

## Research Article

# Performance Evaluation of New Local Institutions: Case study on *Kemantren* in Yogyakarta City

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**Abstract.**

This study evaluates the institutional performance of *Kemantren* in Yogyakarta City. Changing the nomenclature of the subdistrict to *Kemantren* as a new local institution in Yogyakarta has some implications. This condition requires the development of a performance evaluation tool for *Kemantren*, which has yet to be available. A qualitative analysis was conducted to evaluate the performance of *Kemantren* as a new local institution. Primary data were obtained via in-depth interviews and FGDs, while secondary data were derived from official government documents. The study evaluated the performance of *Kemantren* by adjusting two Regulations of the Minister of State Apparatus Empowerment and Bureaucratic Reform to assess the performance of policies and public services, namely (a) The Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 88 of 2021 concerning Evaluation of Accountability for the Performance of Government Agencies and (b) The Regulation of the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Delivery Units. The assessment results show a significant impact from changing the nomenclature of subdistricts to *Kemantren* as a new local institution in the form of special funds. Although the *Kemantren* program has been funded through special funds from the Yogyakarta Special Region, the policy process starting from policy formulation, implementation, and policy reporting has no difference. In public service performance, *Kemantren* has done well, although it has not changed much after the change in the nomenclature.

**Keywords:** institutional Assessment, local institution, *Kemantren*, Yogyakarta

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## 1. Introduction

The central government's policy of establishing special autonomy in the Special Region of Yogyakarta has always been overshadowed by the hope that there are implications for improving community welfare [1]. Considering the special allocation fund, in the form of a privilege fund, the amount received by local governments tends to increase. Still, the direct impact on the community has not been felt [2]. The lack of effect the community receives is due to the budget being limited only to financing programs related to 5 special affairs [3]. To get around the limitations of the types of programs financed with funds, local governments develop programs that cause a broader leverage effect.

One of the programs is changing the institutional nomenclature in the Special Region of Yogyakarta from a standard government institution to a cultural institution. The basic form of this change is the change in the nomenclature of Local Government Organizations (OPD) from the formal name of the local government to the name of the cultural character in Yogyakarta [4]. Likewise, the nomenclature within the Yogyakarta City government has also changed following general policies at the regional level, including the change of the term sub-district to *Kemantren* within the Yogyakarta City Government. The consequence of the change in nomenclature is that there is an additional responsibility to compile regulations for the implementation of the special affairs duties of the Yogyakarta City Government, as stated in the Regulation of the Governor of the Special Region of Yogyakarta Number 25 of 2019 concerning Institutional Guidelines for Privileges Affairs in the Regency/City government and Kelurahan and Yogyakarta City Regional Regulation Number 4 of 2020 concerning Amendments to Regional Regulation Number 5 of 2016 concerning the Establishment of and the Arrangement of Regional Apparatus of Yogyakarta City.

This effort opens the door to broader use of funds at the level of stagnation that provides direct services to the community. Cultural, land, and spatial affairs at the *Kemantren* level are expected to be utilized to develop government capacity as part of cultural institutions in the Special Region of Yogyakarta. These matters constitute the right to administer and regulate authority specially. The special authority is another additional authority beyond that stated in the law. Increasing the capacity of *Kemantren* is a better public service product; gradually, this process is expected to improve the community's welfare [5].

External demands for the improvement of the institutional capacity of the ministry need to be balanced with the organization's internal policies. The Yogyakarta City Government needs to develop an institutional capacity measurement system to monitor

and evaluate [6] in *Kemantren* environment. Assessments of security are carried out in general government affairs and secret affairs. Public government affairs are activities that have been routinely carried out, while special affairs are relatively new because of the change in nomenclature to stagnation. The measurement results can be used as a benchmark to measure the changes that occur. Even in the future, this system can be widely used within the Yogyakarta City Government and the Yogyakarta Special Region Government.

Therefore, it is considered necessary to immediately review the *Kemantren* performance assessment instrument to see the performance of *Kemantren* as a typical local organization in the Special Region of Yogyakarta. The institution's performance can be seen from policies and development [7] and the implementation of public services [8]. Two Regulations of the Minister of State Apparatus Empowerment and Bureaucratic Reform bind public institutions, namely a) Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 88 of 2021 concerning Evaluation of Accountability for the Performance of Government Agencies and b) Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Delivery Units. In addition, it is necessary to study the peculiarities of *Kemantren* as a local institution formed in line with the special autonomy granted to the Special Region of Yogyakarta.

## 2. Methods

Assessment of the performance of public institutions is an essential issue for modernized public Governance [9] [10] [11]. Based on the formulation of the problem, this study reviewed the instrument for assessing the institutional performance of the Yogyakarta City Government. This research is significant because it is needed by the Yogyakarta City Government, which does not yet have an institutional assessment system. This need is mainly the newly endorsed institution of the Ministry of Justice by the Special Region of Yogyakarta Governor. Testing and assessment are still limited partially and incidentally, so the performance of regional institutions has not been measured optimally.

The research and development (Research and Development) prototype of the Yogyakarta city *Kemantren* institutional monitoring and evaluation system uses a research and development design developed by [12]. This research uses a qualitative approach to collect and analyze data. The purpose of using a qualitative approach is for

researchers to describe the empirical reality behind the phenomenon in depth, detail, and complete [13].

This study's types of data include primary and secondary data. Primary data is obtained directly from research subject sources that involve direct interaction with researchers through interviews, observations, questionnaires, and focus group discussions (FGDs). Interviews conducted against research informants are intended to obtain accurate and in-depth data related to the research topic. So, the selected research informants must know or be actors and stakeholders in monitoring and evaluating the institutional sustainability of Yogyakarta City. The subjects/informants in this study include 1) the Regional Secretary of Yogyakarta City, 2) the Head of Yogyakarta City Organization Section, 3) the Head of Institutional and Position Analysis, 4) Officials throughout *Kemantren* within the Yogyakarta City Government, 5) The Ombudsman Republic of Indonesia.

Meanwhile, secondary data can be obtained through documentation analysis by exploring data including Law (UU) Number 23 of 2014 concerning Regional Government, Government Regulation (PP) Number 72 of 2019 concerning Amendments to Government Regulation Number 18 of 2016 concerning Regional Devices, Permenpan RB Number 19 of 2018 concerning Preparation of Business Process Maps of Government Agencies, Permenpan RB Number 26 of 2020 concerning Guidelines for Evaluation of Implementation Bureaucratic Reform, Permenpan RB Number 17 of 2017 involving Guidelines for Assessing the Performance of Public Service Delivery Units, Report on The Evaluation of Tasks and Functions of Regional Apparatus Organizations (OPD) institutions within the Yogyakarta City Government in 2019. Data collection techniques in this study used observations, in-depth interviews, focus group discussions (FGDs), questionnaires, and documentation studies by the steps of activities in this study. The qualitative data is also in the form of criticism and advice from experts and practitioners. In this study, the analysis technique used was interactive analysis.

### 3. Results and Discussion

#### 3.1. The New Local Institution of "Kemantren"

*Kemantren* is the name of a sub-district in the Special Region of Yogyakarta which is part of the Yogyakarta City area. *Kemantren* is positioned as a regional apparatus and an organizer of general government affairs that plays a major role in realizing the prosperity and welfare of the community through the implementation of public services.

Changes in nomenclature from sub-district to *kemantren* based on Governor Regulation Number 25 of 2019 concerning Institutional Guidelines for Special Affairs in district/city governments. The policy is implemented consequently and is the responsibility of Special Region of Yogyakarta, designated as a Special Region/Special Autonomous Region. In accordance with Law Number 13 of 2012 concerning Special Region of Yogyakarta Privileges, one of the funds is used for the welfare and peace of the community, including in reducing poverty in Special Region of Yogyakarta. The Special Region of Yogyakarta local government hopes that this change can restore the names of agencies in accordance with the origins of the Special Region of Yogyakarta as a Special Region.

In the organizational structure of the Yogyakarta City Government, the position of *Kemantren* is a Regional Apparatus Organization led by a Mantri and administratively responsible to the Mayor of Yogyakarta. This position makes the activities carried out by the *Kemantren* an extension of the programs run by the city government. This includes programs derived from privileged affairs that are the responsibility of the city government. Consequently, *Kemantren* lacks the flexibility to develop innovative programs in partnership matters for which it is responsible.



**Figure 1:** Organizational structure of the Yogyakarta City Government.

In accordance with Special Region of Yogyakarta governor regulation number 13 of 2022, as part of the city government, *kemantren* also has the responsibility to organize four types of special affairs, namely local government institutions, culture, land, and spatial planning. These affairs were then relegated to various activities, as follows:

1. Activities in institutional affairs

The implementation of institutional affairs activities includes structuring the organizational structure of the economy, the availability of technical rules, the management of resource needs and facilities and Infrastructure, and efforts to improve government culture.

## 2. Activities in cultural affairs

*Kemantren* carries out operational activities that are the decrees of the Yogyakarta city government related to the maintenance, development, and management of cultural objects in its area, the involvement of the community and cultural institutions, and the provision of supporting facilities and Infrastructure for cultural affairs.

## 3. Activities in land affairs

Land affairs are organized in the form of operational and technical activities related to the land of the Sultanate and the Duchy in the *Kemantren* area, support for facilities, and Infrastructure for implementing activities, including the affirmation of village boundaries.

## 4. Activities in spatial affairs

The ministry's activities involve managing privileged spatial planning, audit, and enforcement processes related to spatial planning if there is misuse and fulfilling service standards related to spatial planning in the region. The activities of privileged affairs that are the responsibility of the ministry are technically operational. Meanwhile, formulating regulations and policies is the authority of the Yogyakarta City government. However, *kemantren* is involved by providing input related to land affairs and spatial planning according to their respective regions.

The main duties and functions of the ministry related to privileges are no different from the affairs of the general government, where their implementation is inherent in the organization's operational activities. The state civil apparatus in *kemantren* did not see any noticeable differences regarding implementing the duties of privileged affairs. Indeed, there is an increased workload because of the institutional change of the *kemantren* to become part of the cultural institution. The real manifestation of the implementation of institutional affairs is the changing nomenclature of the *kemantren* organization and the demands for developing the ethos of organizing the *kemantren* government based on the 'SATRIYA' culture. This acronym is short for several traits to are the basic characteristics of government culture in Yogyakarta: Harmony, Noble Identity, Exemplary-exemplary, Willingness to serve, Innovative, Confident, Confident,

and Professional expert. Although SATRIYA's character comes from cultural traditions in Yogyakarta, the behavior of these employees is like the character that must be possessed by the state civil apparatus. Thus, institutionalizing privileges is expected to be carried out smoothly.

Furthermore, regulations at the local level state that the implementation of assigned privileges affairs must be integrated with performance appraisals. Consequently, the measurement of the performance of *Kemantren* organization related to privileged affairs is not distinguished from other affairs derived from decentralization or deconcentration mechanisms. Based on the analysis of performance appraisal instruments owned by the Yogyakarta City government, there is no specific distinction regarding measurement indicators between privileges and other affairs. On the one hand, this makes it easier to develop performance appraisal instruments, but on the other hand, this condition raises questions regarding substantial added value in changing the trend.

The privileges law establishes the Special Regional Government of Yogyakarta as the integration of modern organizations and cultural institutions. This integration substantively fuses aspects of modernity and culture into a single whole. The impact of this process resulted in changes in local government institutions to reflect cultural aspects as a mandate for privileged affairs, including changes in the nomenclature of *kemantren* [4]. However, the privileged affairs that are the responsibility of the *kemantren* have not shown the melting down of cultural aspects in the organization's operational activities. Field findings show that privileged affairs are no different from government affairs. Moreover, performance measurement mechanisms have also not developed instruments that can measure how cultural aspects color the performance of *kemantren*.

This study analyzes the instruments used by the Yogyakarta city government in measuring the performance of *kemantren*. The analysis results show that the use of measurement instruments still does not produce a difference between the performance of *kemantren* with the integration of modern institutions and cultures compared to previous organizations. The change in the new nomenclature is limited to embedding cultural aspects in the *kemantren* and has not been accompanied by substantive aspects in organizational operations. In fact, *kemantren*, as part of cultural institutions, has a meaning that is substantively different from before. This research also opens opportunities for developing instruments that can measure cultural aspects in the performance of *kemantren*.

### 3.2. Assessing the Performance of a New Local Institution "Kemantren"

The performance assessments in local government can be seen from the performance of development policies and public services. It is necessary to review and develop government regulations governing the assessment of the performance of *Kemantren* in Yogyakarta City so that the assessment instrument can be of more significant benefit and appropriate for practice in *Kemantren* institutions. There are two Ministerial Regulations of the Ministry of State Apparatus Empowerment and Bureaucratic Reform (Ministry of PANRB) in carrying out monitoring and evaluation of the performance of government administration, namely a) Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 88 of 2021 concerning Evaluation of Accountability for The Performance of Government Agencies and b) Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 on The Public Service Delivery Unit Performance Appraisal Guidelines. In addition, this section also explains the context of "Yogyakarta's privileges" in the peculiarities of the nomenclature of *Kemantren* which is different from equivalent institutions at other levels of local government in Indonesia.

The Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 88 of 2021 concerning the Evaluation of Government Agency Performance Accountability is an instrument of accountability and improvement of the performance of government agencies through the implementation of the Government Agency Performance Accountability System. Through this regulation, government institutions must report the performance of development policies within one year to see achievements in all programs and policies. Meanwhile, the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Assessing the Performance of Public Service Delivery Units is intended as an instrument for obtaining an overview of the performance conditions of public service delivery to then make improvements to improve the quality of public services. In addition, a ranking is also carried out based on the performance assessment results so that the public service delivery units evaluated can determine future improvement measures so that the community can realize excellent service as expected. Furthermore, the implementation of monitoring and evaluation of the performance of public service delivery and ranking of the public service delivery units evaluated have a legal basis.

1. Assessing performance of *kemantren* based on program.



Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No. 88 of 2021 concerning the Evaluation of Government Agency Performance Accountability, the evaluation of the institutional program is a thematic analysis activity, providing values, attributes, appreciation, and introduction to problems, and solutions to problems found to increase accountability and improve the performance of regional agencies. Generally, the evaluation based on it is intended to determine how far the program's implementation is in encouraging the improvement of performance achievement on target and oriented towards the results of government agencies.

The change in nomenclature was also accompanied by the provision of special funds at the *Kemantren* level and several changes to the institutional structure. In the institutional structure, the changes that occurred due to the alignment of nomenclature were the alignment of three department names, including the Culture Department becoming *Kundha Kabudayan*, the Land and Spatial Planning Department becoming *Kundha Niti Mandala Sarta Tata Sasana* and the District becoming *Kemantren*. The change in the name of the sub-district to *Kemantren* also changed the nomenclature of positions where the sub-district head became *Mantri Pamong Praja*, the secretariat became *Sekretaris Kemantren*, the section became *Jawatan*. The organizational structure before and after the change in sub-district nomenclature to *Kemantren* can be seen in the Figure 2.

The organizational structure before and after changing the nomenclature to *Kemantren* changed regarding the number of sections or positions. There were four sections before changing to a *Kemantren*, and then it changed to 5 sections or *Jawatan*. Before becoming a ministry, the types of sections were the Government, Peace, and Public Order Section; Service, Information and Complaints Section; Economy and Development Section; and Community Empowerment Section. After the change in nomenclature to *Kemantren* there were *Jawatan Praja*, *Jawatan Keamanan*, *Jawatan Kemakmuran*, *Jawatan Sosial* dan *Jawatan Umum*. This change is not just a name, but there are additional tasks given, namely related to land, spatial planning, and culture. Programs regarding spatial planning and land are the affairs of the *Jawatan Praja*. Programs related to culture are a matter for *Jawatan Sosial*.

The previous change in nomenclature changed from Yogyakarta Mayor Regulation Number 16 of 2019 concerning the organizational structure, position, duties, functions, and work procedures of sub-districts and sub-districts of Yogyakarta City to Yogyakarta Mayor Regulation Number 38 of 2023 concerning position, organizational structure, duties, functions, and procedures of *Kemantren* and *Kelurahan*. These changes also

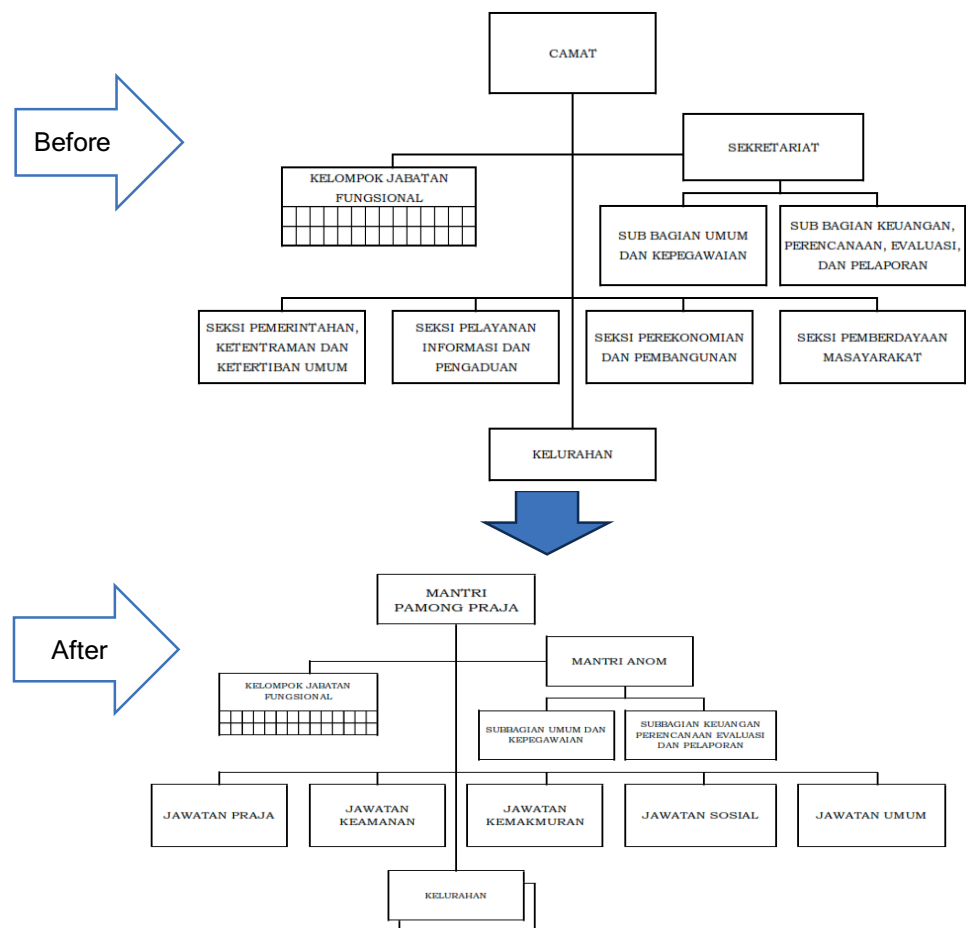


Figure 2: The change of organizational structure before and after *Kemantren*.

need to be evaluated so that they not only change the nomenclature, functions, and duties but can also improve the government’s performance, especially the *Kemantren* government. In evaluating programs in *Kemantren*, the instrument has been developed according to the conditions. Some indicators were used in this research; 1) Quality of performance planning aligned with achievements to realize sustainable results; 2) Measuring tiered and sustainable performance is necessary for adjusting strategies to achieve performance; 3) Performance reporting illustrates the quality of performance achievement.

The programs run by the ministry are adjusted to the approval of the organization above it. In this case, the kematren received funding of around 100 million rupiah, which came from special funds. To reduce these funds, the Ministry of Education and Culture needs to make an activity proposal that must follow the directions regarding special fund funding. The program from the Ministry of Education and Culture has been running but is not free from several obstacles. At the Islamic boarding school level, sometimes, some

employees have double work, resulting in excessive workloads and less-than-optimal program implementation. There are different interpretations of the use of budgets and other guidelines in implementing programs.

1. Assessing performance of *kemantren* based on public services.

The performance assessment of public service providers and the ranking of public service delivery units is determined through the Ministry of State Apparatus Utilization and Bureaucratic Reform, ministerial regulation number 17 of 2017, concerning public service performance assessments. Performance Assessment of Public Service Delivery Units within Ministries, Institutions, and Local Governments. This regulation aims to 1) ensure that the performance assessment of public service delivery units can be carried out objectively, transparently, and accountably; 2) produce rankings as a basis for improving the delivery of public services [14].

The scope of the Public Service Unit Performance Assessment Guidelines includes 6 (six) aspects, namely: 1) service policies, 2) human resource professionalism, 3) infrastructure, 4) public service information systems, 5) consultations and complaints, and 6) service innovation. Several indicators are compiled and grouped to make identifying their influence on the evaluated aspects easier. Based on such crossing obtained, 37 assessment indicators.

Based on the results of the FGD, there are main obstacles in the data collection process in the field because not all *Kemantren* can answer all indicators in the instrument. This is not due to a lack of service quality but rather a discrepancy with the condition of the *Kemantren* [15]. The principles used in compiling the indicators as mentioned above must be based on Law Number 25 of 2009 concerning public services, namely fairness, participation, accountability, transparency, usefulness, and accessibility [16].

The Yogyakarta City Government as a public service provider is committed to improving the quality of public services [17] held within an annual period with the leading sector of the Regional Secretariat, in this case, carried out by the Yogyakarta City Regional Regional Organization Section. These activities have been based on Law Number 25/2009 concerning Public Services, Ministry Regulation No. 15/2014 concerning Guidelines for Service Standards, Ministry Regulation Number 17 of 2017 concerning Guidelines for Assessing the Performance of Public Service Delivery Units, local government law Number 7/2011 concerning the Implementation of Public Services, and city mayor law Number 37/2016 concerning Guidelines for the Implementation of Regional Regulation Number 7 of 2011 concerning the Implementation of Public Services.

The aspect of service policy has three indicators: service standards, information, and community satisfaction surveys. In the service standards group, there are several indicators, namely: 1) availability of service standards, 2) queuing systems, 3) involvement of stakeholders in the preparation of service standards, 4) availability of documentation and publications, 5) conformity of service standards with laws and regulations, 6) access to information on service standards, 7) Appropriateness of service standards, and 8) availability of appropriate SP [18].

The findings show these indicators are benchmarks for implementing public services in *kemantren*. The queuing system is a prerequisite for realizing fair, responsive, transparent services and keeping services away from discrimination. However, not all *kemantren* services require a queuing system. Even if a queuing system is implemented, public services with extraordinary events such as emergencies and disasters cannot be accommodated. In addition, public services implementing internal mechanisms cannot be assessed for their performance using these indicators. Nevertheless, *Kemantren* can serve the community responsively and responsibly. Adjustments also need to be made to the indicators of the process of preparing Service Standards that have involved the community and related parties (stakeholders) [19]. The change that needs to be made lies in the question that uses the meaning of “society,” which narrows the definition of “stakeholder” [20]. Meanwhile, there is no need for adjustments in the group of service information indicators and community satisfaction surveys.

Human resource professionalism has three indicators: compatibility, responsiveness, and integrity/credibility. In this aspect of HR professionalism, this study’s findings show no significant problems with the results of public service performance assessments in *Kemantren*. Although there are obstacles, such as no position that explicitly has the primary task and function of providing services. This study found that the composition of human resources that do not meet the educational background requirements and the quantity of personnel. Moreover, it can produce optimal performance.

The Aspects of facilities and Infrastructure have five groups of indicators, namely 1) the feasibility of parking spaces, parks, and greening; 2) the feasibility of the service waiting room facility; 3) eligibility of facilities for service users with special needs; 4) other supporting facilities; 5) front office facilities. In this indicator, what needs to be developed is a service effort that is more accommodating to vulnerable groups who experience limitations in accessing services [21]. Other indicators of supporting facilities, such as lactation rooms, children’s playgrounds, canteens, shops, and so on, also need changes in the operational definition that need to be considered in data collection. Based on observation, they often find providing special supporting facilities for service users

difficult. Usually, due to limited space, facilities, and funds, these supporting facilities are open to anyone interested [22]. In the front office facilities, an indicator related to the urgency of face-to-face facilities is necessary. This is related to the difficulties the *Kemantren* face regarding the absence of resources explicitly serving in the front office. These obstacles can be resolved with online services with a helpdesk or hotline to help service users access consulting services and complaints, such as the application of the jogja smart service.

The aspect of consultation and complaints plays an essential role in supporting the realization of excellent service [23]. Based on the available public service performance appraisal instruments, they have accommodated the basic needs of the institution. In terms of stagnation, it also needs to be encouraged to continue to float communication media and complaints that the bureaucracy can utilize internally. The characteristics of each *Kemantren* are also related to the adjustment of indicators in this aspect of consultation and complaints. So, the adjustment of the hands, namely the “consultation and complaint acceptance system” felt by the *Kemantren*, is more flexible and able to adjust to the characteristics of each *Kemantren*.

The continuous aspect of public service innovation can improve the quality of services [24] provided by *Kemantren*. Based on the research findings, quite a lot of *Kemantren* face difficulties when answering questions of creation that have been carried out. In this aspect, it is necessary to develop the operational definition of variables to make it easier for data collection teams and stagnation. The operational definition of variables will clarify more targeted and detailed questions related to public service innovation. Nevertheless, indicators of public service innovation are still maintained in the context of coaching and mentoring in the ministry to continue improving public service quality, especially in terms of ease and speed of service access.

## 4. Conclusion

Alterations in the nomenclature for naming sub-districts to *Kemantren* change the name and the duties, number of sections, funding rules, etc. The rules originally regulated in Yogyakarta Mayor Regulation Number 16 of 2019 have been changed to be regulated in Yogyakarta Mayor Regulation Number 38 of 2023. The Ministry of Tourism, in implementing the program, must also refer to the Minister of Finance’s regulation No. 16/PMK.07/2023 concerning the Management of Special Funds for the Special Region of Yogyakarta. To evaluate the performance of *Kemantren* by adjust *Kemantren* used two Regulations of the Minister of State Apparatus Empowerment and

Bureaucratic Reform to assess the performance of policies and public services, namely a) Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 88 of 2021 concerning Evaluation of Accountability for the Performance of Government Agencies and b) Regulation of the Ministry of State Apparatus Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2017 concerning Guidelines for Performance Assessment of Public Service Delivery Units. The assessment results show a significant impact from changing the nomenclature of subdistricts to *Kemantren* as a new local institution in the form of special funds. Although the *Kemantren* program has been funded by special funds from the Yogyakarta Special Region, the policy process starting from policy formulation, implementation, and policy reporting, has no difference. In public service performance, *Kemantren* has done well in public service, although it has not changed much after changing nomenclature. The suggestions given include (1) assistance in implementing programs, especially those using special funds, (2) more intensive socialization related to the concept of special fund management and procedures, (3) making a guidebook that can be used as a reference for program implementation, and (4) creating a system that can monitor and evaluate the performance form the several ministries and is easy to use in the use of Special Funds.

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