated from the commitment of the Minister / Head of Institutions and Regional Heads. Several agencies that have shown the success of implementing Bureaucratic Reform, the Minister / Head of Institution and Head of Region, directly lead the implementation of Bureaucratic Reform and ensure the bureaucracy's neutrality.

**Focused and Targeted Programs.** Several Ministries / Agencies / Local Governments have succeeded in maximizing organizational performance through focused and targeted programming with adequate financial support. Several routine and small-scale programs were rearranged and developed into a new, more extensive program. The complexity of the new, more significant program demands more intense collaboration, integration, and coordination among work units. This momentum can be used to change the civil service's culture and mindset to be more innovative and collaborative. As a result, the program was made more targeted at the community's

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<sup>5</sup> Saputra, Trio. Kepuasan Masyarakat Terhadap Penyelenggaraan Pelayanan Publik (Studi Kasus Kantor Kecamatan Tambang Kabupaten Kampar). *Jurnal Perspektif Pembiayaan Dan Pembangunan Daerah*, 2016, 4.2: 89-100

<sup>6</sup> Saputra, Trio; Herianto, Meyzi. Komitmen Organisasi, Keadilan Organisasi, Dan Kualitas Pelayanan. *Jurnal Administrasi Pembangunan*, 2014, 2.2: 127-134

needs with a more pronounced impact and a change in organizational culture and the ASN mindset.<sup>7</sup>

Understanding the Complexity and Competency Gaps to Implement Bureaucratic Reform. It is essential to understand Bureaucratic Reform's complexities and the competency gaps of state civil servants to implement Bureaucratic Reform. This is needed so that the Bureaucratic Reform policies and programs are made by the context and conditions in each agency. Failure to understand the complexity and competency gaps to implement reforms will lead to bureaucratic reform efforts to frustrate and stagnate because the targets set are too high compared to organizations and personnel's ability to respond to changes. However, it should be noted that the success target of Bureaucratic Reform must not be too low so that the expected changes can be felt.

### 3.3 Bureaucratic Reform Environment

Referring to the 2020-2024 national bureaucratic reform roadmap, it is stated that the environmental factors referred to in the Bureaucratic Reform Road Map are the context in which the bureaucracy operates. Meanwhile, strategic issues are content that has a significant effect on the bureaucratic reform process.

Bureaucratic Reform Environment in this Road Map is several things that can affect the course of the Bureaucratic Reform program, including politics and bureaucratic co-optation; law enforcement and certainty; administration and institutions; bureaucratic culture; and globalization and digital transformation.<sup>8</sup>

#### *A. Politicization and Cooptation of the Bureaucracy*

Political life in a government is something that inevitably happens. Because after all, the formation of a government is one of the results from the political aspect. Historically, the link between politics and bureaucracy cannot be separated. The thought and emergence of administrative reform also originated from the desire to separate politics and administration in governance. Therefore, the bureaucracy's neutrality must be the first step in creating a professional and competent apparatus.

The existence of politicization and political co-optation of the bureaucracy makes the bureaucracy unprofessional, non-neutral, low-performing, and prone to corruption, collusion, and nepotism when it is not accompanied by a system of integrity that has not yet been developed, internal government supervision that is still incapable and immature, and public ethics that have not been developed. Looked after.

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<sup>7</sup> Saputra, Trio; Sufi, Wasiah. Strategi Dalam Memberikan Pelayanan Kepada Masyarakat. *Jurnal Benefita: Ekonomi Pembangunan, Manajemen Bisnis & Akuntansi*, 2018, 3.3: 396-416

<sup>8</sup> Saputra, Trio; Marlinda, Pebriana. *Services Innovation Of Sikda Optima Program At Puskesmas Jaya Mukti Dumai City*. Center For Open Science, 2018

### *B. Law Enforcement and Certainty*

Law enforcement and certainty are an essential part of running the government. Legal uncertainty will create chaos in the internal and external environment of the bureaucracy. Therefore, a coercive approach, namely through law enforcement, is very much needed in Bureaucratic Reform. Weak law enforcement results in an ineffective reward and punishment system. The government needs to encourage the provision of awards for stakeholders who can carry out Bureaucratic Reform. Likewise, on the other hand, there need to be strict sanctions for parties who do not implement or even do not respond to the Bureaucratic Reform process. These awards and sanctions need to be outlined in clear and firm regulations and policies.

### *C. Administration and Institutions*

Administrative and institutional aspects can be seen in several fundamental principles: structure, process, staffing, and the relationship between government and society. A structure that supports performance achievement and is oriented towards facilitating the public service process so that it is not too fat and prevents the potential for bureaucracy to develop. Service processes that are not based on efficiency, effectiveness, and justice also negatively impact the bureaucracy.<sup>9</sup>

The simplification of the bureaucracy, which has been one of the government's agendas since 2019, is one of the answers where the institutional aspect of the bureaucracy must be more precise and efficient in size to accelerate services to the community.

### *D. Bureaucratic Culture*

Bureaucratic culture is a set of values and systems based on experience that internalizes the bureaucracy. This is then applied in the attitudes, behavior, and actions carried out by all the bureaucracy's resources. In the long process of bureaucratic institutionalization, culture and values are considered constituents of the informal convention aspects affirmed in governance variations.

A negative bureaucratic culture can become an obstacle to realizing a professional bureaucracy. Even anti-corruption values that have not been internalized make efforts to create a clean and accountable bureaucracy lose its primary modalities. On the other hand, a bureaucracy with a positive culture will improve governance quality and affect community satisfaction and accelerate development.<sup>10</sup>

### *E. Globalization and the Sustainable Development Goals*

Sustainable Development Goals (SDGs) are a standard reference for governments worldwide to create better world conditions with the realization of 17 sustainable goals

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<sup>9</sup> Saputra, Trio; Marlinda, Pebriana; Sufi, Wasiah. Implementasi Kebijakan Inovasi Pelayanan Publik Di Puskesmas Jaya Mukti Dalam Meningkatkan Kepuasan Masyarakat. *Jurnal Niara*, 11.2.2019: 177-188.

<sup>10</sup> Undang-Undang No.25 Tahun 2009 Tentang Pelayanan Publik

by 2030. Sufficient basic knowledge of the SDGs is expected to help ASNs position their role in the global and regional arena. Also, at the global level, several issues have attracted the attention of countries worldwide, including those related to the use of "Big Data," integrated services, services that better accommodate the uniqueness of individual communities, and the use of artificial intelligence in the realm public. In globalization, the apparatus also needs to develop competencies that are in line with the demands of the times while remaining grounded and paying attention to local treasures.

#### *F. Industrial Revolution 4.0*

The development of the "Industrial Revolution Phase 4" (also known as the Industrial Revolution 4.0) created a dynamic and several new challenges unique to governments around the world, including in Indonesia. Along with the development of technology, the way the Government works and the pattern of relations/interaction between the Government and the community have also undergone fundamental changes.

The use of mobile internet technology, cloud computing, artificial intelligence, high data, and the Internet of Things (IoT) will encourage Government Agencies to provide independent services, mobile services, and intelligent services that are flexible and borderless for the community. The Government must provide more expansive space for the public to convey their aspirations and criticize the limited public sector area, which has been the Government's exclusive domain. At the same time, the Government must also adapt to the times and carry out digital transformation to survive in the era of the Industrial Revolution 4.0.

In this case, all elements of the bureaucracy in the future will be significantly influenced and must be able to adapt to the global environment with advancing technological developments. This will also affect culture, work methods, and perceptions in running the wheels of Government. The acceleration and speed of service to the community in development is a result that should show the efficiency of the Government. Therefore mastery of technology is a tool that must be owned and controlled by the bureaucracy in forming a quality government structure.

### **3.4. Strategic Issues**

The strategic issues of Bureaucratic Reform are some of the latest things that must be immediately responded to in this case by the Riau Provincial government, which includes the performance of the bureaucracy, public services, the integrity of the apparatus, simplification of the bureaucracy, human capital, and information technology in governance,

### **3.5 Management of Riau Province Bureaucratic Reform Implementation**

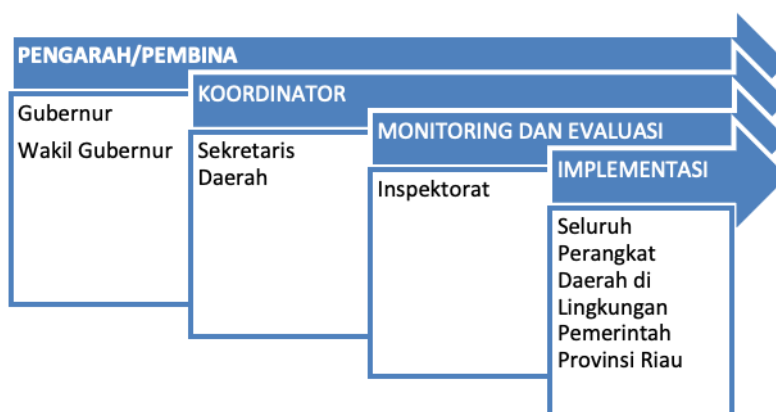
#### *A. Local Government Level*

Referring to the management of the implementation of bureaucratic reform at the national level, the Regional Government must run a microprogram. This is by Permenpan No. 25 of 2020, Article 1 Paragraph 2b, where all ministries/agencies and

local governments prepare a Road Map for Bureaucratic Reform in internal agencies and run Micro programs.

The Regional Government coordinates every implementation of Bureaucratic Reform at the micro level. This ensures that the Bureaucratic Reform microprograms have been carried out massively and comprehensively by all work units within the Regional Government.<sup>11</sup>

Meanwhile, internal monitoring and evaluation of the Bureaucratic Reform implementation are carried out by the Regional Inspectorate. To ensure the implementation of the micro and monitoring and evaluation program activities as expected, each government agency forms a Bureaucratic Reform Team within government agencies. Henceforth, the management of the implementation of bureaucratic reform in Riau Province can be described as follows:



**Figure 6.** Management of Bureaucratic Reform Implementation in Provinces

Furthermore, to coordinate meso programs at the national level, it is necessary to appoint a leading sector coordinator to build coordination with agencies at the national level, which is expected to be able to bridge and integrate bureaucratic reform agendas in the regions and plan for national achievement targets by their respective fields. Henceforth, the coordinating team and stakeholders have the task and function of achieving goals and achievement targets confirmed in forming a decree on the regional bureaucratic reform team. The following is the coordinating team to achieve the Riau Province bureaucratic reform plan's goals and indicators for 2020-2024.

### *B. Regional Apparatus Level*

As a reference in implementing the bureaucratic reform agenda at the regional apparatus level, its implementation management is as follows:

<sup>11</sup> Peraturan Presiden Republik Indonesia No. 81 Tahun 2010 Tentang Gran Design Reformasi Birokrasi 2010-2025

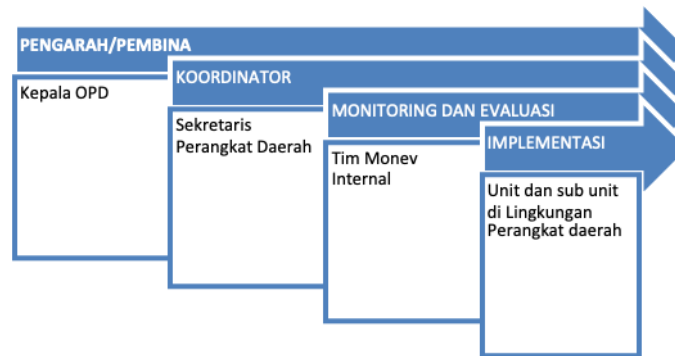


Figure 7. Management of Bureaucratic Reform Implementation in regional apparatus in Riau Province

### 3.6. Monitoring and Evaluation

Monitoring of the implementation of Bureaucratic Reform is carried out at the scope of the unit/work unit, the scope of K / L / Pemda, and the national scope. Monitoring is carried out to maintain that the action plan outlined in the Bureaucratic Reform Road Map can run according to the schedule, targets, and stages as set out. From the monitoring process, various things that need to be corrected can be corrected immediately when the Bureaucratic Reform activities/programs are implemented. There is no deviation from predetermined targets.

Monitoring is carried out through several media as follows:

- a. Regular meetings at the regional Bureaucratic Reform Steering Team's level to monitor the development of Bureaucratic Reform are still by the targets in the Bureaucratic Reform roadmap.
- b. Regular meetings at the national Bureaucratic Reform management unit to monitor the development of Bureaucratic Reform in each government agency to be consistent with the Road Map and provide reports to the steering team on the results of monitoring and evaluation of Bureaucratic Reform.
- c. Regular meetings at the level of the Agency for Bureaucratic Reform Implementation Team to:
  - o Discuss progress, obstacles faced, and adjustments that need to be made to respond to problems or developments in the strategic environment;
  - o Measurement of targets for Bureaucratic Reform activities as outlined in the Road Map and their realization;
  - o Surveys on public satisfaction and perceptions of anti-corruption;
  - o Meetings in the Self-Assessment of the Implementation of Bureaucratic Reform, which the Inspectorate coordinates, then reports the national Bureaucratic Reform management unit results.

Evaluation is carried out in several stages, starting from the work unit to the agency level, as follows:

- a. Semesterly or annual evaluation at the level of the bureaucratic reform implementation team led by the head of the unit/work unit to discuss progress,

obstacles faced, and adjustments to activities that need to be carried out in the next six months or one year, so that there are no similar problems or problems. To respond to developments in the strategic environment. Evaluation is carried out comprehensively of all predetermined priorities;

- b. Annual evaluation at each agency-level led directly by the head of the regional apparatus;

Various information used as material for decision making can be obtained from:

- a. Monitoring results;
- b. Survey of public satisfaction and anti-corruption perceptions;
- c. Measurement of targets for Bureaucratic Reform activities as outlined in the Road Map with their realization;
- d. Meeting in the context of the Self-Assessment of the Implementation of Bureaucratic Reform, which the Inspectorate / Internal Supervisor coordinates.

#### IV. CLOSING

In its implementation, bureaucratic reform in Riau province still leaves various problems as contained in the evaluation results sheet for the implementation of bureaucratic reform in Riau Province, namely:

1. The implementation of bureaucratic reform has not been carried out in an integrated manner in all work units but is still focused on the implementation of activities in each Working group (Pokja) of the Bureaucratic Reform Team
2. The appointed agents of change have not fully contributed to the implementation of bureaucratic reform
3. It is not yet optimal to identify laws and regulations that are not harmonious and overlapping, and the progress of the drafting of statutory regulations needs to be improved.
4. Institutional evaluation has been carried out but has not yet focused on the performance that will be generated
5. The absence of monitoring and evaluation of the implementation of the Grand Design of Information technology (roadmE-Government)
6. Knowledge management problems are caused by high employee turnover, and the Human Capital Development Plan is not yet going well.
7. Monitoring and evaluation of the implementation of the supervision system has been carried out, but the results of monitoring and evaluation have not been able to provide recommendations for improvements to increase the effectiveness of supervision
8. The construction of an integrity zone (ZI) for a pilot work unit has been implemented. Still, the understanding of the meaning and purpose of implementing ZI has not been evenly understood by the employees

involved, so that until now, no work unit has received the title of Corruption Free Area (WBK / WBMM). )

9. Regarding job integrity, there are still few officials/employees who understand the duties and functions that must be carried out and the measure of success
10. The low quality of the implementation of the integrity system that applies internally
11. There is still a gap in the external survey conducted by OPD of the community receiving services.

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