



Analysis of the Implementation of Administrative Decentralization Policy in Manufahi Municipality (Case Study on Implementation of Administrative Decentralization Policy in Manufahi Municipal Authority)

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ABSTRACT

The analysis of the implementation of the Administrative Decentralization Policy is something important to understand in the context of regional development, including in Manufahi City. Administrative decentralization is a process by which powers and responsibilities in the management of governance and public services are transferred from the central government to local governments or local government units. With the application of the policy of administrative decentralization it is expected to improve the efficiency, effectiveness and accountability of the organization of governance and public services at the local level. Timor-Leste, which broke away from the Indonesian state in 2002, has also shown its interest in decentralization. There are 5 articles regulating on the organization of government or decentralization of government, 71 articles on the organization of administration or arrangement of government, and 72 articles on the powers of local or regional governments. This decentralization is the commitment of the government to realize the constitutional mandate as explained above, which was conceived by the government as a priority of work, adopted and established as the mandate of the constitution of the RDTL, on decentralization, is the Decree Law (Government Regulation) Fifth Amendment (5) Decree Law No.3 of 2016 dated 16th March as has amended by Decree Law No

INTRODUCTION

Analysis of the implementation of the Administrative Decentralization Policy is something important to understand in the context of regional development, including in Manufahi Municipality. Administrative decentralization is a process in which power and responsibility in the management of government and public services are transferred from the central government to regional governments or local government units. With the implementation of the policy of administrative decentralization, it is hoped that it can increase efficiency, effectiveness and accountability in government administration and public services at the local level.

The drive to achieve decentralized status has attracted the attention of several countries, especially in developing countries. Conyers states that, "this interest in decentralization is also in line with the increasing interest of various international development agencies" (Muluk, 2009: 1).

Wasistiono (2010) states, "According to the World Bank, out of twenty countries that are partners in decentralization, there are four countries, namely: Indonesia, Philippines, Pakistan and Ethiopia that are implementing big bang decentralization, sixteen other countries gradual decentralization is being implemented. Said further, "The World Bank defines big bang decentralization as the process A process wherein the central level of government announces the centralization, passes laws, and transfers responsibilities, authority, and/or staff to subnational and/or local government in rapid succession."

In this article considers and needs to mention the limitations of decentralization to avoid doubts related to Koswara (2001: 14) said the limitations of UN decentralization that "decentralization refers to the transfer of authority from national capital, although through decentralization (i, delegation) to camp building or devolution to local authorities or local bodies.

Decentralization refers to the transfer of authority from the national capital through decentralization (i, delegation) to field offices or devolution to local authorities or local bodies." (I. et al., 2019) (Syahrizal et al., 2020).

Cheema and Rondinelli (in Wasistiono, 2010) state that "decentralization is the transfer of planning, decision-making, or administrative authority from the central government to its field organizations, local administrative units, semi-autonomous organizations and para-state organizations, government localities, or non-governmental organizations. "In addition, Litvack and Sedon in Wasistiono (in Suderana, 2011) state that "decentralization is divided into 4 types, namely: 1) political decentralization, 2) administrative decentralization, 3) fiscal decentralization, 4) economic or market decentralization. Timor-Leste, which separated from the Indonesian state in 2002, has also shown its interest in decentralization. This interest is formally declared in the Constitution of the Democratic Republic of Timor-Leste. There are 5 articles regulating the organization of administration or decentralization of government, 71 articles on the administrative organization or structuring of government, and 72 articles on local or regional government powers.

This decentralization is a commitment to the government to realize the constitutional mandate as explained above, which is conceptualized by the government as a priority of work in, adopted and established as the

constitutional mandate of the RDTL, on decentralization, is the Decree Law (Government Regulation) Fifth Amendment (5) Decree Law no. 3/2016 of 16 March as revised by Decree Law number 84/ of 23 November 2023 on the Statute of Municipal Administration, Municipal Authority and Interministerial Technical Group for Administrative Decentralization. According to this Decree Law, the municipal government is a local state administration, which translates as an agent of the central government in the region (field administration).

The main problem to be discussed in this scientific work is the implementation of administrative decentralization policy in Manufahi Municipality. The implementation of administrative decentralization is a policy implementation process that involves many aspects to achieve the desired goal effectively and efficiently. These aspects include human resources (HR), financial resources, facilities and implement bureaucratic structures.

This research applied qualitative methods using interviews as a method of data collection, observation and document review. With data analysis techniques from scholars Miles & Humbermen (2017: 247), such as data collection, data presentation, data reduction and verification of valid data.

LITERATURE REVIEW

According to Smith (2012:1) Decentralization is the centralization of administration in a specific center that gives power to local governments. This shift of power allows for greater autonomy and decision-making at the local level, empowering communities to have a voice in policies that affect their lives. Finally, decentralization promotes a more inclusive and responsive form of governance, leading to sustainable development outcomes that prioritize the needs of the people.

Decentralization is the division of administrative authority from the central government to regional governments, which is divided into political decentralization and administrative decentralization. Political decentralization is the devolution of power from the central government to the regional government, whereas administrative decentralization is the delegation of administrative authority from the central government to the regional government they both forms of decentralization have different goals. [2]." (Habibibi, 2017) (Rahmadani & Rika, 2012) (I. et al., 2019).

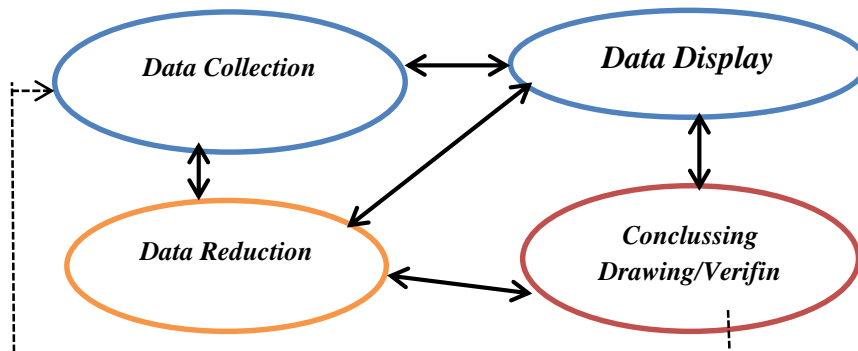
According to Henry Maddick (1963): that decentralization is the division of power according to law to perform duties in some parts or some functions to the municipality as autonomy.

According to Smith, Hidayat (in Yurson 2018: 9) The view that decentralization is the transfer of power from the top level to the bottom level in the territorial hierarchy which can mean a government in a state or a department within an organization.

METHODOLOGY

This method uses the qualitative study, the sample of research focused on the President of Manufahi Municipal Authority, Secretary of Manufahi Municipal Authority, Municipal Services Directorate Manufahi Municipal Authority and Former Administrator of Manufahi Municipality. The research was conducted at the Manufahi Municipality during June to September 2024. This research applied qualitative methods using interviews as a method of data collection, observation and document review. With data analysis techniques from scholars Miles & Humbermen (2017: 247), such as data collection, data presentation, data reduction and verification of valid data.

The analyzed the data according to the qualitative research method of scholars Miles & Humberman (2017 : 247) as follows:



Source: (Sugiyono 2017, Qualitative and Quantitative Research Methods, R & D)

RESULTS AND DISCUSSION

Based on the results of the research obtained from the informants that the number of employees working in the Manufahi Municipal Authority amounted to 259 people composed of 223 men or 86% and women to 36 to 14 %. To know the number of employees based on category and grade see the table below.

Table 1. Total Permanent Employees based on Category and grade

Nu	Level /Grau	Total	Percentage (%)
1	TS/A	4	2%
2	TS/B	4	2%
3	TF/C	27	10%
4	TF/D	58	22%
5	TA/E	81	31%
6	Assistant/F	48	19%
7	Assintant/G	37	14%
	Total	259	100%

Data sources from Manufahi Municipal Authority Employees Year 2024

From Table 1 above, it is reported that the largest number of employees is in TA/E, which amounts to 31%. While the number of employees in the category TS / A has 4 or 2%. Thus, it can be understood that the highest category / grade of the 259 permanent employees in the Manufahi Municipal Authority is in the

category of senior technical grade A, which is 4 or 2%. Total administrative agent employees 50 composed of 46 or 79% men and 12 or 21% women to know the number of employees based on category and grade see the table below.

Table 2. Total Administrative agent employees based on Category and grade

Nu	Level/Grau	Total	Percentage (%)
1	TS/A	0	0%
2	TS/B	0	0%
3	TF/C	18	31%
4	TF/D	7	12%
5	TA/E	33	57%
6	Assistant/F	0	0%
7	Assintant/G	0	0%
	Total		100%

Data sources from Manufahi Municipal Authority Employees Year 2024

From Table 2 above, it is reported that the largest number of administrative agent employees is in TA/E, which is 33 or 57%. While the number of employees in category TS/A and B is no or 0%. Thus, it can be understood that the highest category / grade of the 58 administrative agent employees in the Manufahi Municipal Authority is in the technical category Professional grade C, which is 18 or 31%.

Table 3. General regime position Directorate and head in Manufahi Municipal Authority

Management and Headship Positions	TS/A	TS/B	TP/C	TP/D	TA/E	ASS,/F	Sub Total		Total
							F	M	
president of the municipal authority	1							1	1
Municipal section	1							1	1
Municipala service Director	1	1	6	5	2		1	14	15
Chief department		2	10	16	3		7	25	32
APA			1					4	4
Chief of local service			5	7	4		5	11	16
Total	3	3	22	28	9		13	53	66

Data sources Human Resources Manufahi Municipal Authority

Based on the table above, the total number of management and leadership positions in the Manufahi Municipal Authority is 66, composed of 1 PAM, 3 Municipal Secretaries, 19 Municipal Directors, and 37 Heads of Departments, 4 APAs and 16 Heads of Local Services. Of the 3 Secretary positions, two come from the regime special, 5 municipal director positions come from the special regime. Of the 19 municipal directorate positions, one directorate has not been completed and 7 Head positions have not been filled.

Data Analysis and Interpretation

From the results of research and discussion showed that the data collected such as human resources, budget, facilities and implementation of bureaucratic structure with the objective to approach public services that have been centralized to harass and oppress the people. Far from the government or living in rural areas, so through the policy of administrative decentralization will be able to empower the people, when they need public administration services to respond to the needs of the people related to public administration support people to do their activities so that 'e belu help people's lives become better in the Manufahi Municipal Authority and can reduce people's desire to seek a better life. Decentralization is called according to Rodinelli (Hidayat dalam Yusron, 2018: 9) (: that decentralization divides planning, decision-making, or administrative power from the central government to organizations in some municipalities, municipal administrative units, local government organizations, or non-semi-autonomous organizations, governmental or civil society Implementation with the objective of helping rulers implement policies. efficient and effective Therefore, according to Edward III (1980:3), policy implementation is: "Since policy implementation is so complex, we should not expect it to be accomplished in a routine fashion. a policy."

Theoretical Implications

The theoretical implications of this research are based on the title of the problem formulation and the data that has been collected that, perhaps there are implications according to the theory of According to Rodinelli (Hidayat dalam Yusron, 2018: 9) (: that decentralization shares plans, decisions, or administrative power from the central government to organizations in some municipalities, municipal administrative units, local government organizations, or non-semi-autonomy, governmental or civil society Implementation with the objective of helping rulers to implement policies efficiently and effectively. should not expect it to be accomplished in a routine fashion. (1980:3) is the stage between policy formation and the consequences of the policy for the people who influence it Edward III also stated that policy implementation is influenced by four variables, namely communication, resources, disposition, and the appropriateness of changes established by policy decisions. Policy implementation is in principle the way in which a policy can achieve its objectives.

Practical Implications

There are practical implications for the implementation of the policy of administrative decentralization in the Manufahi Municipal Authority as an activity plan or administrative power of the central government to its organization institutions in local government, with the objective to help the people, to provide administration services to the people who are far from the

central government so can get quick service to complete the need through the activity of civil servants directly. In practice, the political hope of administrative decentralization is carried out in accordance with decree law number 3/2016 with the fifth amendment to decree law no. 84 of 23 November 2023.

Based on the research objectives proposed earlier, the results of research and discussions, therefore, generally conclude that: Implementation of administrative decentralization policy in Manufahi Municipal Authority until now is not effective. Because human resources are not adequate, resources financial will depend on the central government, facilities are not sufficient, implementation of bureaucratic structure is not complete and has not met the criteria of the Public Service Commission for the establishment of Sections, Departments and Directorates. The implementation of an administrative decentralization policy is not effective due to various factors, such as lack of human resources both in quality and quantity, staff deployment, investment in education, training and health. Financial Resources The local government does not have its own budget to finance its household. That the sources of budget come from the municipal directorates that delegate functions to the municipal authority, in this case the central government will be allocating budget to the municipality. support facilities that will be less such as buildings, computers, internet and furniture such as tables, chairs, cabinets Archive documents. The design of bureaucratic structures that lead to the implementation of administrative decentralization policies is effective but not yet effective.

CONCLUSION AND RECOMMENDATION

Based on the previously proposed research objectives are the research results and discussions, therefore, it is generally concluded that:

1. The implementation of the administrative decentralization policy in the Manufahi Municipal Authority has not been effective.
2. The implementation of an administrative decentralization policy is not effective due to various factors, such as the lack of human resources both in quality and quantity.
3. support facilities that will be less such as buildings, electronics and furniture.
4. The design of bureaucratic structures that lead to the implementation of administrative decentralization policies is effective but not yet effective

FUTHER STUDY

The authors declare that there is no conflict of interest in this work.

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