



## **IMPLEMENTATION OF WASTE MANAGEMENT POLICY IN TEWEH TENGAH SUB-DISTRICT, BARITO UTARA REGENCY**

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### **Abstract**

The waste management system is made in the form of an integrated, effective and efficient plan, program and implementation of activities. The failure of a policy occurs because there are obstacles or obstacles between the three main actors of policy implementation, namely the government, the community, and/or the private sector. Waste management in North Barito Regency is still the business of 2 (two) agencies, namely (1) the Environment Agency, and (2) the Public Works and Spatial Planning Office of North Barito Regency. It was found that the implementation of this policy has not been optimal in the field. The reality shows that not all people have the awareness to manage waste independently and obey the rules. This study aims to analyze the implementation of waste management policies in Teweh Tengah District, North Barito Regency. The research method used is qualitative research. Data were collected from interviews with the parties concerned, and from field observations. Data were analyzed by descriptive techniques. The results of the study show that its implementation is still far from the expectations and goals or targets of the policy to be achieved, besides that there are still things that happen in the field that hinder the implementation of this policy. Things that become obstacles in achieving the objectives of this policy include the overlapping of the main tasks/tasks between the services/agencies that are the leading sectors in the implementation of waste management and handling policies. Lack of available financial resources to support the construction of waste management infrastructure as well as to procure waste management tools and facilities. There is no waste management information system.

**Keywords:** Implementation, Waste Management System, North Barito Regency, Qualitative

## INTRODUCTION

Government exists because of the wishes and needs of the community towards individual or institutional figures. The goal is that the demands of society as a whole can be met. The fulfillment of this need is based on the policies taken by the Government. According to Labolo (2014) government thinking is seen as a symptom that cannot be separated from the public policy process.

The Central Government makes a National Policy and Strategy for various systems, including the Solid Waste Management System. This system is made in the form of an integrated, effective and efficient plan, program and implementation of activities. The goal is that it can be used as a guide for waste management for the Regional Government as well as the community and the business world.

The failure of a policy occurs because there are obstacles or obstacles between the three main actors of policy implementation, namely the government, the community, and/or the private sector. Several things that affect the success rate of policy implementation are contained in the principles of good governance that should exist in the administration of government, namely transparency, accountability, responsibility, independence, fairness, predictability, participation, and dynamism.

Every policy is made, determined, and implemented by the government, both central and local governments. Local governments based on Law Number 9 of 2015 concerning the Second Amendment to Law Number 23 of 2014 concerning Regional Government in Article 65 states that Regional Heads are authorized to propose and stipulate Regional Regulations, and in urgent circumstances the Regional Head has the right to take certain actions required by the region and/or the community.

The North Barito Regency Government has made efforts to implement programs and activities to achieve the objectives of the regulation, which is then called public policy implementation. In line with that, Grindle (Hutahayan, 2019) states that the implementation process will only begin if the goals and objectives have been set, the activity program has been structured, and the funds are ready and have been channeled to achieve the goals.

The success of a policy is influenced by several factors with different percentage levels of influence, such as the 20% plan, 60% implementation, and the remaining 20% is how to control implementation (Nugroho et al., 2017). Based on that, it is known that the factor that most influences the success rate of a policy is how the policy is implemented.

The implementation of waste management policies in North Barito Regency based on North Barito Regent Regulation No. 27 of 2018 has been running for more than two years in North Barito Regency since the date of its stipulation, and related parties have tried to implement the policy as well as possible, but based on temporary observations in the field that there are several obstacles in the course of policy implementation in the field.

Waste management in North Barito Regency is still the business of 2 (two) agencies, namely (1) the Environment Agency, and (2) the Public Works and Spatial Planning Office of North Barito Regency. The Environment Agency has carried out direct outreach to the general public and environmental care actions through outreach to schools. However, the socialization carried out has not touched all lines of society.

Based on the Regulation of the Minister of Public Works Number 3 of 2013 in article 20 paragraph (4), TPS must meet technical criteria, one of which is TPS providing facilities to classify waste into at least 5 (five) types of waste. In accordance with the regulation, there should be 5 (five) trash containers/bins at one TPS, adjusted to the type of waste. However, in the field

conditions, not all trash containers/bins in Teweh Tengah Sub-district meet the requirements, in the sense that at some TPS points there is only one trash container for all types of waste thrown into the trash.

It was found that the implementation of this policy has not been optimal in the field. The reality shows that not all people have the awareness to manage waste independently and obey the rules. Disobedience to regulations can occur because there have been no strict sanctions given to those who violate the rules. According to Good and Brophy (Arikunto, 1980) sanctions should be perceived as something unpleasant to provide a deterrent effect, sanctions are also given with the aim of motivating individuals to behave better and obey the rules, besides that sanctions must also be given through consideration and not rashly to avoid conflicts caused by reactions to sanctions.

Based on the description of the problem, the researcher considers it necessary to conduct research and find out how the process of implementing waste management policies in North Barito Regency as stated in Regent Regulation No. 27 of 2018 concerning Policies and Strategies of North Barito Regency in the Management of Household Waste and Types of Household Waste. Therefore, researchers conducted research related to "Implementation of Waste Management Policies in Teweh Tengah District, North Barito Regency".

## **MATERIALS AND METHOD**

This research is qualitative research. This research was conducted based on phenomena that occur in the field. The phenomenon found based on the initial survey is that there are still deficiencies and obstacles in the process of implementing waste management policies in Teweh Tengah District, North Barito Regency. The research location is divided into two villages in the capital of North Barito Regency, namely Lanjas and Melayu Villages which are part of the administrative area of Teweh Tengah District. The focus of the research is the process of implementing the Waste Management Policy in Teweh Tengah District, North Barito Regency, in accordance with North Barito Regent Regulation Number 27 of 2018 concerning Policies and Strategies of North Barito Regency in the Management of Household Waste and Waste Similar to Household Waste. Data collection techniques were carried out by interviews and field observations. Interviews were conducted face-to-face, and also through online applications. Researchers conducted interviews with informants related to research, such as the Head of the Central Teweh sub-district as the head of the region, officials at the Environment Agency, and officials at the Public Works and Spatial Planning Office who were directly related to waste management. Data were analyzed descriptively.

## **RESULTS AND DISCUSSION**

### **Implementation of Waste Management Policy**

Waste management in Teweh Tengah District is regulated in the North Barito Regent Regulation Number 27 of 2018 concerning Policies and Strategies of North Barito Regency in the Management of Household Waste and Household-like Waste, which was previously contained in Regional Regulation Number 2 of 2005 concerning Hygiene Management in North Barito Regency. This regulates the management of cleanliness and waste, as well as cleaning levies. The purpose of this policy is that 100% of waste is managed properly and correctly, with the benchmark of success in reducing waste by 30% and handling waste reaching 70% of the total waste generation.

Waste handling and management is carried out to reduce and handle household waste and similar household waste in Teweh Tengah District. Waste reduction is carried out by limiting waste generation starting from daily activities, reusing waste, and recycling waste. Handling of waste is carried out through a series of activities such as sorting waste, collecting waste, transporting waste, processing waste, before reaching the final processing at the TPA, this minimizes and prevents the occurrence of mixing of waste accumulation in the TPA.

Based on the Regulation of the Regent of North Barito Number 27 of 2018 concerning Policies and Strategies of North Barito Regency in the Management of Household Waste and Types of Household Waste, efforts to reduce and handle waste can be carried out by: (1) establishing and implementing Standard Operating Procedures (SOP) for waste management, (2) coordination and cooperation between implementing agencies, (3) strengthening institutional commitment in providing budgets, (4) increasing leadership, institutional and human resource capacities, (5) establishing information systems, (6) strengthening community involvement through communication, information and education, (7) implementation and development of investment, operational and maintenance schemes, (8) strengthening law enforcement, (9) strengthening business involvement, (10) implementing technology, and (11) implementing and developing incentive and disincentive systems.

### 1. Establish and Implement Standard Operating Procedures (SOP)

Standard Operating Procedures (SOP) for waste management are steps to reduce and manage waste that are arranged systematically to tidy up, facilitate, and regulate waste management activities. SOPs are made in the form of documents that contain procedures or steps for waste management that are carried out chronologically in order to achieve goals in an effective way and minimize expenses as much as possible.

Waste management policies are implemented by following the provisions and procedures set by the relevant agencies, which are outlined in the form of Standard Operating Procedures (SOP) for the implementation of activities. The following are some examples of Standard Operating Procedures (SOPs) for waste management activities in Teweh Tengah District set by the North Barito Regency Environmental Service.

Standar Operasional Prosedur (SOP) Bank Sampah

No.	KEGIATAN	PELAKSANA				MUTU BAKU			Ket.
		Nasabah	Petugas Pencatatan	Petugas Penimbangan	Petugas Pemilah	Kelengkapan	Waktu	Output	
1	Nasabah membawa sampah anorganik yang sudah dipilah sesuai panduan ke petugas pencatatan Bank Sampah	Mulai				a. Data nama nasabah/nasabah b. Data alamat nasabah/nasabah c. Sampah anorganik sesuai ketentuan panduan pilah	50 detik		
2	Mencaat jenis sampah yang dibawa dan menimbang sampah sesuai jenis, petugas mencatat berat sampah (Kg)					a. Alat ukur/timbangan duduk b. Alat tulis dan buku catatan	100 detik	1. Hasil data berat (Kg) 2. Hasil tabungan (Rp)	
3	Memasukkan sampah ke dalam Loker/Gudang di Bank Sampah Dinas Lingkungan Hidup					a. Peralatan kerja	5 Menit		Sampah diletakkan ke dalam gudang Bank Sampah
4	Petugas memasukkan hasil data berat (Kg) dan tabungan (Rp) direkap di buku besar dan buku tabungan					a. Buku tabungan nasabah b. Buku besar c. Alat tulis	5 Menit	1. Hasil data berat (Kg) 2. Hasil tabungan (Rp)	Buku tabungan yang ditabungan ke dalam buku besar sesuai dengan peraturan
5	Nasabah selesai dilayani dan membawa pulang Buku Tabungan berisi hasil penimbangan (Kg dan Rp)	Selesai				a. Buku tabungan nasabah b. Uang hasil penjualan sampah anorganik	5 Menit	1. Bukti Sektor/Bukti Tabungan 3. Hasil Tabungan (Rp)	Uang dapat langsung ditukarkan ke bank atau ditukarkan ke bank lain yang bersedia menerima uang tersebut

Figure 1 Standard Operating Procedures (SOP) for Waste Banks

Source: North Barito Regency Environmental Service (2019).

Standar Operasional Prosedur (SOP) Pengolahan Kompos

No.	KEGIATAN	PELAKSANA				MUTU BAKU			Ket.
		Petugas penyortiran/pemilahan sampah	Petugas Pencacah	Petugas Pencampuran Bahan Kompos	Petugas Pengemasan	Kelengkapan	Waktu	Output	
1	2	3	4	5	6	7	8	9	10
1	Menyortir/memilah sampah organik (daun, rumput,dll)	Mulai				1. Sampah organik yang diambil dari sekitar wilayah kantor bupati, dan halaman kantor Dinas Lingkungan Hidup 2. Peralatan kerja (sekop, cangkul, garukan sampah, ember) 3. Alat APD (penutup kepala, sarung tangan, masker, boot)	1 hari	Sampah organik terpilah	
2	Mencacah sampah organik menjadi bahan kompos di mesin pencacah					1. Mesin pencacah 2. Alat APD (penutup kepala, sarung tangan, masker, boot)	60 menit	Sampah organik yang sudah tercacah	
3	Mencampur bahan kompos dengan bioaktivator (EM4), mengaduk rata dan mengatur kelembapan sampah dengan menambahkan air					1. Peralatan kerja (sekop, cangkul, garukan sampah, ember, selang) 2. Air 3. Alat APD (penutup kepala, sarung tangan, masker, boot)	30 menit	Sampah organik siap di fermentasikan	
4	Kompos di fermentasi (proses anaerob)					1. Tabung Komposter	3 - 4 hari	Kompos siap dimatangkan	
5	Mematangkan kompos setelah hari ke 4, kompos diayak dan dikerngkan					1. Peralatan kerja (sekop, cangkul, garukan sampah, ember) 2. Alat APD (penutup kepala, sarung tangan, masker, boot)	60 menit	Kompos siap jadi	
6	Mengemas kompos				Selesai	1. Peralatan kerja (sekop, cangkul, garukan sampah, ember) 2. Alat APD (penutup kepala, sarung tangan, masker, boot) 3. Karung kemason kompos	60 menit	Kompos siap pakai	Kompos organik yang sudah dipergunakan sebagai pupuk untuk taman di Dinas Lingkungan Hidup Kabupaten Barito Utara

Figure 2 Drawing of Standard Operating Procedure (SOP) for Compost Processing  
Source: North Barito Regency Environmental Service (2019).

Standard Operating Procedures (SOPs) are set by the relevant agencies to set standards in waste management activities so that activities can run smoothly and safely, and what is expected or the objectives of implementing the policy can be achieved. The waste management SOP above is made by the Waste Bank Management Team and the Organic Waste into Compost Processing Officer which is stipulated through a Decree of the Head of the North Barito Regency Environmental Service for a certain period of time, which is usually renewed every year or whenever an implementing official changes work assignments.

## 2. Coordination and Cooperation between Implementing Agencies

The division of authority, main tasks and functions of the implementing officials for waste management as a whole is still divided into two agencies and it cannot be explained why the separation occurred, because all related policies are decided by the District Government of the Regent of North Barito. This was revealed by the Head of the Hygiene Section at the Department of Public Works and Spatial Planning, North Barito Regency, as follows:

*“Currently, waste management is still managed or implemented by two agencies, namely the Environment Agency and the Public Works and Spatial Planning Office. The appointment of these two services as the leading waste management sector is the authority of the Regional Government, implementing officials at the service level only carry out orders in accordance with the provisions made by the North Barito Regency Government.”* (interview, 21 April 2020)

One of the factors that influence the success rate of implementing a policy is coordination. Good coordination is a hierarchical integration that occurs between the Environment Service and the Public Works and Spatial Planning Office in carrying out a program or implementing a policy. Without good coordination, policy implementers do not have a unified direction in achieving policy goals.

Coordination between related agencies regarding waste management is quite good. The Department of Environment and the Department of Public Works and Spatial Planning have established good communication and coordination regarding the implementation of waste

management policies and the obstacles that become problems in the field. Apart from the Department of Environment and the Department of Public Works and Spatial Planning, the agencies that are the leading sector in implementing waste management policies are coordinating with the sub-district but not yet actively involving the sub-district. This was conveyed by the Head of the Central Teweh Sub-district, namely:

*“The sub-district has never been specifically involved in waste management which is carried out within the administrative area of Teweh Tengah District. The Regional Government through the Environmental Service and Public Works and Spatial Planning have taken coordination steps with me as the regional head regarding waste management in Muara Teweh City, which is quite densely populated.”* (interview, 22 April 2020)

The coordination between the relevant agencies and regional heads, in this case the Central Teweh District, has been well established. However, in implementing policies in the field, there are still obstacles caused by overlapping main tasks and functions between the two services which are the leading sectors of policy implementation.

### 3. Strengthening Institutional Commitment in Budget Provision

One of the main factors in implementing a policy is the availability of financial resources. All forms of infrastructure and facilities, as well as efforts and program activities carried out by institutions/organizations require a budget. Even the main tasks and functions, as well as the responsibilities attached to policy implementing officials require financial resources to carry out their duties.

One of the waste management facilities is a Temporary Shelter (TPS). Temporary Shelter serves to accommodate waste before it is transported to an integrated waste management site. Based on the shape, temporary shelters are divided into several types, there are permanent TPS (Temporary Disposal Sites) made of cast cement, there are closed trash bins, and some are just ordinary trash bins. The following is a list of locations for TPS (Temporary Disposal Sites) for waste in the Central Teweh District, in areas that are served by waste management and transportation.

Table 1 Temporary Disposal Sites (TPS) for waste

No	Address	TPS Type	Number of units	Capacity
1.	Jl. A. Yani (Jl. Simpang Kantor BAPPEDA)	Tertutup dan	1	0,6 M <sup>3</sup>
2.	Jl. A. Yani (Depan Balai Antang)	Dengan	1	0,6 M <sup>3</sup>
3.	Jl. A. Yani (Depan Kantor DPR)	Pemisah	1	0,6 M <sup>3</sup>
4.	Jl. A. Yani (Samping Kantor KPP Pajak)	Sesuai Jenis	1	0,6 M <sup>3</sup>
5.	Jl. A. Yani (Gg. Samping SMP 1)		1	0,6 M <sup>3</sup>
6.	Jl. A. Yani (Depan Kantor KBPPA)		1	0,6 M <sup>3</sup>
7.	Jl. Yetro Sinseng (Simpang Gg. Bahagia)		1	0,6 M <sup>3</sup>
8.	Jl. Yetro Sinseng (Depan Gg. Perum Dokter)		1	0,6 M <sup>3</sup>
9.	Jl. Yetro Sinseng (Kompek RSUD)		2	1,2 M <sup>3</sup>
10.	Jl. Yetro Sinseng (POLSEK Teweh Tengah)		1	0,6 M <sup>3</sup>
11.	Jl. Yetro Sinseng (Depan Ketahanan Pangan)		1	0,6 M <sup>3</sup>
12.	Jl. T. Surapati (Depan Kantor BUDPARPORA)		1	0,6 M <sup>3</sup>
13.	Jl. T. Surapati (Halte Dukcapil)		1	0,6 M <sup>3</sup>
14.	Jl. T. Surapati (Depan Bank Mandiri)		1	0,6 M <sup>3</sup>
15.	Jl. T. Surapati (Hotel Walet)		1	0,6 M <sup>3</sup>
16.	Jl. T. Surapati (Gunung Sintuk)		1	0,6 M <sup>3</sup>
17.	Jl. Merak (Depan Gg. Damai)		1	0,6 M <sup>3</sup>
18.	Jl. Merak (Depan Simpang Jl. Flores)		1	0,6 M <sup>3</sup>

19.	Jl. Merak (Depan Mushola)		1	0,6 M <sup>3</sup>
20.	Jl. Imam Bonjol (Simpang Panti Asuhan)		1	0,6 M <sup>3</sup>
21.	Jl. Imam Bonjol (Samping Toko Orange Camp)		1	0,6 M <sup>3</sup>
22.	Jl. Imam Bonjol (Depan Masjid Raya)		1	0,6 M <sup>3</sup>
23.	Jl. Imam Bonjol (Depan Toko Anugrah Baru)		1	0,6 M <sup>3</sup>
24.	Jl. Cempaka Putih (SD Melayu 4)		1	0,6 M <sup>3</sup>
25.	Jl. Kapten Piere Tandean (Depan POLRES)		1	0,6 M <sup>3</sup>
26.	Jl. Dahlia (Depan Mushollah Umar Bin Khatab)		1	0,6 M <sup>3</sup>
27.	Jl. Teratai		1	0,6 M <sup>3</sup>
28.	Jl. Merdeka		1	0,6 M <sup>3</sup>
29.	Jl. Nanas (Depan Kelurahan Lanjas)		1	0,6 M <sup>3</sup>
30.	Jl. Semoga Indah 4		1	0,6 M <sup>3</sup>
31.	Jl. Semoga indah (Samping Musholla)		1	0,6 M <sup>3</sup>
32.	Jl. Nangka		1	0,6 M <sup>3</sup>
33.	Jl. Padat Karya		1	0,6 M <sup>3</sup>
34.	Jl. Nusa Indah		1	0,6 M <sup>3</sup>
35.	Jl. Meranti		2	1,2 M <sup>3</sup>
36.	Jl. Akasia		1	0,6 M <sup>3</sup>
37.	Jl. Katamso KM. 2		1	0,6 M <sup>3</sup>
38.	Jl. Katamso (Depan SMK I)		1	0,6 M <sup>3</sup>
39.	Jl. Pertiwi II		1	0,6 M <sup>3</sup>
40.	Jl. P. Antasari (Komplek Mesjid Jami)		1	0,6 M <sup>3</sup>
41.	Jl. Pramuka Sekitar Kompi		1	2 M <sup>3</sup>
42.	Jl. Pramuka Simpang LP		2	2 M <sup>3</sup> + 4 M <sup>3</sup>
43.	Jl. Pramuka Komplek Perum Kesehatan		1	2 M <sup>3</sup>
44.	Jl. Pendreh Simpang Wirapraja		1	2 M <sup>3</sup>
45.	Jl. Sudirman bawah PDAM		2	2 M <sup>3</sup> + 4 M <sup>3</sup>
46.	Jl. Simpang Tiga Cempaka Putih		1	2 M <sup>3</sup>
47.	Jl. Anggrek Komplek POLRES		1	2 M <sup>3</sup>
48.	Jl. Flores Lapangan Hijau		1	2 M <sup>3</sup>
49.	Jl. Dahlia		1	2 M <sup>3</sup>
50.	Jl. Timor		2	2 M <sup>3</sup> + 4 M <sup>3</sup>
51.	Jl. Merpati		1	4 M <sup>3</sup>
52.	Jl. Beringin		2	1 M <sup>3</sup> + 2 M <sup>3</sup>
53.	Jl. Yetro Sinseng Komplek RSUD		1	1 M <sup>3</sup>
54.	Jl. Yetro Sinseng Depan Bank BPK		1	1 M <sup>3</sup>
55.	Jl. Yetro Sinseng Komplek Dinas Pertanian		1	1 M <sup>3</sup>
56.	Jl. Akasia Komplek Pasar Dermaga		2	2 M <sup>3</sup> + 2 M <sup>3</sup>
57.	Jl. Banyangkara		1	2 M <sup>3</sup>
58.	Jl. Imam Bonjol		1	2 M <sup>3</sup>
59.	Jl. Bangau Sanping SD Melayu 5		1	2 M <sup>3</sup>
60.	Jl. Piere Tandean Depan Kelurahan Melayu		1	2 M <sup>3</sup>
61.	Komplek SD Melayu 2		1	2 M <sup>3</sup>
62.	Komplek SMP 2 Muara Teweh		1	2 M <sup>3</sup>
63.	Komplek SMP 1 Muara Teweh		1	2 M <sup>3</sup>
64.	Komplek SMA 1 Muara Teweh		1	2 M <sup>3</sup>
65.	Komplek MTsN Muara Teweh		1	2 M <sup>3</sup>
66.	Komplek Pesantren Yasin Lango		1	2 M <sup>3</sup>

Source: North Barito Regency PUPR Office (2019)

In accordance with the Regulation of the Minister of Public Works of the Republic of Indonesia Number: 03/PRT/M/2013 concerning the Implementation of Waste Infrastructure and Facilities in the Handling of Household Waste and Types of Household Waste, it is stated that the technical criteria of TPS include the availability of facilities for classifying waste into at least 5 (five) types of waste, and the type of temporary waste storage is not a permanent container.

Based on these provisions, there are still many polling stations in the Central Teweh District that do not meet the standards. In addition, judging from the list of TPS locations above, there are still several strategic location points or public places where TPS is not yet available, such as in city open spaces, stadiums, city parks, terminals, piers/harbours.

The sequence of waste transportation and management that should be disclosed by the staff in the Waste Management Section at the North Barito Regency Environmental Service as well as a member of the Main Waste Bank Management team, who is responsible for preparing reports and details related to waste management in North Barito Regency, is as follows:

*“Based on the flow, the management and transportation of waste from the lowest level starts from waste management at the Waste Bank and Compost House to TPS3R, then proceeds to TPST, and finally transported to the TPA. After handling and managing the waste in stages, there should be no more waste residue generated. Meanwhile, the current condition in the North Barito Regency TPA, the reduction in the amount of waste has not reached 50% according to the target contained in JAKSTRADA. This is because the initial waste management, such as separating waste by type, has not really been implemented.”* (interview, 21 April 2020)

Based on the explanation from the informant above, before being transported to the TPA (Final Processing Site), the waste from the TPS must first be sorted and stored in TPS3R (3R Waste Processing Site). The problem is that the TPS3R location and building infrastructure is still not available, so waste from the TPS will be transported directly to the TPA, and simple sorting will be carried out at the TPA.

The budget to meet the needs of waste management infrastructure and facilities is allocated to 2 (two) offices that are the leading sectors of waste management, namely the Environment Service and the Public Works and Spatial Planning Office of North Barito Regency. Based on interviews conducted in the study, information was obtained that the allocation of financial resources for waste management managed by the Public Works and Spatial Planning Office of North Barito Regency was sufficient. This was conveyed by the Head of the Hygiene Section at the Department of Public Works and Spatial Planning, North Barito Regency, that:

*“At the Department of Public Works and Spatial Planning, North Barito Regency, the budgeted funds for management activities are sufficient, but some procurement proposals and activities have not been implemented because they do not include priority proposals and budget constraints. Only if there are things that are deemed necessary, such as the addition of transport and cleaning personnel along with the expansion of the area or the addition of waste-served lanes, will there be an additional budget for waste management.”* (interview, 21 April 2020).

In contrast to the information obtained through informants from the North Barito Regency Environmental Service, the budget for the implementation of waste management in the work program of the Environmental Service is still very minimal. This was conveyed by the Head of the Waste Management Section of the North Barito Regency Environmental Service, as follows:

*“The budget allocated for waste management at the Environment Agency is very small, this is because the waste management budget is more concentrated on the Public Works and Spatial Planning Office. Indeed, everything related to technical waste management is managed by the Department of Public Works and Spatial Planning. However, reports and activities related to*

*waste such as Adipura, National Waste Care Day, and other annual waste activities are centered on the Environment Service, in line with the Ministry of Environment and Forestry, so that there are several program activities related to waste that should be carried out by the Environmental Service. due to a lack of budget.” (interview, 21 April 2020)*

Based on the results of the interview, information was obtained that was very contradictory between the two agencies that became the leading sector in waste management. This is because the determination of budget planning documents for all regional apparatuses is carried out through the approval of high regional officials.

#### **4. Capacity Building for Leadership, Institutions and Human Resources**

The quality of human resources is one of the most influential points in the successful implementation of a policy. There are two aspects that can be assessed from the quality of human resources, namely physical and non-physical aspects. The physical aspect relates to the physical strength and ability of the individual to work. While the non-physical aspects involve ideas or creativity, individual skills, and other related matters.

Individual physical quality can be improved or maintained in the best condition by living a healthy lifestyle, consuming good nutrition, and exercising if necessary, while non-physical qualities can be honed or improved through education and training.

Based on the results of research involving several informants in the field, namely the Head of the Cleanliness Section at the Public Works and Spatial Planning Office of North Barito Regency, the Head of the Waste Management Section of the North Barito Regency Environmental Service, and staff at the Waste Management Section at the North Barito Regency Environmental Service, it can be seen that there are employees who are appointed to serve in strategic positions in waste management which are not linear between education levels and the main tasks of the related positions.

At the stage of recruitment of implementing officials to carry out the programs and activities of a policy, it is deemed necessary to hire the right people. In this case, the placement of the implementer in a government position or in an agency/institution must be based on a linear level of education with the *tupoksi* attached to certain positions, and/or based on individual abilities and expertise. Apart from the ideals that should be applied in the process of recruiting officials implementing a policy, there are considerations or decisions that are determined based on certain interests and/or more priorities.

The government has tried to overcome obstacles related to competence for implementing officials who are not linear with their education through training or training, as expressed by the Head of the Hygiene Section at the Department of Public Works and Spatial Planning, North Barito Regency, as follows:

*"To increase my knowledge and insight as a form of responsibility given to carry out tasks in the Cleansing Section that are directly related to solid waste, I have provided myself with training in waste management and participated in comparative studies to other regions that have succeeded in dealing with solid waste problems in their regions." (interview, 21 April 2020).*

For all echelon officials in agencies/services within the scope of the government of North Barito Regency, they are appointed and determined by the regional head, namely the Regent of North Barito. Including the authority to determine people or employees who are in strategic

positions related to waste management policies, so that all considerations regarding the placement of implementing officials in certain positions are under the authority of the highest officials in North Barito Regency.

## **5. Information System Establishment**

One measure of success in implementing policies can be seen from public complaints. Public complaints can be used as material for consideration and improvement of deficiencies or things that have not been achieved properly in the implementation of a policy.

Public service complaints are clearly regulated in Presidential Regulation No. 76 of 2013 concerning Management of Public Service Complaints, therefore the government is obliged to provide a means of complaint for the public. Good management of public service complaints has a big positive influence on the improvement and improvement of the quality of public services, and can measure the level of community participation.

Waste management in Teweh Tengah District does not yet have an official complaint service in the form of a website or call center that functions to accommodate criticism, input and suggestions, and manage complaints from the public regarding waste management policies. This was conveyed by the Head of the Hygiene Section at the Department of Public Works and Spatial Planning, North Barito Regency, as follows:

*"Until now, there is no official complaint service for the implementation of waste management specifically. However, when there are problems related to waste or waste management, residents often submit complaints directly to me either through personal channels or through social media facilities. Personal complaints are usually submitted via telephone, sms, and/or WhatsApp. For those who don't have access to my phone number, they usually contact and submit reports via Facebook messages."* (interview, 21 April 2020)

Based on the information from the informant above, the community still does not have an official forum to actively participate in the implementation of this waste management policy. However, this does not mean that the community is passive, and indifferent to the situation, for people who have complaints can still submit complaints about waste management services in the surrounding area by contacting the relevant officials either through personal telephone numbers or through the relevant social media.

## **CONCLUSION**

The implementation of waste management policies in Teweh Tengah District can be said to have been going quite well. This is done by making optimal use of financial resources and available infrastructure. Relevant offices/agencies and implementing officials have also carried out their responsibilities in accordance with their inherent main tasks and functions. However, the implementation is still far from the expectations and goals or targets of the policy to be achieved, besides that there are still things that happen in the field that hinder the implementation of this policy. Things that become obstacles in achieving the objectives of this policy include the overlapping of the main tasks/tasks between the services/agencies that are the leading sectors in the implementation of waste management and handling policies. Lack of available financial resources to support the construction of waste management infrastructure as well as to procure waste management tools and facilities. There is no waste management information system.

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