

## Organizational Capacity in Implementing the “Kang Pisman” Program: A Case Study of Waste Management in Bandung City

Asep Sumaryana<sup>1</sup>, Syifa Rachmania Komara<sup>2</sup>, Ramadhan Pancasilawan<sup>3</sup>

### Abstract

*The issue of waste management in Indonesia, both at the national and local levels, has become an important topic worthy of research. Policies issued by the government to address and minimize waste problems, such as Presidential Regulation of the Republic of Indonesia Number 97 of 2017 on the National Policy and Strategy for Household Waste Management, as well as Bandung City Regional Regulation Number 17 of 2012 on Reducing the Use of Plastic Bags, demonstrate the government's commitment to tackling this issue. The implementation of these policies is carried out through various programs, one of which is the "Kang Pisman" program (Reduce, Separate, and Utilize), which began with the Waste Collection Movement. This program, introduced in 2018, aims to raise public awareness about sustainable waste management. However, the success of its implementation is highly influenced by the capacity of local government organizations to plan, execute, and evaluate these policies. Organizational capacity, which includes aspects such as human resources, infrastructure, inter-agency coordination, and internal policy support, plays a significant role in the effectiveness of the Kang Pisman program. This study aims to analyze the correlation between the organizational capacity of the Bandung City local government and the success of the Kang Pisman program in addressing waste management issues. The results of this research are expected to provide insights into the importance of strengthening organizational capacity to support the sustainability of environmental policies.*

**Keywords:** *Organizational Capacity, Policy Implementation, Waste Management.*

### Introduction

Waste management remains an unresolved issue for both central and local governments in Indonesia. Each year, the volume of waste in Indonesia continues to increase in line with the growing population, which has now reached 276.4 million nationally and 2.5 million in Bandung City. Data from the Ministry of Environment and Forestry (KLHK) indicates that the national waste volume reached 68 million tons in 2021 and rose to 70 million tons annually in 2022 (House of Representatives of the Republic of Indonesia, 2022). The central government, through the policy of regional autonomy, has granted local governments the authority to regulate and manage issues within their jurisdictions, including waste management.

However, the alignment between population growth and waste management, coupled with low public awareness, has exacerbated the complexity of this issue. Many community members have yet to fully contribute to proper waste management practices, such as sorting, disposing, and processing waste correctly. Bandung City, with its increasing population, generates approximately 1,500 tons of waste daily, but only 1,300 tons are processed and disposed of properly. The majority of waste in Bandung consists of inorganic waste (55.48%), with the remainder being organic waste (44.52%) (BPS Kota Bandung, 2023).

The Bandung City Government has issued several policies to address waste issues, including Regional Regulation No. 17 of 2012 on Reducing the Use of Plastic Bags, Regional Regulation No. 9 of 2018 on Waste Management, and Presidential Regulation No. 97 of 2017 on the National Policy and Strategy for Household Waste Management. One of its flagship programs is the "Kang Pisman" initiative, launched in 2018, which aims to reduce, separate, and utilize waste.

The success of this program, however, depends heavily on the organizational capacity of the Bandung City local government. This capacity encompasses human resources, infrastructure, inter-agency coordination, and the commitment of local authorities to optimally manage the program. Despite incorporating

---

<sup>1</sup> Padjadjaran University, Indonesia, Email: asep.sumaryana@unpad.ac.id

<sup>2</sup> Padjadjaran University, Indonesia.

<sup>3</sup> Padjadjaran University, Indonesia

innovations such as the Kang Pisman Mobile application to facilitate access to waste management information, the program still requires strengthened organizational capacity in terms of management, evaluation, and community education.

This study aims to analyze the implementation of waste management policies in Bandung City through the Kang Pisman program and explore the correlation between the organizational capacity of the local government and the program's success. How does organizational capacity in planning, implementing, and evaluating this program contribute to addressing waste issues in Bandung City? Does the program align with existing policy implementation theories? These questions will be explored further in this journal.

## Literature Review

The literature review in this study will cover various perspectives on public policy, waste management, and organizational capacity in policy implementation. The primary focus of this literature review is to provide an understanding of public administration theories underlying waste management policies and the role of organizations in executing effective public policies.

Public administration and public policy theories serve as the main foundation in analyzing the "Kang Pisman" policy. According to Mustika et al. (2022), the focus of public administration has broadened to include policy formulation and structuring relationships between government, private sectors, and civil society. Kadir (2020) also emphasized that public administration is not solely related to government institutions but also involves other institutions concerned with public interests. In the context of public policy, Thoha (2005) stated that public policy is a primary dimension that draws attention in public administration, as it determines the direction needed to address societal issues. This aligns with Thomas R. Dye's (1992) view, which suggests that public policy represents government actions reflecting predetermined choices and goals.

As part of public policy, waste management is a critical issue requiring special attention. The "Kang Pisman" program in Bandung City aims to reduce, separate, and utilize waste more effectively, but its implementation faces various challenges. Based on public policy theory, one critical stage to consider is problem formulation and agenda setting (Islamy, 2007). This demonstrates the importance of meticulous planning and the involvement of multiple parties in creating policies aligned with community needs. Furthermore, organizational capacity in executing public policies significantly affects their successful implementation, as explained by several studies on public organizations (Wahab, 2012; Dunn, 2003).

### *Research Problem*

Waste management in Bandung City has become an increasingly urgent issue due to population growth and urbanization. To address this issue, the Bandung City Government launched the "Kang Pisman" program, which aims to reduce waste volume through sorting, reduction, and utilization. While this program has clear objectives and potential to positively impact the environment, its implementation faces several challenges, such as low public awareness, limited active participation, and inadequate organizational capacity among stakeholders involved in the program. The main problem addressed in this study is how the "Kang Pisman" policy can be implemented more effectively, considering the factors influencing public awareness and organizational capacity. Despite the program's existence, no comprehensive evaluation has been conducted regarding its effectiveness and the factors influencing its success. Thus, this research aims to evaluate the "Kang Pisman" program and analyze the role of organizational capacity in its successful implementation.

## Methodology

### *Research Design*

This study employs a qualitative approach with a case study design to analyze organizational capacity in the implementation of the "Kang Pisman" program for waste management in Bandung City. The qualitative approach was chosen because the research aims to gain an in-depth understanding of the perspectives and

experiences of stakeholders involved in the program, as well as to explore the various challenges and opportunities encountered during its implementation. Through a case study design, this research will delve into how the organizational capacity involved in the "Kang Pisman" program affects its success or hinders waste management efforts in Bandung City. The case study design allows for a thorough analysis of the internal dynamics of the organization and the external factors influencing the program, taking into account public policies and community engagement in the implementation process.

### *Data Collection*

Data collection for this study relies on secondary data obtained from various relevant sources, including government publications, policy documents related to the "Kang Pisman" program, scientific articles, and news articles or media reports concerning waste management in Bandung City. Secondary data was chosen because it provides a comprehensive overview of waste management policies implemented at the city level, as well as insights into the challenges and opportunities present in the program's implementation.

### *Data Analysis*

Data analysis in this study follows the procedures outlined by Miles et al. (2014), which consist of three main stages. The first stage is data condensation, involving the selection, focusing, simplification, and transformation of data from various sources. This process aims to filter out irrelevant information and concentrate on data directly related to organizational capacity in the implementation of the "Kang Pisman" program. Once the data is condensed, the next stage is data display, where the selected and simplified data is presented in narrative or tabular form to facilitate an understanding of the phenomena under study.

## **Result and Discussion**

### ***Result***

The "Kang Pisman" program, implemented by the Bandung City Government in response to Presidential Regulation No. 97 of 2017 and Government Regulation No. 27 of 2020, aims to manage waste more efficiently and sustainably. The program's success heavily relies on the organizational capacity of the entities involved in its implementation. Organizational capacity encompasses human resources (HR), management systems, and coordination among stakeholders engaged in the implementation process.

**Table 1. Program Analysis**

<i>Aspect</i>	<i>Explanation</i>
<b><i>Policy Implementation</i></b>	<p><b>National Policy:</b> Presidential Regulation No. 97/2017, Government Regulation No. 27/2020.</p> <p><b>Regional Policy:</b> Regional Regulation No. 9/2018 on Waste Management.</p> <p><b>Kang Pisman Program:</b> Reduce, Separate, Utilize. Aimed at reducing waste burden and raising public awareness.</p>
<b><i>Organizational Capacity</i></b>	<p><b>Human Resources (HR):</b></p> <ol style="list-style-type: none"> <li><b>Importance of HR:</b> The quality of HR significantly impacts program success.</li> <li><b>Technological Innovation:</b> Use of the "Kang Pisman Mobile" app for more effective socialization.</li> </ol> <p><b>Inter-Organizational Coordination:</b></p> <ol style="list-style-type: none"> <li><b>Sector Collaboration:</b> Government, private sector, and educational institutions need to collaborate in the implementation.</li> </ol>

	2. <b>Importance of Collaboration:</b> Involving waste management companies and schools to raise awareness among the public and younger generations.
<b>Challenges and Solutions</b>	<p><b>Challenges:</b></p> <ol style="list-style-type: none"> <li>1. <b>Lack of Coordination:</b> Between relevant sectors, causing difficulties in waste sorting.</li> <li>2. <b>Weak Regulations:</b> Insufficient enforcement of sanctions.</li> </ol> <p><b>Solutions:</b></p> <ol style="list-style-type: none"> <li>1. <b>HR Development:</b> Extensive training and socialization.</li> <li>2. <b>Regulation Strengthening:</b> Enforcing sanctions and providing incentives for compliance.</li> </ol>
<b>Evaluation and Improvement Plan</b>	<p><b>Periodic Evaluation:</b> The importance of an integrated information system to monitor program implementation.</p> <p><b>Strengthening Organizational Capacity:</b> The need for a clear organizational structure and organized procedures to support effective evaluation.</p>

Sources: Proceed by Author, 2024

## Discussion

Waste management has become one of the critical issues in urban development, and Bandung City is no exception in facing this challenge. As a concrete step to address the waste problem, the Bandung City Government has implemented the "Kang Pisman" Program (Reduce, Separate, and Utilize). This program is a continuation of the national waste management policy outlined in Presidential Regulation of the Republic of Indonesia No. 97 of 2017 and Government Regulation No. 27 of 2020. Specifically, Bandung City formulated this policy in Regional Regulation No. 9 of 2018 on Waste Management, aimed at reducing the negative impacts of waste in the city. However, the success of the "Kang Pisman" Program's implementation depends heavily on the organizational capacity of the involved parties—both local government and the community. Essentially, organizational capacity refers to the ability of human resources, systems, and coordination among stakeholders to achieve efficient and sustainable waste management objectives.

### *Implementation of Central and Regional Government Policies*

The implementation of waste management policies at the national level is reflected in Presidential Regulation No. 97 of 2017 and Government Regulation No. 27 of 2020. These regulations establish a clear legal foundation for more structured and sustainable waste management in Indonesia. In response to these national policies, the Bandung City Government adopted strategic measures outlined in Regional Regulation No. 9 of 2018 on Waste Management. This regulation reflects the local government's commitment to regulating, managing, and reducing the negative impacts of waste, and serves as the basis for implementing various programs that support environmental sustainability in the city.

As part of the implementation of this policy, the Bandung City Government launched an innovative program known as "Kang Pisman," which stands for Reduce, Separate, and Utilize. This program is designed to educate and empower the community to take more responsibility in waste management at the household level. Through this program, the community is expected to actively reduce the volume of waste produced, separate waste according to categories, and utilize both organic and inorganic waste for more productive purposes, such as composting or recycling. The Kang Pisman program is expected to become a long-term solution to reduce the burden of waste sent to landfills, while also raising public awareness of the importance of environmentally friendly waste management.

Previously, in 2015, the Bandung City Government launched a similar program called the "Trash Pickup Movement." Although this movement had good intentions to reduce waste, its implementation proved to be less effective. The Trash Pickup Movement only reached a small portion of the community and failed to make a significant impact on the overall reduction of waste. One of the main obstacles faced was the limited human resources and adequate supporting facilities, as well as the lack of awareness, which was confined to certain groups.

Therefore, based on these experiences, Kang Pisman was developed as a more comprehensive policy, with a more inclusive and holistic approach. This program is designed to reach all layers of society, both in urban and rural areas, and is expected to foster a broader environmental awareness culture. The Bandung City Government is optimistic that the Kang Pisman program will have a greater and more sustainable impact, not only in addressing waste problems but also in improving the quality of life for the community and creating a healthier, greener environment in Bandung City.

#### *Organizational Capacity in Program Implementation*

To achieve the objectives of the Kang Pisman program, organizational capacity plays a crucial role. This capacity encompasses not only human resources but also management systems and coordination among the relevant parties. The Kang Pisman program involves numerous stakeholders, from the city government and relevant agencies to the community. Organizational capacity will determine whether the socialization and implementation of the policy can be carried out efficiently.

#### *Human Resources (HR) and Program Socialization*

The success of the Kang Pisman program does not only depend on the policies implemented but also on the capacity of the human resources involved in each phase. The Bandung City Government, through the Environmental Agency, has demonstrated its commitment to utilizing technology as an effective tool for socialization. One of the notable innovations is the use of the "Kang Pisman Mobile" app, which allows the community to directly access information in an interactive and easily accessible way. This app not only provides basic information about waste segregation but also offers a space for the public to interact, report issues, and share experiences. This initiative indicates that the government understands the importance of utilizing technology in the digital era to expand the reach of the program and connect with various segments of the population, particularly the younger generation who are more familiar with digital devices.

However, beyond digital innovation, the success of this program also depends heavily on the quality of the human resources involved on the ground. The program requires officers and related personnel to have a deep understanding of sustainable and environmentally friendly waste management. Intensive education and training are key, not only to ensure that they have the necessary technical skills but also to make them agents of change capable of educating the public effectively. By strengthening human resources, the government can ensure that important messages about waste segregation, reduction, and recycling are well received by the community. In this context, HR plays a vital role as the bridge between the existing policies and the practical implementation on the ground.

#### *Coordination Among Organizations*

The success of the Kang Pisman program cannot be separated from the importance of solid coordination among the various organizations and sectors involved. While the Bandung City Government plays a primary role in waste management, the implementation of this program requires close collaboration with the private sector, educational institutions, and local communities. The private sector, especially companies involved in waste management and recycling, plays a crucial role in providing infrastructure and facilities that support the program's effectiveness. For example, waste banks managed by the private sector can provide practical solutions for collecting and recycling the waste generated by the community. More advanced waste processing facilities, such as machines for processing organic and inorganic waste, also require support from this sector to ensure that waste is managed properly and does not pollute the environment.

On the other hand, collaboration with the education sector has a long-term and significant impact. Schools in Bandung City, from elementary to secondary levels, are involved in the Kang Pisman program through education and socialization activities aimed at raising environmental awareness among the younger generation. Through curriculum and extracurricular activities integrated with waste management programs, the youth can be equipped with the knowledge and good habits of sorting, reducing, and recycling waste from an early age. In this way, children not only become agents of change within their families and communities but also future leaders who are concerned with environmental sustainability. Furthermore, this coordination creates a collaborative ecosystem that enables stakeholders from various sectors to support one another in achieving common goals, namely reducing the waste burden and creating a cleaner, more sustainable Bandung City. The success of the Kang Pisman program, therefore, depends on its ability to integrate efforts and resources from the government, private sector, educational institutions, and the community. When each sector works together in synergistic coordination, the outcomes will be more effective and sustainable in the long term.

### *Challenges and Solutions in Program Implementation*

Although the Kang Pisman program has successfully garnered public attention and received support from various stakeholders, its implementation on the ground still faces several challenges that need to be addressed in order to improve its effectiveness. One of the main challenges is the lack of coordination among the various parties involved, including the government, the private sector, and the community. Without effective coordination and clear communication among all stakeholders, the program is vulnerable to miscommunication, which can hinder its execution. For example, in some cases, discrepancies between the infrastructure provided by the private sector, such as waste banks, and the practical needs of households can lead to confusion in the waste separation process. Furthermore, the community's insufficient engagement in following the program's guidelines, due to a lack of in-depth understanding of the importance of waste separation, exacerbates this issue.

Another significant challenge is the weakness in strengthening the regulations that underlie the Kang Pisman program. Although the Regional Regulation of Bandung City provides a legal foundation for this program, the lack of strict enforcement and limited supervision often leads to non-compliance on the ground. Many people still do not fully adhere to the waste separation guidelines, especially in terms of separating organic and inorganic waste. This indicates that the existing policies need to be strengthened with clearer sanctions and more effective monitoring systems. To overcome these challenges, program managers need to strengthen the regulations and clarify the supervision mechanisms to ensure compliance with the established guidelines. Additionally, it is important to improve coordination between the government, the private sector, and the community through discussion forums or regular meetings that can strengthen mutual understanding about the importance of sustainable waste management. In this regard, the capacity of government organizations also needs to be enhanced, both in terms of competent human resources and more efficient use of technology, to support a more structured and systematic implementation of the program.

One solution that can be implemented is improving human resource capacity through intensive training and wider socialization. Strengthening regulations can be done by applying an incentive system for residents who comply with the rules and imposing more stringent sanctions for non-compliance, along with increasing supervision at the neighborhood or sub-district level. Furthermore, involving more parties, including the education sector and private sector, in efforts to strengthen understanding and awareness of the importance of waste separation can accelerate the achievement of the Kang Pisman program's objectives. With these steps, it is expected that existing challenges can be overcome, and the program's implementation will be more effective, providing a greater impact for the community and the environment.

### *Evaluation and Improvement Plan*

Periodic evaluation of the Kang Pisman program is closely linked to the organizational capacity in managing and implementing waste management policies. Organizational capacity, in terms of structure, human resources, and systems, plays a crucial role in determining how effectively evaluations can be conducted

and how the results can be used to improve the program. A systematic and comprehensive evaluation requires an organization with a clear structure, organized procedures, and competent human resources for analysis and monitoring.

One important aspect of organizational capacity is the ability to collect and analyze accurate data regarding the program's implementation. In this regard, the Bandung City Government, through the Environmental Agency, needs to have an integrated information system to collect data on waste reduction, community participation rates, and the success of implemented policies. Without an adequate system, evaluation will not provide an accurate picture of the program's effectiveness. Therefore, strengthening organizational capacity in terms of information management systems is crucial to support effective evaluation processes.

Organizational coordination capabilities also play a key role in evaluation. The Kang Pisman program involves various stakeholders, including the private sector, educational institutions, and the community. Without effective coordination among these parties, data and findings obtained from evaluations can become fragmented and fail to reflect a holistic view of the program's implementation. Therefore, an organization's capacity to establish solid coordination mechanisms and ensure smooth communication among stakeholders is an essential element in supporting successful evaluations and continuous program improvements.

A high-quality evaluation should also be followed by comprehensive improvement measures, which can only be implemented if the organization has the capacity to respond quickly and appropriately. For instance, if an evaluation identifies issues in waste management at the community level, an organization with high capacity will be able to formulate effective policies to address these issues, such as strengthening educational campaigns or improving waste separation facilities. In other words, strong organizational capacity enables local governments to be more responsive to community needs and to develop and implement in-depth improvement plans based on evaluation results. Therefore, strengthening organizational capacity, in terms of structure, human resources, and information systems, will enhance the evaluation process and support the sustainability and success of the Kang Pisman program in the future.

## Conclusion

The implementation of waste management policies in Bandung City and Indonesia in general refers to Law No. 18 of 2008 on Waste Management, which is translated into regional policies, one of which is Bandung City Regional Regulation No. 9 of 2018. This policy aims to improve the welfare of society through proper waste management, which impacts environmental cleanliness and public health. Bandung City implements this policy through the "Kang Pisman" (Reduce, Separate, Utilize) program, which aligns with technological developments, including the introduction of the "Kang Pisman Mobile" application to facilitate public transactions with waste banks. This innovation aims to raise awareness and encourage public participation in maintaining environmental cleanliness. The success of this policy implementation heavily depends on organizational capacity, which includes the quality of human resources (HR), coordination among sectors, and the management of available resources. Both the central and regional governments have made maximal efforts to launch these policies and programs. However, achieving the goals of this policy requires active participation from the community through increased awareness and solidarity, such as mutual cooperation in cleaning the environment. For this policy to succeed sustainably, strengthening organizational capacity in terms of training, supervision, and more consistent policy enforcement is needed. In this way, the waste management program in Bandung City can have a positive impact on achieving environmental cleanliness and public health goals.

## Implications

The implications of implementing the waste management policy in Bandung City are vast, covering environmental, social, and economic aspects. From an environmental perspective, this program can reduce the volume of waste polluting the environment and improve air quality and public health. Socially, raising public awareness about the importance of proper waste management can strengthen community ties, enhance solidarity, and foster a shared sense of responsibility for maintaining environmental cleanliness.

Furthermore, economically, effective waste management can create business opportunities, such as waste banks and recycling industries, which provide economic benefits to the community. Therefore, strengthening organizational capacity in carrying out this policy is crucial to ensure its sustainability and success, as well as to encourage active community participation, which is key to the program's success.

## References

- Adi, T., & Thoha, M. (2005). Analisis Kinerja Birokrasi Pemerintah (Studi Kasus di Sekretariat Daerah Kota Jambi). Universitas Gadjah Mada.
- Agustino, Leo. 2016. Dasar-Dasar Kebijakan Publik. Bandung : Alfabeta
- BPS Kota Bandung. (2023). Jumlah Penduduk Hasil Proyeksi Interim Menurut Jenis Kelamin di Kota Bandung (Jiwa), 2021-2023. Bandungkota.Bps.Go.Id.<https://bandungkota.bps.go.id/indicator/12/1620/1/jumlah-penduduk-hasil-2023>.
- Creswell, J. W. (2014). Research Design : Qualitative, Quantitative, and Mixed Methods Approaches (4th ed.). SAGE.
- Dunn, William N. 2003. Pengantar Analisis Kebijakan Publik. Terjemahan Samodra Wibawa Dkk. Yogyakarta : Penerbit Gadjah Mada University Press.
- Dye ,Thomas R( 1992 )" Understanding Public Policy". New Jersey : Prentice Hall
- Kadir, A. (2020). Fenomena Kebijakan Publik dalam Perspektif Administrasi Publik di Indonesia. In Dharma Persada
- Kementerian Lingkungan Hidup RI. 2019. KLHK: 72 Persen Masyarakat Tak Peduli dengan Sampah Plastik. (<https://www.cnnindonesia.com/teknologi/20190821164641-199-423470/klhk-72-persen-masyarakat-tak-peduli-dengan-sampah-plastik>, diakses 21 Agustus 2019).
- Kementerian Lingkungan Hidup RI. 2020. KLHK: Indonesia Memasuki Era Baru Pengelolaan Sampah. ([http://ppid.menlhk.go.id/siaran\\_pers/browse/2329](http://ppid.menlhk.go.id/siaran_pers/browse/2329), diakses 21 Februari 2020).
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). Qualitative Data Analysis A Methods Sourcebook. SAGE Publications.
- M. Irfan Islamy, 2007. Prinsip-Prinsip Perumusan Kebijaksanaan Negara, Jakarta: Bumi
- Mustika, M. E. S., Choiriyah, I. U., & U.B, A. R. (2022). The Implementation of E-government in the Sector Transportation (Studi on Area Traffic Control System Program Resources in Sidoarjo District). JKMP (Jurnal Kebijakan Dan Manajemen Publik), 10(1), 54–63. <https://doi.org/10.21070/jkmp.v10i1.1688>
- Wahab, Solichin Abdul, 2012. Analisis Kebijakan (Formulasi Ke Penyusunan Model- Model Implementasi Kebijakan Publik. Jakarta: Pt. Bumi Aksara
- Wamad, S. (2023). Sampah Sisa Makanan di Bandung Capai 709 Ton Per Hari. Detikjabar. [https://www.detik.com/jabar/berita/d-6622353/sampah-sisa-makanan-di-bandung-capai-709-ton-per-hari#:~:text=Produksi sampah yang paling besar,yang diproduksi di Kota Bandung,&text=Urutan kedua adalah sampah plastik,266%2C23 ton per hari](https://www.detik.com/jabar/berita/d-6622353/sampah-sisa-makanan-di-bandung-capai-709-ton-per-hari#:~:text=Produksi%20sampah%20yang%20paling%20besar,yang%20diproduksi%20di%20Kota%20Bandung,&text=Urutan%20kedua%20adalah%20sampah%20plastik,266%2C23%20ton%20per%20hari).