

## Management System of Government Performance in South Central Timor District

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### Abstract

This study aimed to determine and analyze; (1) A management system of South Central Timor district government performance; (2) Aspects that support and hinder the performance system of South Central Timor District Government. This study used a qualitative approach and took place in the area of the local government unit of South Central Timor. This research focused on; (1) Government performance management system in South Central Timor (SCT) District; which was then broken down into sub-focus; (a) Performance should refer to the Regents Regulation of SCT Number 21 of 2015 concerning Performance Accountability System of Government Institution or *Sistem Akuntabilitas Kinerja Instansi Pemerintah* (SAKIP) Implementation Guidelines; (b) Performance management system model in the scope of SCT District Government. (2) Aspects that support and hinder the performance system of SCT District Government; which was then broken down into sub-focus; (a) Supporting aspects are in the form of opportunities of the performance management system; (b) Inhibiting aspects are in the form of challenges, obstacles, and threats to the performance management system. The results showed that the management system of government performance in SCT district was an effort of the local government in managing the regional government bureaucracy based on a measured vision and mission under the work programs adjusted to the work plans of each local government unit (LGU). Of course, it was expected to be able to solve the main problems adjusted to the issues of regional development strategies in SCT district. However, there were still very basic issues where LGU never compiled its work plan based on the established SAKIP. It would affect the assessment results both internally and externally so that there were twelve LGUs deemed to have failed in running the program development in the SCT District.

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### BACKGROUND

The issue of the performance of local governments today is of concern to various organizations, especially those that concern the issue Good Governance, which has become a central issue and is a demand of the community in Indonesia. This demand has become increasingly echoed along with the emergence of the reform movement intending to restructure the economic, social, cultural, social values system, and the government system. Government systems built for approximately thirty-two years (1965-1998) only aimed to strengthen the regime of the new order. Therefore, one of the demands for reform in the field of government was the growth of governance practices with high accountability and transparency to their stakeholders. (Wirawan, 2009:21)

Improving performance is a matter that must be done by a government agency, both at the central and regional level. This is in accordance with the demands of society against the government to realize higher quality public services. Hence, the government has planned improvements/reforms, especially reforms for government officials/apparatus, also known as bureaucratic reform. The implementation of bureaucratic reform will never stop because the essence of reform is a continuous change and the measure of reform for public agencies is the quality of services received by the public getting better (Amstrong. 1998:34).

In the era filled with increasingly fierce competition, every organization should perform management performance. Based on the Regulation of the Ministry of Administrative and Bureaucratic Reform No.PER/15/M.PAN/7/2008 concerning General Guidelines for Bureaucracy Reform, it emphasizes three aspects of implementing government: institutional, human resources, and management. The last aspect is also called *business process*, which is none other than performance management. Performance management directs all elements of the government agency, starting from the level of individual employees, work units, and the level of the organization as a whole.

The implementation of performance management has been started since 1999 with the launching of the conception of performance accountability in good governance by the issuance of Presidential Instruction No. 7 of 1999 concerning Performance Accountability of Government Agencies or *Akuntablitas Kinerja Instansi Pemerintah* (AKIP). However, until today, the performance of government agencies never became a major focus in governance in measuring the success of a program or activity carried out by government agencies. Management of government agencies still focuses on the outputs rather than outcomes.

To realize good governance which is free from corruption, collusion, and nepotism, SCT government wants

to develop and apply a proper, clear, and measured responsibility system to implement tasks and functions. Therefore, each activity and the final result of SCT district activities can be accounted to the community as the highest sovereignty holders.

Accountability system of SCT District Government is based on the SAKIP as an effort to build Good Governance and Result Oriented Government. However, the performance management system in SCT district has not been as expected. This can be seen from the Local Government Agencies (LGA) which puts little response to the accountability procedures through the established AKIP system.

If judging further, there are several SAKIP performance components as outlined in Presidential Regulation Number 29 of 2014, which is then elaborated in SCT Regent Regulation Number 21 of 2015 concerning Guidelines for Implementing Government Institution Performance Accountability Systems in SCT districts, which have not been properly and maximally implemented. In 2015 and 2016, the results of performance evaluation of LGU showed that most LGU leaders were unable to reach the set percentage, so they were sanctioned by the stipulations of the Regent of SCT. Furthermore, as many as 18 LGUs were in the Red Zone and 46 LGUs/Section was in the Yellow Zone. As for the 2016 evaluation results, only one LGU was in the Green zone, namely the Local Revenue Offices, thirty-eight LGUs and one Division in the Regional Secretariat (Economic Development Division) were in the RED ZONE, and 32 LGUs were in the YELLOW ZONE. The results of the performance evaluation conducted by Finance and Development Supervision Body or Badan Pengawasan Keuangan dan Pembangunan (BPKP), East Nusa Tenggara province Representative, and the Ministry of Administrative and Bureaucratic Reform showed that the performance of South Central Timor district for 5 years in a row remained stagnant in the "Cc"

## **LITERATURE REVIEW**

### **DEFINITION AND PURPOSE OF PERFORMANCE MANAGEMENT**

Performance is a strategic and integrated process that supports organizational success through the development of Human Resource (HR) performance. In the performance management, HR capabilities, as individual contributors and parts of groups, are developed through a shared process between managers and individuals that focuses more on agreement rather than instruction. This agreement covers the objectives, requirements for knowledge, skills and abilities, performance development, and personal development planning.

According to Bacal (2001:3), performance management is continuous communication, carried out based on partnerships between employees and their direct supervisor. Meanwhile, according to Ruky (2001: 6), performance management is related to businesses, activities or programs initiated and implemented by the organization leader to plan, direct, and control employee performance.

Performance management aims to improve and encourage employees to work energetically, effectively, efficiently and productively and follow the right work processes to obtain optimal work results through the development of skills, abilities, and potentials possessed by HR. Interactive performance management will increase motivation and empower human resources and establish a framework for the development of performance. Performance management can also mobilize the active participation of every member of the organization to achieve organizational goals through the elaboration of individual or group's goals and to develop its potentials to achieve performance management goals. Superiors consider that performance management facilitates subordinates to complete their work so that the superiors no longer have to direct the subordinates' to carry out the daily activities because they already know what to do and what must be achieved as well as to anticipate possible obstacles.

### **PERFORMANCE MANAGEMENT CONCEPT**

Increasing the quality of HR will be manifested in their performance in carrying out the tasks and roles in accordance with the demands of the organization. Hence, efforts to manage and develop individual performance are very important in building and developing organizational capabilities to play a role in the community. In this relationship, performance management becomes a very strategic factor to improve and develop individual performance in accordance with the demands of change, both the internal demands and external demands.

From the explanation above, it could be concluded that performance management is a process that can encourage the development of performance, individual, team, and organizational performance to be better and quality, through continuous communication between leaders and employees in line with what expected by the organization. For this reason, performance management occupies an important position in improving organizational performance, which is crucial for the sustainability of the organization.

### **THE RELATIONSHIP BETWEEN PERFORMANCE EVALUATION AND PERFORMANCE MANAGEMENT**

Performance evaluation and performance management are interrelated with one another because there is a performance evaluation. The essence of performance management is to be applied to an organization. The

organization needs to have basic prerequisites, one of which is a standard performance management cycle process that has to be done together: (1) Performance planning is in the form of performance indicators settlement complete with various strategies and work programs needed to achieve the desired performance. (2) Implementation means the organizational movement which follows the plans that have been made, if there are changes due to new developments then make those changes. (3) Performance evaluation means to analyze whether the performance realization is in accordance with the predetermined plan.

#### **PERFORMANCE EVALUATION METHOD**

Performance evaluation is a further activity of performance measurement activities and the development of performance indicators. Hence, evaluation should be made by considering measures and indicator that have been set and agreed. Performance evaluation is an activity to assess or see the successes and failures of the tasks and functions, for example, the success or failure of a company in carrying out the development of its vision and mission. Performance evaluation is an analysis and interpretation of the success or failure of performance.

Performance evaluation aims to: (1) Know the level of success and failure of organizational performance. (2) Provide input to overcome existing problems because performance evaluation will show whether the achievement of results, progress, and obstacles encountered in the implementation of the mission can be assessed and studied to improve the implementation of programs/activities in the future.

Furthermore, the performance achievements are reported to interested parties in the form of Government Institution's Performance Accountability Report (GIPAR). GIPAR is part of SAKIP, where the information contained in this GIPAR will be utilized to continuously improve the performance of agencies. The compilation of GIPAR is based on an ongoing budget cycle of one year. Completely, GIPAR contains a report that compares the planning and results obtained. GIPAR contains agency performance and its accountability, which is a description of the level of achievement of an activity/program/policy in the vision, mission, goals, and objectives of the organization and is the accountability media of each agency.

GIPAR contains four important documents; (1) Strategic Planning or *Rencana Strategik (Renstra)* is the initial step that must be carried out by an organization. The renstra contains a clear vision, mission, goals, objectives, and strategies (policies and programs) as well as a clear indicator to achieve them. (2) Work plan or *rencana kerja (renja)* is a process of work plan as an explanation of the targets and programs that have been determined in the renstra through various annual activities. Each activity is equipped with indicators of input, output, benefit, and impact as well as performance indicator and plan. (3) Performance Measurement is a measurement method that compares performance plans and the achievements of each target indicator or activity performance indicators (inputs, outputs, outcomes, benefits, and impacts). (4) This evaluation of activity performance aims to determine the achievement of the realization of activity performance, and progress and obstacles encountered in achieving the vision and mission to be assessed and studied to improve performance in the future. Later on, efficiency analysis was carried out by comparing outputs and inputs for plan and realization to provide an overview of the level of efficiency carried out by the agency.

#### **METHODOLOGY**

This study used a qualitative approach and took place in the area of the local government unit of South Central Timor. This research focused on; (1) Government performance management system SCT district; which was then broken down into sub-focus; (a) Performance should refer to the Regents Regulation of SCT Number 21 of 2015 concerning SAKIP implementation guidelines; (b) Performance management system model in the scope of SCT district government. (2) Aspects that support and hinder the performance system of SCT District government; which was then broken down into sub-focus; (a) Supporting aspects are in the form of opportunities of the performance management system; (b) Inhibiting aspects are in the form of challenges, obstacles, and threats to the performance management system. The determination of informants used a purposive sampling technique by selecting people considered know and occupy structural positions in the government management system. Source of data is primary and secondary data. Data were collected through interview, documentation, and observation. Normative qualitative analysis was chosen to analyze the data. The data obtained after systematic compilation was then analyzed to get a conclusion about the clarity of the issues. In addition, the researchers also used triangulation analysis in testing the validity of the data.

#### **RESULTS AND DISCUSSION**

##### **MANAGEMENT SYSTEM OF GOVERNMENT PERFORMANCE IN SOUTH CENTRAL TIMOR DISTRICT**

##### **KNOWLEDGE AND EXPERIENCE**

Employees who have knowledge of performance management system will deliver quality work output and be more capable of doing their duties professionally, productively, and well. Knowledge is the accumulation of the results of the educational process, obtained formally and non-formally that contribute to someone in solving

his/her problems, including the capability of doing or completing work. Education and training is also a part of human resource investment. The longer the time someone allocates for education and training, the higher his/her ability or competence and knowledge in doing work.

### WORK QUANTITY

The quantity of work relates to the volume of the task completed at the specified time. The quantity of work can be obtained from the results of work measurements or participatory goals setting. Determination of the quantity of work can be done through discussion between superiors and subordinates, where the discussion material includes work goals, its role in relations with other jobs, organizational requirements, and employee needs.

The results showed that not all LGUs follow the medium-term regional development plan or *Rencana Pembangunan Jangka Menengah Daerah* (RPJMD) when compiling their SAKIP components, so the internal and external auditors do not give a good rating. This is proven by imposing sanction to twelve LGUs deemed unsuccessful to realize their performance in the form of a reminder letter (assessment with C category) and a warning letter.

Table 1. The number of LGAs that have and have not yet compiled a performance plan

No.	Description of work plan	Number of SKPD already compiled its SAKIP component	Number of SKPDs that have not compiled its SAKIP component
1	Annual Performance Plan (APP)	20 units	12 units
2	Renja	32 units	-

Source of data Division of Organization and Management of SCT Regional Secretariat, 2019

Twelve SKPDs received sanctions with bad ratings: (1). Energy and Mineral Resources Office; (2). Public Health Office; (3). Agriculture and Plantation Office; 4. Communication and Informatics Office; (5). Public Works Office; (6). Forestry Office; (7). Livestock Office; (8). Environmental Agency; (9). Regional Environmental Agency; (10). Regional Secretariat; (11). Regency Legislative Council Secretariat; and (12) Dr. SoE Public Hospital. The poor assessment may be caused by the lack of loyalty of LGU leaders, so it affects the performance of State Civil Apparatus or *Aparat Sipil Negara* (ASN). For example, the matter relates to the placement of officials based on their duties and the allocation of ASN according to their experience and knowledge.

### DETERMINATION OF TIME

ASN in SCT district administration is quite serious in doing their work and try to finish it on time because she/he already has a job description. It contains the obligations and responsibilities of employees for the duties and functions they must do even though there are still some employees who put less seriousness in completing his work. For this reason, it is necessary to increase ASN discipline to complete work on time to achieve the stated organizational work targets.

### COST EFFECTIVENESS

Effectiveness here refers to the degree of the utilization of organizational resources which involves the use of office facilities in the form of people, technology, and finance maximized to get the highest yield or reduce the loss of each unit. In carrying out their duties, ASN is expected to be able to empower/use all available resources within the organization to assist in the completion of work tasks in terms of time and work output.

Table 2 shows the work plan set by LGU

Table 2. Number of LGUs that have prepared a work plan under the Key Performance Indicator (KPI)

No.	Renja's Description with the Determination of KPI	LGU which makes KPI
1	Strategic target;	32 units
2	Description of KPI and achievement target;	32 units
3	Main program; and	32 units
4	The reason to choose KPI	6 units

Source of data Division of Organization and Management of SCT Regional Secretariat, 2019

Therefore, the performance of LGU can be increased to the maximum extent possible, so the ASN is expected to improve his/her skills and technical abilities in terms of making effective use of office facilities solely for the organization rather than for personal interests. By following the rule, the work output can be maximized because it is supported by mastery of work facilities as a support work completion process.

### DIGITAL TECHNOLOGY MASTERY

The LGU's performance is also strongly influenced by the use of the most up-to-date technology, not only to speed up the production process and improve its quality but also to win the competition. However, it must be

realized that such advanced technology can be utilized only if it is supported by quality human resources who are capable of operating it. The use of advanced equipment and technology today is not only intended to improve performance but also provide convenience and comfort at work. All the works that are done using the office's facilities and infrastructure should be completed well. Also, all facilities and infrastructure provided by the office should be in good condition to support the completion of the task.

### NEED FOR SUPERVISION

Independence here means the competence of an individual in completing his/her work without asking for help from his/her superior or partner. In a difficult situation, the ASN is required to be able to work independently and think creatively in finding solutions to the problems encountered.

Although the ASN in CST district administration still needs to increase his/her independence at work, she/he must also pay attention and focus on each work done so that it can be completed properly. Thus, gradually, the independence of ASN can be built by himself, and she/he can work professionally and improve his/her performance.

### INTERPERSONAL IMPACT

Work commitment involves ASN's confidence and good intentions, as well as his/her collaboration with colleagues. In every organization, commitment to work is needed to build and improve performance, which subordinates will improve their performance if they are committed to their responsibility.

Table 3 shows the number of LGU unit determined under the LGU's performance agreement.

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No.	Description of Performance Agreement	Total LGU
1	Yearly	32 units
2	An agreement	32 units
3	The compliance of SAKIP components and their contents	16 units
	1. Strategic target;	
	2. Performance indicator;	
	3. Performance target;	
	4. program/activity	
	5. Total budget; and	
6. Source of fund.		
4	Suitability of quality local components	16 units
	1. program targets and activity follow the performance agreements;	
	2. Budget target adjusts the cash budget	
	3. Local own-source revenue target ; and	
	4. Implementation target and Special Allocation Fund	

Source of data Division of Organization and Management of SCT Regional Secretariat, 2019

According to the results of the study, it was found that LGU's leader should know before deciding to choose a particular performance measurement model. She/he must understand the purpose of the activity to be measured. The failure to define the measured purpose may be caused by the weakening of accountability and control that possibly have gone well. Besides, the context of LGU has to be known well, including its administrative, historical, social and work culture capacity. Paying no attention to these factors will cause greater obstacles in the implementation of performance measurement.

### DISCIPLINE

In an organization, discipline shows a condition or respect regarding the rules and regulations of the LGU. Discipline includes observance and respect for agreements made between organizations and employees. These disciplinary attitudes concern the behavior of the employee itself. The obedience of employees in respecting organizational rule is proven by their discipline in the workplace, which will encourage other employees to work better so they will stay longer.

Strict sanctions indirectly encourage employees to try to carry out their duties with full responsibility. Discipline in the workplace shows a condition or the attitude of employees' respect towards the organizational rules and regulations. Thus, if regulations or provisions in the organization are ignored or often violated, the employee will have poor work discipline, but if the employee submits to and respects the organizational provisions, it will describe a good discipline condition.



## **EFFICIENCY AND EFFECTIVITY**

In relation to the LGU's performance, the size of the good and bad performance is measured by effectiveness and efficiency. Efficiency is related to the amount of sacrifice spent to achieve the objectives of the LGU. An organization is considered efficient if it includes the incorporation of optimal work processes and the design of equipment and other physical facilities based on work activities included in the organizational procedures, arrangements, and work standards. Meanwhile, an organization can be said effective if its goals can be achieved by following the planned needs.

Efficiency and effectiveness of the organization can be realized if the responsibilities and authorities run well. Hence, organization's work or activity should be based on high responsibility, and every individual will have an awareness of these responsibilities. Foregoing, the organization can provide excellent work output by realizing each work target with a satisfactory percentage.

## **AUTHORITY AND RESPONSIBILITY**

Authority and responsibility are one of the factors that can affect organizational performance. Authority is the characteristics of communication or order owned by a member of an organization to carry out a work activity. Authority is someone's right to give orders to subordinates while responsibility is an inseparable part or the result of that authority. Responsibility that is run well by the recipient or the giver will encourage employees to have better work output.

Employees use their authority as well as possible by not using facilities outside the interests of the office. Also, the sense of responsibility owned by employees affects the LGU's performance. If every employee has a sense of responsibility to complete the work assigned to him, it will give a satisfactory result.

## **SUPPORTING AND INHIBITORY ASPECTS OF CENTRAL SOUTH TIMOR DISTRICT GOVERNMENT PERFORMANCE SYSTEM**

The performance management system is the way the LGU leader communicates with his/her subordinates to achieve the LGU goals set. The role of the performance management system, which is beneficial and powerful, does not guarantee the implementation run smoothly because of problems found from superiors and subordinates.

The results showed that superior, as the appraisal official, did not want to apply the provisions assessment procedures, even the criteria used were unclear, leading to multi interpretation, and its procedures are complicated. For that matter, each LGU leader has to have time to minimize problems, which has a direct relation to the clarity of the assessment items. Also, LGU leaders do not want to confront with subordinates, especially those considered to have poor performance. This reluctance may be caused by superiors usually do not have a strong argument due to unclear assessment criteria used. Moreover, superiors should not destroy the good relations they have built with their subordinates because of unintentional mistake.

## **OPPORTUNITIES FOR PERFORMANCE MANAGEMENT SYSTEM ACCORDING TO APPLICABLE RULES**

### **1. Accuracy and Real Time Data of HR of the State Apparatus**

HR of the State Apparatus in the regional level is still confusing data certainty. Data collection of civil servants and honorary staff is the first step that needs to be addressed. The use of data in the form of an integrated and well-updated information system will become important as a definite source of employment policy. Until today, the formulation of employment policies is not based on evidence policy but rather on weak data. Therefore, employment policies at the local level are often just to fulfill temporary needs.

If the employment data is always updated properly, more appropriate policymaking will be achieved. Likewise, contract-based government employee or *Pegawai Pemerintah dengan Perjanjian Kerja (P3K)* management requires accurate data. Data overview in the information system will show the employment profile from the national to the local level. The employment data will show the level of education, competence and work experience, and performance. That kind of data system will help the development planning of HR of the state apparatus of P3K. Whether it still needs the type of work or the duration to complete the work. By establishing good employment planning, a satisfactory and measurable output will be obtained. A large number of ASN should have more performance, but the fact says the opposite, see table 4 below:

Table 4 Number of civil servants or ASN TTS district government

No.	Description	Total ASN
1	Grade IV-A	1,056
2	Grade III	3,745
3	Grade II	2,894
4	Grade I	162
Total		7,857

Source of data from BKPP, CST, 2019

2. Political Interventions in managing performance-based management systems

A study conducted by Kristiansen, Dwiyanto, Pramusinto and Putranto (2009) on Public Sector Reforms and Financial Transparency: Experiences From Indonesian Districts, mentioned that in Latin American, Asia, and Africa, democratization and reform have changed public management. In Indonesia, the budgeting system at the regional level is still influenced by political and bureaucratic traditions. The results of the study showed empirical data consisting of 200 informants with in-depth interviews conducted to executive members, legislative bodies, and civil society in six districts. It can be concluded that the national system, political tradition, and bureaucracy had a strong negative impact on administrative procedures at the local level.

In relations to theoretical studies and field research, the practice of administration is inseparable from the role of politics. The implementation of P3K management will not be separated from political influence. Indonesia's political system, which is not yet stable and only as a procedural democracy, requires great challenges. Particularly, the task of State Civilian Bureaucracy Commission or *Komisi Aparatur Sipil Negara* (KASN) as stated in Article 25 of the ASN Law is to monitor, evaluate policy, and give binding recommendations to ensure the realization of a merit system and supervision of the application of principles, code of ethics, and ASN code of conduct All of these KASN's functions depend on legal certainty and political will from all parties, especially local governments, to implement professional P3K management without political intervention.

3. Government Organizational Culture and Rightsizing Processes that have not been optimal in the Regional Level.

The results showed that the Government of SCT district has a large number of employees but they do not perform well. It can be seen from the internal and external auditing result that does not good rating to some LGUs. Hence, it needs to be understood that the ASN has not worked optimally to provide the greatest benefit for the region, instead they become burdens for the regional government.

4. The Implementation of Government Employee Management with Performance-Based Work Agreements

According to Article 93 of Law No.5 of 2014 concerning ASN, P3K management regulates (1) determination of needs; (2) procurement of P3K consisting of several stages: planning, the announcement of vacancies, application, selection, the announcement of recruitment results, and appointment. The basic principles in the P3K procurement are the principle of competence, qualifications, and needs. Appointment bis made by the Commitment Making Official (CMO) Decree: (1) work agreement is at least 1 year and can be extended; (2) P3K cannot be automatically appointed as a candidate for civil servants; (3) performance appraisal and work agreement at the unit or organization level is the basis for the extension of the work agreement; (4) salaries and benefits; (5) competency development, (6) the making of an award, dismissal if not achieving performance targets; (7) Discipline, P3K should be discipline and will be sanctioned if violating it; (8) termination and employment agreement 9) protection.

## CONCLUSION

The conclusions of this research are as follows:

1. The management system of government performance in SCT district is an effort of the regional government in managing its bureaucracy by following the measured vision and mission according to the work program adjusted to the work plan in each LGU. Of course, it was expected to be able to solve the main problems adjusted to the issues of regional development strategies in SCT district. However, there were still very basic issues where LGU never compiled its work plan based on the established SAKIP. It would affect the assessment results both internally and externally so that there were then twelve LGUs deemed to have failed in running the program development in the SCT District.
2. The important aspects in supporting or hampering the performance system of South Central Timor district government can be seen from the opportunities aspect of each LGU leader and the rules that provide limits for control of work procedures and LGU behavior. Hence, if assessed from the supporting aspects, supervision of ASN and P3K in each LGU is worth doing. However, political

intervention is still very dominant in managing the performance-based bureaucracy. What expected from this situation is a commitment from each performance agreement and assertiveness from superiors both executive and legislative, including Finance Auditor Body or *Badan Pemeriksa Keuangan* (BPK) and BBPK to manage all potentials and prevent various threats which will turn into obstacles in performance-based management.

### **SUGGESTION**

Several suggestions for this research are as follows;

1. LGU in the scope of SCT District Government needs to have a real working approach, persevering on the tasks given as a form of service because the basic morality of the LGU leader is worth betting when considered fail in conducting performance-based management. Also, the LGU leader is obliged to be committed to every Performance Agreement that has been established and obeyed the applicable rules.
2. All existing components, both the regional legislative (Regional Legislative Council) and regional executives (the Regent and his deputies and the Regional Secretary and LGU leader), must commit to carrying out their responsibilities as a people's mandate to create a working atmosphere that benefits the needs and interests of the people in SCT district. Supervising one another and giving input is not to condemn each other.
3. The ASN and P3K, as the main implementers of government services, must have the spirit of innovation that should be completed with adequate facilities and infrastructure. Therefore, it does not depend on the number of people who execute one or more field, but rather to give benefit to the development of SCT district. The vast area and the large number of ASN and P3K must be an opportunity to give better service to the community, not merely to answer financial interests. The vision and mission outlined in the regional strategic plan of SCT district must be realized by the ASN and P3K, which are then controlled by their leaders.

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