

Public Policy Innovation as an Effort to Increase Community Participation in the Public Decision-Making Process through LaporBup Kebumen

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Abstract

This research aims to determine community participation in the public decision-making process, to determine the obstacles faced by the society in participating in the public decision-making process, to analyze public policy innovations carried out by the Kebumen Regency Government which can increase community participation in the decision-making process the public, as well as to provide policy recommendations to the Kebumen Regency Government in increasing community participation in the public decision-making process and to understand community participation in the public decision-making process. Deliberative participation does not just provide an opportunity to express an opinion, but rather emphasizes a process of in-depth dialogue and discussion that involves the community with the government or decision makers. The goal is to reach a consensus or joint decision. An example is LaporBup on the Kebumen Regency Government website. Residents can convey their aspirations and complaints. LaporBup is a system provided by the district government to facilitate the community in submitting reports, complaints or suggestions regarding various problems occurring in their area and will be followed up by the regional government through the relevant OPD (Regional Government Organization). This research uses a qualitative approach, namely trying to get as complete information as possible about how innovation works policy public can increase community participation in the retrieval decision process public in the District Kebumen. Community participation is very important in ensuring targeted and relevant policies that can address society needs. Participation also functions as a form of community representation and control over the policies implemented. Based on results study can is known that is one example of public policy innovation carried out Government Regency Kebumen are the "Lapor Bupati" (Reporting to the Regent) and "Mubeng Bumen" programs implemented by the Kebumen Regency government. This initiative has proven to be quite effective in increasing community participation. Ultimately, this research aims to provide valuable input for policy makers to formulate and implement public policies that can encourage greater community involvement, thereby realizing better governance.

Keywords: community involvement; community participation; innovation; public policy

Abstract

Penelitian ini bertujuan untuk menganalisis partisipasi masyarakat dalam proses pengambilan keputusan publik, untuk mengetahui hambatan-hambatan yang dihadapi oleh masyarakat dalam berpartisipasi dalam proses pengambilan keputusan publik, untuk menganalisis inovasi kebijakan publik yang dilakukan oleh Pemerintah Kabupaten Kebumen yang dapat meningkatkan partisipasi masyarakat dalam proses pengambilan keputusan publik, serta untuk memberikan

rekomendasi kebijakan kepada Pemerintah Kabupaten Kebumen dalam meningkatkan partisipasi masyarakat dalam proses pengambilan keputusan publik serta untuk memahami partisipasi masyarakat dalam proses pengambilan keputusan publik. Partisipasi deliberatif tidak hanya sekedar memberikan kesempatan untuk berpendapat, namun lebih menekankan pada proses dialog dan diskusi yang mendalam yang melibatkan masyarakat dengan pemerintah atau pembuat keputusan. Tujuannya adalah untuk mencapai konsensus atau keputusan bersama. Contohnya adalah pada LaporBup di web Pemerintah Kabupaten Kebumen. Warga dapat menyampaikan aspirasi maupun keluhan yang disajikan. LaporBup adalah sistem yang disediakan oleh pemerintah kabupaten untuk memfasilitasi masyarakat dalam menyampaikan laporan, keluhan, atau usulan terkait berbagai masalah yang terjadi di wilayah mereka dan akan ditindaklanjuti oleh pemerintah daerah melalui OPD (Organisasi Pemerintah Daerah) terkait. Penelitian ini menggunakan pendekatan kualitatif yaitu berusaha mendapatkan informasi selengkap-lengkapny tentang bagaimana inovasi kebijakan publik dapat meningkatkan partisipasi masyarakat dalam proses pengambilan keputusan publik di Kabupaten Kebumen. Partisipasi masyarakat sangat penting dalam memastikan kebijakan yang tepat sasaran dan relevan yang dapat mengatasi kebutuhan masyarakat. Partisipasi juga berfungsi sebagai bentuk representasi dan kontrol masyarakat terhadap kebijakan yang diterapkan. Berdasarkan hasil penelitian ditemukan bahwa salah satu contoh inovasi kebijakan publik yang dilakukan Pemerintah Kabupaten Kebumen adalah program "Lapor Bupati" (Melaporkan kepada Bupati) dan "Mubeng Bumen" yang diterapkan oleh pemerintah Kabupaten Kebumen. Inisiatif ini terbukti cukup efektif dalam meningkatkan partisipasi masyarakat. Pada akhirnya, penelitian ini bertujuan untuk memberikan masukan yang berharga bagi pembuat kebijakan untuk merumuskan dan mengimplementasikan kebijakan publik yang dapat mendorong keterlibatan masyarakat yang lebih besar, sehingga terwujud tata kelola pemerintahan yang lebih baik.

Kata Kunci: inovasi; kebijakan publik; keterlibatan masyarakat; partisipasi masyarakat

Introduction

Public policy innovation is the process of developing, testing and implementing new public policies or significant changes to existing policies, with the aim of increasing the effectiveness, efficiency, affordability, fairness and usefulness of public policies. Public policy innovation in principle and substantively will provide strengthening in responding to and resolving problems in society. (Sukmana, 2022)

With public policy innovation, the government can ensure that public policy remains relevant and effective in meeting community needs and achieving national development goals. Public policy innovation is essential to ensure that public policy can continue to adapt to the changing social, economic, political and technological environment.

According to (Sururi, 2017), in the Handbook of State Administration Innovation (2014: 18) that "conceptually, public policy innovation is divided into (a) Policy innovation: new policy direction and initiatives, namely the policy innovation referred to is the existence of new policy initiatives and directions. This can mean that every public policy issued must in principle contain something new. (b) Innovation in the policy making process. In this role, the focus is innovation that can influence the process of making or formulating policies. An example is the policy formulation process which so

far cannot be said to have facilitated the participation of community members or related stakeholders. (c) Policy to foster innovation and its diffusion, namely the policy in question is a policy specifically created to encourage, develop and spread innovation for various sectors." (Sukmana, 2022)

Through public policy innovation, it is hoped that it can provide greater space for community participation in the public decision-making process. Public policy innovation can stimulate the creation of various forms of community participation, such as participation in public discussions, public consultations, or even direct participation in the decision-making process. Balanced interaction process between political superstructure and infrastructure require the existence of spaces public that is open to participation society in policy making.(Manshur, 2012) With more active community participation, it is hoped that the resulting public policies will pay more attention to the interests and aspirations of the community, so that they can be more effective and efficient in achieving their goals. Apart from that, community participation can also strengthen the legitimacy of public policies, because the community feels more involved and has a role in the decision-making process. a government can choose to engage stakeholders and the public in meaningful participation. (Wallner, 2008)

The greater the participation of the public in the public decision-making process, the greater the public's trust in the government and the stronger the basis of democracy in a country. However, in practice, there are still many obstacles faced in increasing community participation, such as lack of access to information, lack of opportunities to speak, and lack of community participation in the decision-making process. In implementing regional governance, community participation is one of the prerequisites for implementing the concept of good *governance* . (Magriasti, 2011)

In a democratic government system, the concept of community participation is an important concept because it is directly related to the essence of democracy as a government system that focuses on the people as the holder of sovereignty. (Lubis, 2013)

Community participation in the public decision-making process is very important in ensuring that the resulting public policies are right on target and beneficial to the community. However, community participation is often limited due to communication barriers, differences in interests, and lack of access to information. Therefore, public policy innovation is needed that can increase public participation in the public decision-making process. One way to create policies within an *open government paradigm or platform is through bottom-up innovation*. Namely innovation that originates from community participation. (Hadi et al., 2020)

To build a public policy paradigm that is oriented towards the aspirations and needs of society, it is necessary to develop an alternative paradigm that no longer places public policy in the realm of the superstructure or authorities, but as a process of balanced interaction between the superstructure and political infrastructure. This is different from previous research which places more emphasis on the availability of public space can be

interpreted as a public policy advocacy process and is one possible approach used to facilitate community participation in making public policies. (Mariana, 2015). This research approach specifically examines policy innovations carried out by the government as an effort to increase public participation as a form of government accountability and transparency in the public decision-making process. By involving the community, the government can ensure that the public policies taken are transparent, fair and beneficial to the community. This research found that the "LaporBup" and "Mubeng Bumen" programs implemented by the Kebumen Regency government as a form of policy innovation proved to be quite effective in increasing community participation. These results complement previous findings and highlight the complexity of factors influencing community participation.

Community participation is also considered important in policy making, because community members are the ones who best know and feel the reality and needs. This is an important sociological basis for formulating public policy. (Utomo, 2003)

Public policy innovation can be one solution in increasing community participation in the public decision-making process. Public policy innovation is an effort to create policies that are more effective, efficient and in favor of the interests of society. In the context of community participation, public policy innovation can be carried out by strengthening community participation forums, increasing transparency and accountability, and strengthening the community's ability to participate in the decision-making process. Innovation is a very important thing that every government must have. (Marzuki, 2016)

In public sector organizations, innovation and policy are two terms that complement each other. Innovation comes as a new product and its nature is to replace old methods. (Sururi, 2019)

Community participation is also related to the concept of "citizen engagement". Citizen engagement refers to government efforts to involve the community in the public decision-making process and build mutually beneficial relationships between government and society. Community participation is the participation of the community in the process of identifying problems and potential that exist in the community, selecting and making decisions about alternative solutions to deal with problems, implementing efforts to overcome problems and involving the community in the process of evaluating changes that occur. (Hermanto & Yuliani, 2021)

Public policy innovation can help facilitate public participation in the public decision-making process. Public policy innovation can present various new methods, technologies, and ways of interacting and communicating between government and society. For example, the use of digital platforms or mobile applications that allow the public to provide their input or views regarding a public policy online. The rapid development of information technology has had a major influence on the Electronic-Based Government System in Indonesia. (Rohmat et al., 2024).

To increase public participation, public policy innovation is an alternative that can be implemented by the government. Public policy innovation can include the use of information and communication technology, involving the public in the decision-making process, and increasing the accessibility of public information. E-government is more commonly used to show certain modes of government administration aiming to increase citizen participation and to influence democratic system. (Mauliddiyah, 2021)

Quality public policy provides great hope for life for the community so that all the needs required by the public can be realized quickly, which is one of the driving factors for the birth of innovative products from public policy that has dimensions and is not limited to issues and policy agendas.(Sukmana, 2022). Public policy innovation is an effort to realize community participation and will encourage the realization of public policy making.

The analytical framework is presented in Figure 1 in the Results and Discussion section.

Method

This research uses a qualitative approach. Creswell defines qualitative research as a type of educational research in which the researcher relies on the views of participants; asks broad, general questions; collects data consisting mostly of words (or text) from participants; description and analysis these words for themes; and conduct the inquiry in a subjective way, biased manner.(Safrudin et al., 2023) The wide variety in qualitative research is matched by the many approaches to data analysis. (Neuman, 2014) Namely trying to obtain as complete information as possible about how public policy innovation can increase community participation in the public decision-making process in Kebumen Regency. The purpose of this research is to determine the level of community participation in the public decision-making process, to determine the obstacles faced by the community in participating in the public decision-making process, to analyze public policy innovations carried out by the Kebumen Regency Government which can increase community participation in public decision-making process, as well as to provide policy

recommendations to the Kebumen Regency Government in increasing community participation in the public decision-making process.

In this research, the approach taken was qualitative. This means that the data collected is not in the form of numbers, but rather data sourced from interview scripts, field notes, personal documents, memos and other official documents. So this qualitative research aims to describe the empirical reality behind this phenomenon in depth, detail and comprehensively. Therefore, the use of a qualitative approach in this research is to match empirical reality with applicable theory using descriptive methods. (Prasetyo, 2020)

In this research, the writing is focused on a deeper understanding of how innovation works policy the public did by Government Regency Kebumen can increase community participation in the public decision-making process. The main aim of this research is to contribute to parties involved in the formation of public policy so that they can pay more attention to community participation in the public decision-making process. In this research, there were several public service agency officials who were used as research informants, including the Secretary of the Adimulyo District Office, the Secretary of the Rowokele District Office, the Head of the Environment, Maritime and Fisheries Service, the Secretary of the Kebumen Regency Tourism Office, and the Chair of the Kebumen Regency KPU.

In this research, data collection used three data sources, namely direct observation, documentation and interviews. The data analysis technique in this research refers to several stages described by Miles and Huberman (Sugiyono: 2013) which consist of several stages, namely: Data reduction, namely the selection process, focusing on simplification, transformation of rough data that emerges from the notes. in the field during research. Presentation of data (data display) is an activity of collecting information in the form of narrative text, graphic tables and charts which aims to sharpen research understanding of the selected information. The final stage is drawing conclusions or verification. (Kania & Arifin, 2019). In this research, the data validity test is in the form of a credibility test. To carry out a credibility test, there are several techniques to achieve credibility, namely using the triangulation technique. Triangulation techniques require researchers to use different data collection techniques to obtain data from the same source. Source triangulation requires researchers to obtain data from different sources using the same technique. Direct observations/observations were carried out by observing public service institutions of the Kebumen district government and in this research the agencies/institutions studied included the Adimulyo District Office, Rowokele District Office, Environment, Maritime and Fisheries Service, Kebumen District Tourism Office, and Kebumen District Election Commission. Data collected through interviews were obtained from informants from several agencies who had the knowledge and competence in accordance with the data requirements required by the researcher. Documentation is carried out by examining administrative documents owned by public service agencies that

support public service activities related with exists innovation policy the public did Government Regency Kebumen.

Results and Discussion

Innovation aims to involve society more broadly in the decision-making process, so that the resulting policies are more responsive to society's needs. Innovation in a public policy context involves the development of new ideas, approaches, or solutions to overcome challenges or improve existing systems. Public policy innovation can support increased community participation. Public policy innovation is especially important in increasing community involvement in every government decision making. Community participation is a process in which people are actively involved in activities and decision-making processes that affect their lives. Community participation can occur in various fields, including political, economic, social and environmental fields. This shows the suitability of the research with community participation theory. Community participation in public decision making is an important control mechanism for public policies made by the government. Community Participation is an important part of the public decision-making process. In principle, various decisions involving the public interest involve as much as possible the stages of involving various community representatives in the process.

Community participation in the public decision-making process plays a key role in ensuring that decisions taken by the government reflect the community's hopes and needs. Community participation is needed to ensure that the decisions taken meet the community's expectations and needs, as well as facilitate support in implementing decisions. Meanwhile, community participation is defined as a concern with various forms of participation citizens in policy making and decision making. (Syah, 2004)

Community participation is an important element in the public decision-making process. Involving the public in decision-making has many benefits. Community Participation is an important part of the public decision-making process. In principle, various decisions involving the public interest involve as much as possible the stages of involving various community representatives in the process. Community participation in the process public policy is a public right that can be exercised at every policy stage. (Manshur, 2012)

Social media is the most popular online media today. Social media can be used by the public to convey their aspirations and reports to the government. Apart from that, social media can also be used by the government to communicate with the public.

The Kebumen Regency government website is an online media managed by the Kebumen Regency government. The Kebumen Regency government website can be used by the people of Kebumen Regency to obtain information about public policies being discussed by the regional government. Apart from that, the government website can also be used by the public to provide input and suggestions to the government.

There is a forum for community participation through mass media, namely Report BUP Kebumen. LaporBUP is a service provided by the Kebumen Regency Government in the form of a web and Android-based application that connects Kebumen residents with the Kebumen Regency Government. Through this media, the government can make policies that are right on target. Forms of public policy innovation that have been implemented by the Kebumen Regency government to increase community participation include "Mubeng Kebumen", the Regent's Rapid Report (LaporBup) , and the Village Innovation Competition .

LaporBUP Kebumen is a service provided by the Kebumen Regency Government in the form of a web and Android-based application, which connects Kebumen residents with the Kebumen Regency Government. The public can submit complaints or suggestions quickly to be submitted to the Kebumen Regency Government. The Kebumen Regency Government, through the relevant Regional Apparatus Organizations (OPD) can immediately respond and follow up on complaints or suggestions from the community. The Kebumen Regency Government and the community can jointly monitor the running of the existing government. Kebumen residents can submit complaints, aspirations or reports about events around them after registering or creating an account. Things you need to prepare to register an account include: active email, active Population Identification Number (NIK), active telephone number, and photo.

Efforts to increase community participation in the public decision-making process in the Kebumen Regency not only done using digital platforms or web-based applications. However, efforts to increase community participation are also carried out in other ways, including Focus Group Discussions (FGD) and Public Testing Forums . Focus Group Discussions (FGD), Public Test Forums, and stages of public input for each regulation made can increase public participation in making public policies. This is because these activities provide opportunities for the public to express their aspirations and input in the public policy making process. FGD is an effective community participation method for gathering information and input from communities representing various backgrounds. Through FGD, the government can obtain more complete and comprehensive information about community needs and problems. The public input stage for every regulation made is an obligation for the government to provide opportunities for the public to provide input on a regulation.

A form of public policy innovation carried out by the Kebumen Regency government includes reporting channels through various popular media in order to gather complaints, input, suggestions and sharing from the public without discrimination. Kebumen District Government opened reporting channels through various popular media in order to collect complaints, input, suggestions and *sharing* from the public without discrimination (Regent's Report). Periodically, the Regent together with the relevant OPD leaders open a means of connecting with various groups of society through direct meetings (Mubeng Kebumen).

The Kebumen Regency government's efforts to increase community participation in public decision-making through public policy innovation by utilizing digital and web platforms. Digital and web platforms provide the means to convey information quickly and easily to the public. This will increase public access to the latest information about government policies and programs. This is a very positive step. A form of public policy innovation that has been implemented by the Kebumen Regency government to increase community participation. The public input stage for every regulation made is an obligation for the government to provide opportunities for the public to provide input on a regulation. This stage can be carried out in various ways, such as through mass media, government websites, or suggestion boxes. With these activities, it is hoped that community participation in making public policies can run more effectively and efficiently. Community participation is important in creating public policy innovation, this is as shown in research conducted by (Selfia et al., 2020) who in their research found that community participation is a manifestation of community concern and awareness that development activities are not just their responsibility. government officials themselves, but also demands involvement from the community as subjects whose quality of life is improved. Wider community participation can produce public policies that are of higher quality and in line with community needs.

The public's response to this policy innovation has been very good. This has been proven by the fact that so far the Regent and Mubeng Bumen Report option has become a channel that is quite popular with various groups of society in conveying their aspirations.

The steps taken by the regional government to ensure wider community participation in public decision making are carried out through various stages such as: Musrenbangdes, Musrenbangcam, OPD Forum and Musrenbangkab. The government always involves community participation in public decision making. Apart from that, in every FGD Forum there is always a Public Test and a more massive socialization of draft decisions. A forum for people's aspirations is not only in the form of the web, but in the form of social media which is directly related to community activities, such as through *WhatsApp*, *Facebook*, *Instagram*. People can convey their aspirations easily in accordance with developments in social media and technology.

Until now there have been various complaints from the public in the Regency Kebumen starting from complaints about signs, parking and street lighting, school complaints, information and communication complaints, regional taxes and PBB, public facilities, environmental disturbances and advertising, poverty, population, health, labor, cooperatives and MSMEs, alcohol, tourism, expired markets and products, education, street vendors, prostitutes, PGOT, potential for terrorism and radicalism, food insecurity, sanitation, clean water and waste, Umrah and Hajj, demonstrations . If seen from the effectiveness of the public policy innovations carried out by Government Regency Kebumen In increasing community participation, it can be said to be very effective

because the role of planning and policy control will be directly carried out by the community and *feedback on* community services will increase.

In terms of public policy innovation, of course there are indicators or evaluation methods used to measure its success. One of them is an analysis of the progress of the complaint, an analysis of whether the complaint has not been implemented, is in the process of being implemented or has been completed. In each complaint category there is an analysis of whether the complaint has not been implemented, is in the process of being implemented or has been completed. These statistics can be found transparently on the LaporBUP page. So, the public can easily monitor how far the policy has been implemented and the Regional Government through the relevant OPD can evaluate how effectively the policy has been implemented. Apart from that, indicators and policy evaluation can also be carried out through surveys Community Satisfaction (SKM). Meanwhile, related to community participation in political activities, it can be done through surveys of voter participation and participation in various election holdings. The relationship between public policy innovation, community participation, and public policy making is summarized in Figure 1. Community complaint aspiration service through LaporBup is shown in Figure 4.1.

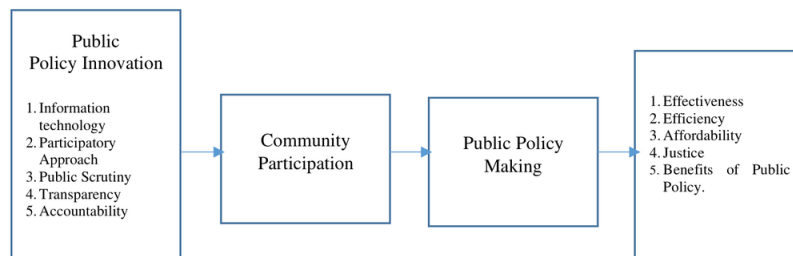


Figure 1. Framework of Thought
Source: Created by author, 2024



Figure 4.1 LaporBup Kebumen
Source: <https://laporbup.kebumenkab.go.id> , 2023

Complaint category through LaporBup as shown in the following image below.

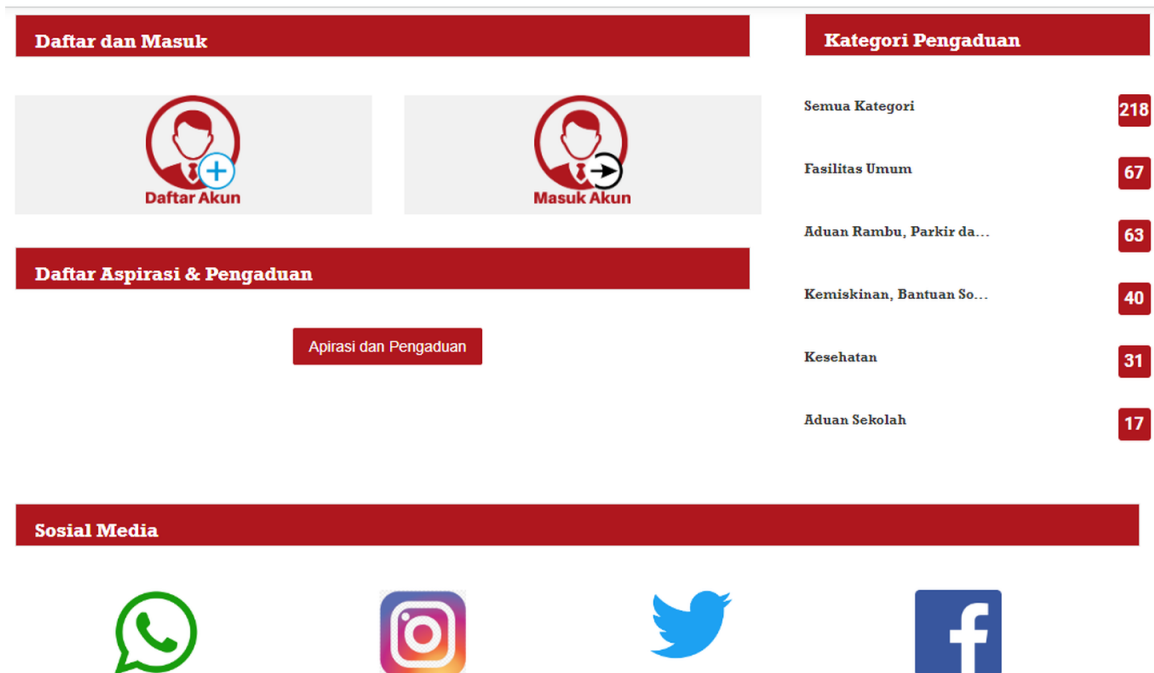


Figure 4.2 Complaint Categories
Source: <https://laporbup.kebumenkab.go.id> , 2023

In implementing policy innovation, of course there are challenges and obstacles faced. The challenges or obstacles faced are especially in involving the community through public policy innovation. The challenges faced are accuracy and speed in making decisions in accordance with policies and community requests. Society often wants their aspirations to be quickly responded to and resolved, while the Regency Government Kebumen have to prepare a plan carefully so that it is on target and completed well. Whereas challenge other namely the existence of the media era social media, the problem resolution stage is often skipped because there is a direct complaint channel to top government management. One side is realized openness of public information but on the other hand there is Weaknesses in the pattern of distribution of authority, which should be handled at lower levels, must be addressed directly to the leader.

Community participation is a process in which people are actively involved in activities and decision-making processes that affect their lives. Community participation can occur in various fields, including politics, economic, social and environmental.

Through portal <https://laporbup.kebumenkab.go.id/index.php/Aspirapengaduan/>, people in all regions in Kebumen Regency can participate in conveying their problems to the Regent. Then the problem report is followed up through the relevant agencies

according to their respective fields. With this, precision and accuracy in making public decisions will become more precise and follow-up as quickly as possible.

The community participates in the existence of LaporBUP. Because the public can submit complaints or suggestions quickly to be submitted to the Kebumen Regency Government. The Kebumen Regency Government, through the relevant Regional Apparatus Organizations (OPD), can immediately respond and follow up on complaints or suggestions from the community. The Kebumen Regency Government and the community can jointly monitor the running of the existing government.

Conclusion

Public policy innovation can increase community participation in the public decision-making process in Kebumen Regency in several ways, including are: Public policy innovation can facilitate district community participation Kebumen in the public decision-making process by providing public participation forums and developing information and communication technology that facilitates public participation, public policy innovation increases transparency in the public decision-making process through public information system that can be accessed by the public online, *public* policy innovation expanding public access to information in the Regency Kebumen about implemented public policies by Government Regency Kebumen through social media and easily accessible government websites. With effective public policy innovation, community participation in the public decision-making process can increase so that the resulting public policies are more representative and can better meet the needs and interests of the community.

Public policy innovation through various media such as Laporbup, FGD and other digital *platforms* can have an impact on increasing community participation in Kebumen Regency in determining public policy by the regional government. Based on the results of research that has been carried out, public policy innovation through various media can increase community participation in determining public policy by the government, although quantitatively or in terms of numbers or qualitatively in terms of effectiveness it still does not reflect the active participation of the entire community in Kebumen Regency, but it is a breakthrough for regional governments to continue to strive to develop various other policy innovations that can have an impact on increasing community participation in determining public policy. High levels of community participation in determining public policy will have a positive impact on the quality of public policy, because the policy will be more in line with community needs and more effective in achieving its goals.

Public policy innovation through various media such as Laporbup, FGD, and other digital platforms can have an impact on increasing community participation in Kebumen Regency in determining public policy by the regional government. This fact has an impact

on several things that can be implemented as a form of implication from the results of this research.

1. Improved accessibility. Public policy innovation through various media can increase the accessibility of the people of Kebumen Regency to participate in the public policy-making process. People no longer need to come directly to government offices to express their aspirations, but can do so through digital media which is easier and cheaper, so it needs to be developed further to increase public participation in determining public policy.

2. Increased transparency. Public policy innovation through various media can increase the transparency of the public policy-making process. The people of Kebumen Regency can find out more information about the public policy-making process, so they can better understand and provide appropriate input.

3. Increased accountability. Public policy innovation through various media can increase district government accountability in the public policy-making process. The Kebumen Regency Government can monitor and evaluate community participation in the public policy-making process so that they can ensure that the policies they make are in line with community needs.

4. Improving the quality of public policy. Public policy innovation through online media can improve the quality of public policy. This is because the Kebumen Regency Government can get input and suggestions from a more diverse community. Input and suggestions from the public can help the government formulate public policies that are more in line with the needs and interests of the community.

This research only examines policy innovations carried out by local governments but has not studied the role of other sectors such as the role of the media, the role of non-governmental organizations, as well as the role of the private sector and its contribution to increasing community participation in determining public policy, so it is hoped that in further research it can be studied in various other aspects more broadly to obtain more comprehensive research findings.

Public policy innovation through various media can increase community participation in determining public policy carried out by the Kebumen Regency government, and is an effort by the regional government to continue to develop various other policy innovations that can have an impact on increasing community participation in determining public policy. Active community participation can improve the quality of public policy and government effectiveness.

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