

## LOCAL POLITICAL DYNAMICS IN THE IMPLEMENTATION OF THE PROGRAM FOR INNOVATION IN REGIONAL DEVELOPMENT AND EMPOWERMENT (PIPPK) IN BANDUNG CITY

**Hafsah Talia, Sinta Ningrum and Dedi Sukarno**

Department of Public Administration, Faculty of Social and Political Sciences, Jl. Raya Bandung-Sumedang KM. 21 Jatinangor, 456363

E-mail: hafshah18001@mail.unpad.ac.id ; sinta.ningrum@unpad.ac.id ; dedi.sukarno@unpad.ac.id

**ABSTRACT.** Local Political Dynamics in the Implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City examines how local political dynamics influence the implementation of the PIPPK policy. This study focuses on analyzing the interactions among stakeholders, including the Regional Governance Section of Bandung City, subdistrict heads, community leaders, and local political actors, as well as the challenges arising from these dynamics. The research qualitative primary data from in-depth interviews and field observations with secondary data from media documentation and previous studies. The findings indicate that local political dynamics affect decision-making processes, resource allocation, and the effectiveness of PIPPK implementation. Consistent support from the city government and synergy among stakeholders are key to the successful implementation of this policy. The study also emphasizes the importance of strategic approaches to enhancing transparency, decentralizing authority, and actively involving the community to address existing challenges. The findings of this study reveal that the interactions between local government, subdistrict heads, community leaders, and local political actors in the implementation of PIPPK in Bandung City are often shaped by political interests and power dynamics. Local government officials and subdistrict heads coordinate the program, while community leaders help facilitate its implementation. However, political actors sometimes influence decision-making, prioritizing political gains over program objectives. The main challenges include political fragmentation, limited community involvement, and the dominance of patronage networks, all of which can hinder effective collaboration and the achievement of the program's goals in community empowerment and regional development.

**Keywords:** Policy Implementation; Political Dynamics; PIPPK Program; Communication and Coordination; Community Empowerment

### INTRODUCTION

Development and regional empowerment are studies in public administration that focus on public management (Fazarani, 2018). By applying the concepts of organization and management, the implementation of public administration in development and empowerment can promote the establishment of a prosperous and affluent state while maintaining the principles of efficiency and effectiveness at every level of government (Salsabila, 2023). Community empowerment can significantly influence regional progress by involving communities in the decision-making process and determining programs that prioritize public welfare (Alia and Maulana, 2019).

Various urban problems are caused by an ever-increasing and uncontrolled population (Suryani, Sugiharto, and Anggraeni, 2019). In 2013, the population of Bandung City was recorded at 2,458,503 people and has steadily increased over time, reaching 2,461,553 people by 2023 (BPS, 2023). This relatively rapid population growth leads to social problems, particularly in welfare-related issues (Nijkamp and Abreu, 2019).

The government has introduced innovative policies to address the increasingly complex urban challenges. One such policy innovation is the

Program for Innovation in Regional Development and Empowerment (PIPPK), which adopts a new approach to tackling various issues to improve quality of life and community welfare (Tasrin et al., 2016). In the context of public administration, innovation has become a concrete practice that enables governments worldwide to achieve significantly better performance, making it the most rational choice to prevent nations from experiencing various forms of failure (Utomo, 2016).

The program is considered innovative due to breakthroughs in budgeting and planning. From the budgeting perspective, allocations were previously determined by the government based on each implemented program. However, under this program, a fixed budget of IDR 100 million has been allocated. In terms of planning, which was traditionally determined by the government using a top-down approach, this program provides flexibility for communities to design their programs based on their regional needs through a bottom-up process facilitated by proposals submitted by community organizations (Akbar, 2018; Alia and Maulana, 2019; Tasrin et al., 2016; Manghayu, 2018; Roro Christina et al., 2021; Suryani et al., 2019).

According to data obtained from Bappelitbang (Planning and Development Research Agency) of Bandung City, the budget absorption rate of PIPPK

reached 95.38% (Bappelitbang Kota Bandung, 2022). However, in practice, not all areas in Bandung City have achieved the targets and objectives set by the PIPPK policy. This is evident from the lack of positive impacts and significant changes experienced by the community after the implementation of PIPPK (Suryani et al., 2019).

The issue is reflected in the following secondary data on Tabel 1 and Table 2.

The community development and empowerment process through PIPPK implementation aims to enhance the Human Development Index (HDI), Happiness Index, and Social Index, aligning with Bandung City's vision of becoming an "Outstanding, Comfortable, Prosperous, and Religious City," as

stipulated in Bandung City Regional Regulation No. 3 of 2019 regarding the Medium-Term Regional Development Plan (RPJMD) for 2018-2023 (Bappelitbang, 2022). The implementation of PIPPK follows objectives outlined in Bandung Mayor Regulation No. 015 of 2019, which emphasizes enhancing community capabilities to identify small-scale development issues, fostering independent problem-solving skills, supporting economic development through entrepreneurship, and reinforcing learning processes in community-based development management.

The success of PIPPK is measured through key performance indicators such as fulfilling community-proposed priority activities, the innovative nature

**Table 1. Budget Realization of PIPPK in Bandung City by Subdistrict, 2022**

No	subdistrict	Budget	Realization	%
1	Antapani	Rp. 5.880.967.736	Rp. 5.826.488.670	99.07%
2	Andir	Rp. 6.855.967.736	Rp. 6.784.967.736	98.95%
3	Mandalajati	Rp. 6.880.967.736	Rp. 6.880.967.736	98.75%
4	Buah Batu	Rp. 6.880.967.736	Rp. 6.880.967.736	98.07%
5	Bojong Loa Kidul	Rp. 9.880.967.736	Rp. 9.880.967.736	99.07%
6	Coblong	Rp. 7.880.967.736	Rp. 7.880.967.736	97.07%
7	Bandung Wetan	Rp. 4.880.967.736	Rp. 4.880.967.736	96.07%
8	Ujung Berung	Rp. 6.880.967.736	Rp. 6.880.967.736	95.07%
9	Sukasari	Rp. 9.880.967.736	Rp. 9.880.967.736	90.07%
10	Arcamanik	Rp. 4.880.967.736	Rp. 5.880.967.736	90.07%
11	Cibiru	Rp. 7.880.967.736	Rp. 7.880.967.736	96.07%
12	Gede Bage	Rp. 4.880.967.736	Rp. 4.880.967.736	80.07%
13	Babakan Ciparay	Rp. 6.880.967.736	Rp. 6.880.967.736	99.07%
14	Sukajadi	Rp. 7.880.967.736	Rp. 7.880.967.736	99.07%
15	Rancasari	Rp. 6.880.967.736	Rp. 6.880.967.736	99.07%
16	Bandung Kulon	Rp. 9.880.967.736	Rp. 9.880.967.736	99.07%
17	Cibeunying Kidul	Rp. 10.880.967.736	Rp. 10.880.967.736	99.07%
18	Batu Nunggal	Rp. 11.880.967.736	Rp. 11.880.967.736	99.07%
19	Sumur Bandung	Rp. 5.880.967.736	Rp. 5.880.967.736	99.07%
20	Bojong Loa Kaler	Rp. 6.880.967.736	Rp. 6.880.967.736	99.07%
21	Cinambo	Rp. 4.880.967.736	Rp. 4.880.967.736	99.07%
22	Kiaracondong	Rp. 10.880.967.736	Rp. 10.880.967.736	99.07%
23	Regol	Rp. 8.880.967.736	Rp. 8.880.967.736	99.07%
24	Lengkong	Rp. 7.880.967.736	Rp. 7.880.967.736	99.07%
25	Astana Anyar	Rp. 6.880.967.736	Rp. 6.880.967.736	99.07%
26	Panyileukan	Rp. 4.880.967.736	Rp. 4.880.967.736	99.07%
27	Bandung Kidul	Rp. 4.880.967.736	Rp. 4.880.967.736	99.07%
28	Cibeunying Kaler	Rp. 5.880.967.736	Rp. 5.880.967.736	99.07%
29	Cicendo	Rp. 7.880.967.736	Rp. 5.880.967.736	99.07%
30	Cidadap	Rp. 3.880.967.736	Rp. 3.880.967.736	85.87%
<b>Total</b>		<b>Rp.205.201.702.127</b>	<b>Rp.195.718.167.151</b>	<b>95.38%</b>

Source: Bappelitbang Kota Bandung (2022)

**Table 2. Budget Realization of PIPPK in Bandung City, 2022**

LKK	Budget	Realization	%
RW	Rp. 160.730.586.079	Rp. 153.625.918.030	95.58%
PKK	Rp. 14.919.574.451	Rp. 14.390.971.748	96.46%
LPM	Rp. 14.819.574.451	Rp. 13.390.971.748	94.46%
Karang Taruna	Rp. 14.749.574.451	Rp. 13.390.971.748	93.01%
<b>Total</b>	<b>Rp. 205.201.702.127</b>	<b>Rp.195.718.167.151</b>	<b>95.38%</b>

Source: Bappelitbang Kota Bandung (2022)

of activities, community participation levels in development, and the direct benefits felt by the community (Bandung Mayor Regulation No. 015, 2019). Priority activities are often discussed in participatory forums like community deliberations (*rembuk warga*) or village planning meetings (*musrenbang*), ensuring the activities proposed align with community needs and existing regulations (Manghayu, 2018). PIPPK activities are designed to be innovative, addressing specific community needs and resolving local issues. Prior to PIPPK, small-scale community needs were often overlooked due to their scattered nature and lack of alignment with broader government agendas (Fazarani, 2018).

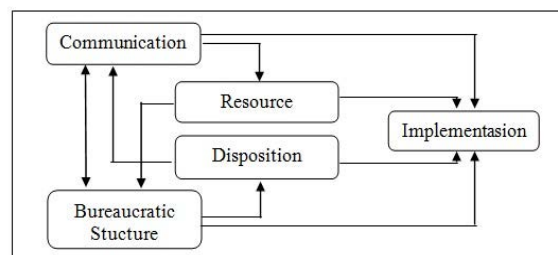
However, despite its innovative design, the implementation of PIPPK has faced challenges in ensuring significant community impact. Data from Bappelitbang Bandung (2022) shows that although PIPPK's budget absorption rate reached 95.38%, some areas have not experienced the intended positive outcomes. Challenges include insufficient alignment between local governments and communities, limited collaboration, and low public awareness of PIPPK. Many community members remain unaware of the program, leading to minimal participation and a lack of direct benefits (Roro Christina et al., 2021; Suryani et al., 2019).

Policy implementation, as conceptualized by George C. Edwards III (Edward III, 1980), is a dynamic process involving multiple interacting factors. These include communication, resources, disposition, and bureaucratic structure, all of which play critical roles in the success or failure of policies. In the context of PIPPK, these factors are further influenced by local political dynamics, which add complexity to policy execution and demand adaptive strategies from all stakeholders.

In summary, the implementation of PIPPK in Bandung City illustrates the challenges of executing community-focused policies in a politically dynamic environment. Addressing these challenges requires enhanced communication, better resource management, active community participation, and strengthened collaboration between local governments and communities. By fostering these elements, PIPPK can more effectively fulfill its mission of community empowerment and regional development. (Figure 1)

Edwards begins by posing a fundamental question: what preconditions are necessary for the successful implementation of a policy? To address this, Edwards identifies four key factors that play a crucial role in determining the success or failure of policy implementation: communication, resources,

disposition, and bureaucratic structure (Winarno, 2012).



Sumber: Widodo, 2011:107

**Figure 1. Public Policy Implementation Model by George C. Edwards III**

As a program that involves a broad spectrum of society and local actors, the implementation of PIPPK (Program for Innovation in Regional Development and Empowerment) is not only influenced by administrative or technical aspects but also by the political interests of the actors involved. In the context of Bandung City, local political dynamics—such as the competition for influence among the executive, legislative bodies, and other stakeholders—often pose challenges to policy execution. For instance, competition among political actors to gain influence or public support can lead to policies like PIPPK being directed toward political interests rather than achieving their original objectives.

These local political dynamics not only create challenges for implementing PIPPK but also generate potential conflicts that can undermine public trust in the program. Furthermore, political actors may use PIPPK as a political tool to boost their popularity, especially in the run-up to elections. This can shift the program's orientation away from addressing community needs and toward serving the interests of political elites.

For this reason, the researcher focuses on a new study regarding Local Political Dynamics in the Implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. Analyzing the implementation of PIPPK in Bandung cannot be separated from an examination of local political dynamics. Understanding these dynamics is essential to identify how local politics influence the program's success while also providing recommendations for policy improvement. These recommendations aim to make policies more responsive and effective in addressing the complexities of politics at the regional level.

The novelty of this research lies in its focus on the specific interactions between local government officials, subdistrict heads, community leaders, and political actors in the implementation of the PIPPK program in Bandung City. Unlike previous studies,

this research examines how local political dynamics directly influence program outcomes, particularly in terms of resource allocation, community engagement, and political patronage. Additionally, it highlights the unique challenges faced in a decentralized governance context, providing new insights into the practical hurdles of community empowerment and regional development.

## METHOD

This study aims to analyze Local Political Dynamics in the Implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. The research employs a qualitative method, utilizing both primary and secondary data sources. Primary data include observations and interviews with various informants. Informants were selected using purposive sampling (Creswell, 2010), including representatives from the Regional Governance Section of the Bandung City Secretariat, subdistrict heads or regional leaders, community leaders or neighborhood representatives (RW/RT heads Antapani, Andir, Mandalajati, Buah Batu, Bojongloa Kidul), and academics or local political observers. Secondary data include media sources and other research findings that support the analysis.

The collected data were analyzed descriptively in alignment with the research title. Data validation adhered to specific criteria, such as credibility and accuracy of the information obtained, truthfulness of descriptions, conclusions, and explanations, all of which were assessed through adherence to relevant regulations and important documents (Moleong, 2014).

To ensure data validity, the study utilized data triangulation, aiming to verify and strengthen the credibility of the research findings. Triangulation was conducted through three main methods: in-depth interviews, field observations, and document analysis. In-depth interviews were carried out with key stakeholders, such as representatives from the Regional Governance Section of the Bandung City Secretariat, subdistrict heads or regional leaders, community leaders or neighborhood representatives (RW/RT heads), and academics or local political observers, to gather direct information about the Local Political Dynamics in the Implementation of PIPPK in Bandung City. Information from these interviews was then cross-verified through field observations.

This methodological approach ensures that the findings are robust, reliable, and provide an accurate

depiction of the local political dynamics influencing the implementation of PIPPK in Bandung City. By integrating perspectives from diverse informants and validating findings through triangulation, the research aims to offer a comprehensive understanding of how political dynamics shape policy execution at the local level.

## RESULT AND DISCUSSION

In conducting this research, interviews were carried out with several informants, who were considered knowledgeable and authorized to provide answers regarding the Local Political Dynamics in the Implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. The questions in the questionnaire were divided into four criteria/aspects based on Edward III's framework as described in Winarno (2012), which include:

1. Communication,
2. Resources,
3. Disposition, and
4. Bureaucratic Structure.

Additionally, for the theory of political dynamics, the indicators used were interaction and interdependence among various stakeholders (Santoso, 2004).

### a) Communication

Communication plays a critical role in the implementation of public policies, particularly in strategic programs such as the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. Within the complex dynamics of local politics, communication is not only a medium for delivering information but also a tool often influenced by political interests. This makes communication in the implementation of PIPPK a dynamic dimension involving various actors, including the Regional Governance Section of the Bandung City Secretariat, subdistrict heads or regional leaders, community leaders or neighborhood heads (RW/RT), and academics or local political observers. Each actor plays a different role in managing and delivering information related to PIPPK. However, local political dynamics can create significant obstacles to the effectiveness of communication.

The Regional Governance Section of the Bandung City Secretariat, as the main administrator of the PIPPK program, bears significant responsibility for ensuring the smooth communication of policies.

This section is tasked with delivering clear and consistent information to implementers, including subdistrict heads and officials at the regional level. However, local political dynamics often present challenges to this process. One major challenge is the distortion of information, often resulting from political pressure from certain actors. Such pressure can alter the narrative of policies, causing the information delivered to deviate from the original objectives of the program and align instead with the interests of specific political parties. Additionally, inadequate or non-transparent communication from the city government can lead to information gaps at both the implementer and community levels, potentially hindering the program's implementation.

Subdistrict heads or regional leaders, as the frontline implementers of policies, face considerable challenges in conveying policy information to the public. In the context of local political dynamics, subdistrict heads are often in a difficult position, balancing the implementation of policies as directed by the city government while meeting the political expectations of influential local actors. This political pressure can affect how subdistrict heads communicate the PIPPK program to the public. For example, in some cases, the program may be used as a political tool by certain actors to strengthen political support in specific communities. Consequently, the program's original focus on community empowerment can become neglected.

Additionally, subdistrict heads face challenges in internal coordination with RT/RW officials. In the implementation of PIPPK, RT/RW play a vital role as intermediaries between subdistrict heads and the community. However, if communication between subdistrict heads and RT/RW is ineffective, the implementation of the program at the community level may be disrupted. A common issue is the lack of clear information from the city government to subdistrict heads, which often leads to poor coordination. Furthermore, if RT/RW officials feel that they have not received adequate information, they will struggle to convey the program's objectives to the community, ultimately reducing community participation in the program.

Community leaders or RW/RT heads also play a crucial role in communicating the PIPPK program to residents. However, their role is often hindered by several communication barriers. A primary challenge is unequal access to information. In some cases, information about PIPPK does not reach the RT/RW level completely or in a timely manner, leaving community leaders unable to convey accurate messages to residents. Additionally, public perception

of the program is influenced by how the information is communicated. If the public perceives PIPPK as merely a political tool used by certain actors, they are likely to lose trust in the program, which can ultimately hinder community participation.

From the perspective of academics or local political observers, the communication dimension in the implementation of PIPPK is inseparable from the influence of local political dynamics. Academics often note that conflicts of interest among political actors in Bandung City create barriers to the effective delivery of policy information. These conflicts can cause information that should be transparently conveyed to the public to become distorted or even omitted. Furthermore, academics observe that the communication strategies used by the city government are often insufficient to address the challenges posed by local political dynamics. For instance, the use of traditional media or formal communication channels often fails to reach the broader community, particularly those in less-informed areas.

To address these challenges, several strategies can be implemented to improve the effectiveness of communication in PIPPK implementation. First, the city government must enhance information transparency by openly communicating the program's objectives, mechanisms, and benefits through various communication channels. Utilizing information technology, such as digital applications or social media platforms, can also be a solution to ensure that information is directly accessible to the public, reducing the potential for information distortion. Second, strengthening communication capacity at the subdistrict and RT/RW levels is essential. Providing communication training to program implementers at the local level can help them deliver information more effectively and manage political pressures.

Third, the city government should establish an inclusive communication forum involving all key actors, including the Regional Governance Section, subdistrict heads, RT/RW officials, community leaders, and academics. This forum can serve as a space for consistent information delivery and foster trust between the government and the community. With these strategies, communication in PIPPK implementation can become more effective in addressing the challenges of local political dynamics, allowing the program to achieve its goals of community empowerment and supporting sustainable regional development in Bandung City.

The communication dimension in PIPPK implementation reflects the complexity of interactions among actors amid local political dynamics. By strategically managing communication challenges,

the program can serve as a successful example of policy implementation that is not only responsive to community needs but also capable of effectively addressing local political pressures.

#### b) Resources

In this subdimension, resources are a crucial element in the successful implementation of public policies, including the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. Resources include budget, workforce, infrastructure, and sufficient time to execute the program in accordance with its established goals. However, in PIPPK implementation, local political dynamics significantly influence how these resources are planned, allocated, and utilized. The complexities of local politics often create substantial challenges, such as inequities in budget distribution, political pressure in decision-making, and a lack of transparency in resource management.

The Regional Governance Section of Bandung City, as the primary policy manager, holds significant responsibility for ensuring equitable and efficient resource allocation. However, in practice, local political dynamics often impact this process. One of the most significant challenges is pressure from certain political actors to direct budgets to specific areas considered politically strategic. For example, some areas receive greater budget allocations due to their proximity to influential political figures, while areas without strong political connections often receive smaller allocations, even if they have more pressing needs. This imbalance not only creates inequities in resource distribution but also hampers the primary objectives of PIPPK, namely community empowerment and equitable regional development.

Local political dynamics also affect the flexibility of the Regional Governance Section in responding to real needs in the field. Political pressure to include additional programs not previously planned often burdens the established budget. Additionally, sudden policy priority shifts due to political interests lead to inefficient resource allocation. Consequently, some well-planned programs must be sacrificed or scaled down to accommodate specific political interests. This situation highlights the profound impact of local political dynamics on resource management in public policy implementation like PIPPK.

At the implementation level, subdistrict heads or regional leaders often face significant challenges in utilizing available resources to execute PIPPK. A primary issue is the limited budget allocated to subdistricts, which often does not match the program's needs in their areas. In some cases,

subdistrict heads must seek additional resources from the community or local partners to address budget shortfalls. However, this process is not always easy, especially if the community perceives that PIPPK is more focused on fulfilling certain political agendas than addressing their needs. Political pressure also frequently influences the decisions of subdistrict heads in prioritizing resource use. For example, they may be directed to focus on programs benefiting politically significant groups or areas, even if such decisions do not align with the broader needs of the community.

Community leaders or RW/RT heads, as community representatives, also feel the impact of local political dynamics on the resource dimension. They are often confronted with inequities in budget allocation among RWs or RTs within the same area. This inequality usually arises from local political influences, where RWs or RTs with close ties to political actors receive larger budget portions. Additionally, a lack of clear and transparent information from the city government or subdistricts about utilizing PIPPK funds often hampers community leaders in implementing programs at the community level. Without adequate guidance, some programs do not run effectively or are not implemented at all, ultimately disadvantaging the community.

From the perspective of academics or local political observers, local political dynamics significantly impact resource management in PIPPK implementation. Observers note that the planning and budget allocation processes are often non-transparent, making it difficult to ensure that resources are allocated according to community needs. They also highlight that the city government's dependence on certain political interests can hinder program efficiency and effectiveness. In many cases, politically strategic areas are prioritized, while other areas with greater needs are often neglected. As a result, the primary goal of achieving equitable development is not met.

Observers also emphasize the importance of strengthening resource governance to address these challenges. They recommend that the city government actively involve the community in the planning and budget oversight processes. By doing so, resource allocation can better reflect the actual needs of the community rather than merely fulfilling certain political agendas. Furthermore, utilizing information technology, such as digital platforms, can help improve transparency and accountability in resource management.

To address the challenges arising from the resource dimension in PIPPK implementation, the city government must take strategic steps. First, transparency in budget management must be improved. The city government can leverage information technology to provide public access to information about budget allocation and usage. This not only increases public trust but also prevents potential misuse of resources. Second, the capacity of implementers at the subdistrict and RW/RT levels must be enhanced through training in budget management and resource utilization. Such training can help them manage programs more effectively and efficiently, even with limited resources.

Third, the city government needs to establish independent oversight mechanisms to ensure that resource allocation is conducted fairly and is not influenced by specific political interests. This oversight can involve various parties, including academics, civil society organizations, and credible community leaders. With independent oversight, the local political dynamics that often hinder policy implementation can be minimized.

Overall, the resource dimension in PIPPK implementation in Bandung City is heavily influenced by local political dynamics. Budget allocation inequities, political pressure in decision-making, and a lack of transparency are major challenges that need to be addressed. With appropriate strategies, such as improving transparency, strengthening implementer capacity, and establishing independent oversight, the PIPPK program can more effectively achieve its goal of empowering communities and supporting sustainable regional development. Perspectives from various actors, including the Regional Governance Section, subdistrict heads, community leaders, and academics, provide valuable insights into understanding and addressing these challenges. Improving PIPPK implementation requires not only effective resource management but also prudent handling of the ever-evolving local political dynamics.

### c) Disposition

Disposition, which encompasses the attitudes, motivation, and commitment of policy implementers, is a key element in ensuring the successful implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. In public policy implementation, particularly at the local level, disposition not only reflects the willingness of implementers to execute policies in line with established objectives but also demonstrates how they respond to external influences,

such as local political dynamics. In Bandung City, local political dynamics significantly impact the disposition of implementers at various levels, from administrative staff at the city government to community leaders at the RW/RT level, each facing unique challenges in fulfilling their roles.

At the Regional Governance Section of Bandung City, staff disposition is often influenced by the clarity of policy direction and political stability at the regional level. This section acts as the main coordinator in PIPPK implementation, meaning that the attitudes and motivation of staff are heavily affected by the support they receive from regional leaders. When regional leaders demonstrate strong, consistent, and clear support for PIPPK, staff feel encouraged to work more effectively and remain highly committed to the program. They recognize the program's strategic value in regional development and community empowerment. However, during periods of political instability, such as frequent leadership changes, policy shifts, or conflicts among political actors, staff often face uncertainty. This uncertainty not only reduces morale but also creates confusion in program implementation, as staff must continuously adapt to changing policy directions. In such situations, their commitment to the program may wane, and efforts to achieve PIPPK's objectives become less optimal.

Subdistrict heads or regional leaders, as the primary implementers in the field, face more direct challenges in maintaining their disposition toward the policy. Their role extends beyond merely executing policies to serving as a bridge between the city government and the community. Local political dynamics often influence how they carry out this role. Pressure from political actors, such as members of the regional legislature or local political figures, can force subdistrict heads to prioritize certain interests that may not always align with community needs. For example, they may be directed to allocate program resources to politically significant areas or groups. If such pressures are not managed effectively, they can diminish the motivation of subdistrict heads to implement policies as originally intended. Additionally, if subdistrict heads feel that the support they receive from the city government is conditional or inadequate, their commitment to the program may also decrease. Conversely, when subdistrict heads feel equipped with sufficient resources, are given clear authority, and are supported by consistent policies, they are more motivated to optimally implement PIPPK.

At the community level, community leaders and RW/RT heads play a crucial role in supporting

PIPPK implementation. They act as intermediaries between the government and the community and serve as primary implementers at the local level. Their disposition toward the program largely depends on how they understand the policy and the extent to which they feel involved in the planning and implementation process. When they perceive that the program is designed with consideration for community input and local needs, they tend to exhibit a positive attitude. However, if the program is seen as a top-down policy or one with political agendas, their motivation to support the program can decline. For instance, if they believe that the program is being used as a political tool to benefit certain elites, they may become skeptical and less enthusiastic in mobilizing community participation. As a result, the program's goal of empowering communities at the local level can be hindered.

Academics and local political observers offer deeper insights into how the disposition of implementers is influenced by local political dynamics. They frequently note that the success of a policy depends not only on its content but also on how it is received by implementers at all levels. Political instability, conflicts among actors, or unclear communication from regional leaders can create an unsupportive work environment for policy implementers. Academics emphasize the importance of political stability and clear policy direction in maintaining the motivation and commitment of implementers. Without this stability, it becomes challenging for implementers to sustain their work enthusiasm, especially when facing external pressures or uncertainties in program execution.

To manage the disposition of implementers amid complex local political dynamics, the government must adopt strategic and sustainable measures. Consistent support from regional leaders is essential to create a conducive work environment for policy implementers. Additionally, an effective communication system must be established to ensure that every implementer clearly understands the policy's objectives and direction. Ongoing training to enhance the capacity of implementers can also help them address challenges in the field and maintain their motivation. On the other hand, recognizing and rewarding the hard work of implementers can further boost their commitment to the program.

Community participation in policy planning and oversight can also be an effective tool for strengthening the disposition of implementers. By actively involving the community, implementers not only feel supported but also perceive their work as directly addressing relevant community needs.

This approach not only strengthens the relationship between the government and the community but also helps build greater trust in programs like PIPPK.

Overall, the disposition of PIPPK policy implementers in Bandung City is significantly influenced by local political dynamics. Support, clarity, and stability from regional leaders play a vital role in maintaining the motivation and commitment of implementers at all levels. With a holistic approach and the right strategies, the government can manage implementers' disposition to ensure that PIPPK can be implemented effectively and efficiently, achieving its ultimate goal of empowering communities and supporting sustainable regional development.

#### d) **Bureaucratic Structure**

The bureaucratic structure serves as the backbone of public policy implementation. Its primary function is to ensure that policies can be executed systematically, efficiently, and equitably, from the city government level to local communities. In the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City, the bureaucratic structure is designed to coordinate various actors involved in implementing this program. However, like other public policies, PIPPK implementation is not free from the influence of local political dynamics. Political pressure, conflicts of interest among actors, and bureaucratic rigidity often present challenges that hinder the program's effectiveness.

The Regional Governance Section of Bandung City Secretariat plays a strategic role as the main coordinator in implementing PIPPK. As the unit responsible for planning, monitoring, and evaluating the program, the Regional Governance Section must manage coordination among various parties, including subdistrict heads, regional leaders, and the community. However, local political dynamics often disrupt this process. Tensions between the executive and legislative branches, for instance, can delay decision-making related to budgeting or program priorities. In some cases, conflicts of interest among political actors cause policies initially designed to empower communities to shift focus toward fulfilling specific political agendas. Such pressures not only hinder bureaucratic performance but also reduce the program's overall effectiveness.

Beyond political challenges, the bureaucratic structure at the city level often struggles with excessive hierarchy. Decisions that could be made at the regional level frequently must go through multiple approval stages at the city government level. These procedures extend the implementation timeline and



diminish the bureaucracy's ability to respond quickly to community needs. In a program like PIPPK, where community needs are diverse and often urgent, delays in decision-making can significantly impact the success of implementation. Lengthy bureaucratic procedures also create frustration among implementers, particularly subdistrict heads and regional leaders, who are on the frontlines of program execution.

Subdistrict heads and regional leaders hold a unique position within the PIPPK bureaucratic structure as they act as direct liaisons between the city government and the community. As the primary implementers on the ground, they are tasked with translating policies into tangible actions at the community level. However, local political dynamics often influence how they perform these duties. Pressure from certain political actors to prioritize specific areas or groups frequently conflicts with actual needs in the field. For example, in some cases, subdistrict heads are asked to concentrate budget allocations on areas with greater political influence, even if other areas have more pressing needs. When such political pressures clash with established bureaucratic procedures, subdistrict heads often face difficult dilemmas, ultimately hindering smooth program execution.

At the community level, community leaders and RW/RT heads also play a vital role in supporting the success of PIPPK. While they are not directly involved in the formal bureaucratic structure, they often act as extensions of the government in disseminating programs to the community. However, their relationship with the bureaucratic structure is often influenced by the extent to which they feel involved in the planning and implementation process. If community leaders feel that their input is not valued or that they are merely executors without autonomy to determine local priorities, their enthusiasm to contribute may diminish. A bureaucratic structure that is unresponsive to input from community leaders often fosters dissatisfaction, ultimately affecting community support for the program.

Academics and local political observers provide broader perspectives on structural challenges in PIPPK implementation. They often highlight that overly centralized bureaucratic structures are one of the main obstacles to effective policy implementation. In the context of PIPPK, dependence on decision-making at the city level frequently hampers the flexibility of implementers on the ground. Academics also note that existing bureaucratic structures tend to be less adaptive to local political dynamics. When political changes or conflicts occur among actors,

the bureaucracy often struggles to adjust, impacting the stability and sustainability of the program. Therefore, they recommend decentralization within the bureaucratic structure, allowing implementers at the regional level to have greater decision-making authority. This approach not only increases flexibility but also enables implementers to respond to community needs more quickly and effectively.

To address the various challenges faced by the bureaucratic structure in implementing PIPPK, comprehensive reforms are needed. One key step is improving inter-agency coordination mechanisms. The city government can establish communication forums involving all relevant parties, including the Regional Governance Section, subdistrict heads, regional leaders, and community leaders, to ensure that every step of program implementation aligns with policy objectives. Additionally, the government needs to provide greater authority to implementers at the regional level through decentralization. This would enable subdistrict heads and regional leaders to make faster and more relevant decisions based on community needs without always having to wait for approval from higher levels.

Strengthening bureaucratic capacity is also an urgent need. Staff at all levels should receive adequate training to enhance their skills in program management. Furthermore, it is essential to actively involve the community in the process of program oversight and evaluation. By involving the community, the government can create a bureaucratic structure that is more transparent, accountable, and responsive to local needs.

Overall, the bureaucratic structure plays a critical role in the successful implementation of PIPPK in Bandung City. However, without proper reforms, local political dynamics will continue to present challenges that hinder the structure's effectiveness. By improving coordination mechanisms, decentralizing authority, and strengthening bureaucratic capacity, the city government can create a structure that is more flexible, responsive, and efficient. This will not only support the success of PIPPK but also enhance public trust in the government as a public servant capable of addressing political and social challenges effectively.

#### **e) Interaction and Interdependence Among Various Parties in Political Dynamics**

Interaction and interdependence among various parties is a crucial dimension in the implementation of public policy, especially in the context of local political dynamics. In the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City, the success of policy

implementation depends not only on bureaucratic capacity, resources, and policy structure but also on how the various parties involved—including the Regional Governance Section of Bandung City, subdistrict heads or regional leaders, community leaders or RW/RT heads, and academics or local political observers—interact and collaborate amidst complex political dynamics.

Interactions among actors are often influenced by power relations, political interests, and perceptions of the policy's objectives. The Regional Governance Section of Bandung City Secretariat, as the main coordinator in PIPPK implementation, plays a vital role in bridging the interests of various parties. As the policy manager at the city level, the section is responsible for ensuring that policies are effectively translated into actions at the regional level. However, local political dynamics often create barriers to interagency interaction. For example, conflicts between the executive and legislative branches regarding budget allocation or program priorities can delay PIPPK implementation. In such situations, the Regional Governance Section frequently acts as a mediator to ensure that the policy continues despite political tensions.

Subdistrict heads and regional leaders are on the front lines of PIPPK implementation, serving as direct liaisons between the city government and the community. Their interactions with various parties, such as community leaders, local political groups, and the city government, are heavily influenced by the political dynamics within their regions. Subdistrict heads often face pressure from local political actors to direct programs toward specific areas or prioritize certain groups. When these pressures conflict with the original policy objectives, subdistrict heads must find ways to balance meeting community needs with managing political expectations. Additionally, subdistrict heads' dependence on city government decisions, particularly regarding resource allocation, often limits their autonomy to make decisions more relevant to local needs.

Community leaders and RW/RT heads also play a significant role in supporting PIPPK implementation. As representatives of the community, they are responsible for ensuring that the public understands and supports the policy. Their interactions with subdistrict heads and the city government are often shaped by the extent to which they feel included in the planning and implementation process. If community leaders feel that their input is undervalued or that the program is implemented as a formality without addressing local needs, they may become less cooperative. Furthermore,

relationships between community leaders and local political groups can influence how they contribute to PIPPK implementation. For instance, if a community leader has certain political affiliations, they may be more inclined to support programs aligned with their political interests, potentially creating tension with others holding different perspectives.

Academics and local political observers provide a more neutral and analytical perspective on actor interactions in PIPPK implementation. They often note that complex local political dynamics create unhealthy dependencies among various parties. For instance, relationships between the executive, legislative branches, and field implementers are frequently marked by conflicts of interest that hinder coordination. Academics emphasize the importance of building more transparent and inclusive interaction mechanisms to reduce excessive dependence on certain actors. They underline that the success of policies like PIPPK relies not only on bureaucratic capacity but also on the ability of various parties to work synergistically despite differing interests.

To improve interactions and reduce unhealthy dependencies in PIPPK implementation, strategic steps are necessary. One such step is strengthening coordination mechanisms through discussion forums or deliberations involving all relevant parties. Such forums can serve as spaces to align interests, resolve conflicts, and ensure that all parties share a common understanding of the program's goals and priorities. Additionally, the city government needs to enhance the roles of subdistrict heads and community leaders by providing adequate training and support to improve their capacity to interact with various stakeholders.

It is also crucial to establish oversight mechanisms that actively involve the community. By engaging the community, the government can create greater transparency in decision-making and policy implementation. This not only builds public trust in the government but also encourages active participation from various parties in supporting PIPPK's success. On the other hand, the government must ensure that every actor involved understands their roles and responsibilities in policy implementation. This approach fosters more harmonious and productive interactions among actors.

Overall, the dimension of interaction and interdependence among various parties is essential to the success of PIPPK implementation in Bandung City. Although local political dynamics often present challenges to these interactions, with the right strategies, the government can build better relationships among stakeholders. Insights from

the Regional Governance Section, subdistrict heads, community leaders, and academics provide valuable perspectives on how these interactions can be managed to support program success. By strengthening coordination mechanisms, enhancing local actors' capacities, and creating inclusive dialogue spaces, PIPPK can be implemented more effectively, delivering tangible benefits to the community and supporting sustainable regional development in Bandung City.

Local political dynamics, such as leadership changes in villages or interventions by local political actors, also influence these interactions. For instance, implementation.

## CONCLUSION

The research findings indicate that local political dynamics have a significant impact on the implementation of the Program for Innovation in Regional Development and Empowerment (PIPPK) in Bandung City. The program is designed to empower communities and accelerate region-based development. However, its successful implementation is determined not only by sound planning and policies but also by the complex interactions among actors involved within the context of local politics.

The influence of local political dynamics is evident in several key aspects of PIPPK implementation. Bureaucratic structures often face coordination and flexibility challenges due to political pressure and conflicts of interest. Hierarchical and rigid decision-making processes slow down policy execution, especially at the regional level. Moreover, the disposition of policy implementers, such as staff from the Regional Governance Section, subdistrict heads, and regional leaders, is heavily influenced by the stability and clarity of directives from regional leaders. Consistent support from the city government contributes to their motivation, but political instability can diminish their commitment to the program's original objectives.

Interactions among actors in local political dynamics also play a crucial role. The Regional Governance Section, as the main coordinator, faces challenges in bridging political interests with community needs. At the local level, subdistrict heads and community leaders are often caught in the pressure to meet specific political expectations, which can sometimes conflict with the real needs of the community. This highlights the need for synergy between the city government, regional implementers, and the community to ensure the program's success.

An important solution is to improve coordination mechanisms, decentralize authority, and enhance transparency in policy implementation. The city government needs to create inclusive dialogue spaces for all stakeholders, strengthen the capacity of policy implementers, and involve the community in program oversight. By doing so, challenges arising from local political dynamics can be minimized, and PIPPK's primary goals—empowering communities and supporting sustainable regional development—can be optimally achieved.

In conclusion, although local political dynamics create challenges in PIPPK implementation, through coordinated, transparent, and participatory strategies, the program has the potential to provide significant benefits to the people of Bandung City. Wise management of local politics will be key to ensuring the program's sustainability and success.

This research investigates the dynamics of local politics in PIPPK implementation in Bandung City, analyzing how these dynamics influence policy execution and examining interactions and dependencies among stakeholders. The findings reveal that local political dynamics significantly affect decision-making processes, resource allocation, and program execution. The lack of mutual understanding and effective communication between local governments and communities hampers collaboration, leading to suboptimal results.

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