

The Principles of Supply Chain Strategy and Reinventing Government Supply Chain Service in the Era of Regional Economy

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Abstract- This globalization era indicate that the world community, in general, has entered the stage of the age of high mass-consumption or fifth level. So, in this condition there is a necessity for application and practice of supply chain strategies for regional companies, where there was a shift in the dominant sectors of the goods and services in line with the increase in people's income. Facing the condition of the society, it is necessary to state administration and the supply chain role in providing services is a tremendously effective, efficient and professional manner. Governments need to develop service standards for each institution in the area assigned to provide services to the community. Deregulation and Debureaucratization absolutely must continue to be done by the supply chain and local rules should be evaluated regularly to continue to satisfy the supply chain service community.

Keywords: Supply chain service, Supply Chain Strategy, Autonomy, Regional Economy

1. Introduction

Global supply chains for government and enterprises have suffered a real shock as a result of COVID-19. This has demonstrated the fragility of supply chains and the degree to which most nations have become dependent upon global supply for many of their needs. The crisis has also exposed weaknesses in the "Just in Time" manufacturing concept, which has left limited stock available to respond to the crisis. Nowhere has this been more visible than in the provision of Personal Protective Equipment [1-3]. During this time, the Public Administration is always translated by the State Administration. As a result of such translation, for decades in Indonesia, the orientation is how the state administration services to the state and society should serve the country, all around the country so that the term "public servants". If everything is vested in the state, then it has to be completed, and given; everyone must make sacrifices for the sake of his country. Thus, the service was originally drafted for the general public, the upside of being of service to the state. Whereas the initial concept of Public Administration by the translation is "Public Administration" is oriented to the community. The latest development paradigm of public administration leads to the community and the community-oriented and seeks how strategies perform or serve the public [4-10]. This is in line with nature deploy autonomy, namely improving the quality of service to the community. People are not too concerned with the more regulated or less regulated, less-

governed or governed more because their main concern lies in the completion of various problems they encounter. For public administration, the condition is a major challenge that must be faced given the needs of an increasingly supply chain strategy while the resources and the growing bureaucratic capacity are not comparable with the development of these needs.

1.1. Paradigm Good Supply chain strategy in Supply chain services

Supply chain strategy, development and supply chain service performed by the government or local government, as long as the rule is based on the paradigm of government (the legality of the approach). In formulating, drafting and set policies based on the approach procedure continues and output (output), and in the process, resting or shelter in legislation or based on a legal approach. Use of the paradigm of rule government or legal approach, these days tend to promote the procedures, rights and authority over the affairs held (the interests of local governments), and less attention to the process. The sense, in the process of formulating, preparing and setting policies, less than optimal involve stakeholders (stakeholders in the bureaucracy, and the community).

The involvement of stakeholders in the environmental elements of the bureaucracy is very important because it is they who have the competence to support the success of policy implementation [11]. Community involvement should also be done, and should not be done formality, public aspirations to stakeholders conducted optimally through a variety of techniques and activities, including in the formulation and development of policies.

Poor government management performance can be caused by various factors, among others: the indifference and the lack of commitment of top leadership, managerial leadership of top, middle and bottom, as well as other government officials to berama organizers together to realize the goal of regional autonomy. Moreover, the lack of commitment to establish and implement policies and strategies to improve the quality of management performance and quality of supply chain services [12]. Example: Many local governments that fail and / or do not optimally implement one-stop integrated service policies, but many have managed to implement one-stop integrated service policies (such as Jembrana, Solok, Sragen and other areas)

The paradigm of good supply chain strategy becomes relevant and animates the supply chain service policy in the era of regional autonomy that is directed to improve management of government, changing the mental attitude, the behavior of service providers apparatus and build

awareness and commitment of regional leaders and officials to improve and enhance the quality of supply chain services.

1.2. Decentralization and supply chain strategies

Regional autonomy [13] is an autonomous regional authority to regulate and manage the interests of local communities' initiative based on the aspirations of the people by the law. Regional autonomy means it has moved most of the authority that had been on the central government to autonomous regions, autonomous regions so that the government can more quickly respond to the demands of society by the capabilities. Because the authority to make policies (regulations) are fully under the authority of the autonomous region, the regional autonomy implementation of the general duty of supply chain strategy and development are expected to be able to run faster and higher quality.

Some aspects that need serious attention in the implementation of regional autonomy among other supply chain services, formation positions, the area of financial control and independent oversight. That needs to be prioritized by the local government is how local governments can build conducive regional institutions, to design a Supply chain service standards are easy, cheap and fast. Supply chain service is a part of good supply chain strategy (good supply chain strategy) that one of its parameters is the way the government apparatus to provide services to the people [14]. Principles of good supply chain strategy can be achieved if the government was held in a transparent, responsive, participatory, obey the law (rule of law), according to the consensus, non-discrimination, accountability, and has a strategic vision.

Governments need to develop service standards for each institution in the area assigned to provide services to the community. Deregulation and Debureaucratization absolutely must continue to be done by the local government and should be evaluated regularly to always satisfy the supply chain service community. Five ways of improvement in the supply chain service sector should be considered: Speeding up the establishment of the Supply chain service Act, Establishment of supply chain service one-stop (one-stop services), transparency handling costs of supply chain services, Creating a Standard Operating Procedure (SOP), and reform of the employees working in the service public [15-20]. Regional Autonomy allows the execution of common tasks of the Government and development tasks to run more effectively and efficiently and can be a means of adhesive Integration nation.

To achieve that goal, we need the arrangement of the state administration and government bureaucracy to build an effective government performance, efficient, and professional. At least, the "stamp" of a given society regarding bad and complicated bureaucracy at both central government and regional levels can be reduced. The role of state administration and government in the future by looking at some of the demands of society over the state government as public servants today are (1) Government with a slow system and centralized bureaucracy; (2) Compliance with laws and regulations (rather than mission-oriented); (3) The chain hierarchy/command rigid; then the current government should seek to change its role for the future is through the application of the concept of Reinventing Government.

1.3. Relevance Reinventing Government and Supply Chain Strategies in Indonesia

Indonesia's efforts to deregulate and de-bureaucratization has been done since 1983 but has only touched the real and monetary sectors, while bureaucratization has not touched the institutional side. Crisis since mid-1997 has led to the number of poor increased; Rising unemployment; Rising criminality; and Quality of declining health. Practice Management and Public Administration in Indonesia is marked by poor supply chain services; Economics is very bureaucratic; Leakage; and a culture of corruption.

Rethinking the government is an attempt to make governments oriented on strategic thinking, strategic vision, and strategic management. One form of New Public Management is a model of supply chain strategy [15] contained in the concept of "Reinventing Government". The challenges arising from the principle of reinventing among others: (1) How to implement these concepts without causing friction that it will hamper the efficiency and effectiveness of the bureaucracy. (2) How to find practical strategies to adopt the principle of reinventing government into a system and mechanisms of government, both central and local levels.

Arrangements through reinventing government [16], among others: (1) reorientation, (2) Restructuring, (2) ALLIANCE.

From some explanation above, the shape and role of government in the future are: Government encourages competition among providers; Give authority to the citizens; Measuring the performance of their representatives to focus on results, not inputs; Driven by purpose/mission and not by the rules; Placing clients as customers and offer them a lot of choices; Better to prevent problems rather than just provide service after problems arise; Devoted his energies to earn money, not simply spending; Decentralize authority by running the management participation; More like a market mechanism rather than bureaucratic mechanism; Focuses on catalyzing all sectors - government, private, and voluntary agencies - into action to solve the problem.

In the context of good supply chain strategy, to achieve better supply chain services, rather than being based on criteria or elements of good supply chain strategy, government policy is required in the form of various regulations and operational policies. Therefore, the legal and regulatory aspects of the law are the basis of the main approach in discussing supply chain services.

In the context of Indonesia, supply chain service arrangements stipulated in the Constitution of the Republic of Indonesia in 1945, its implementation is set in a range of sectoral legislation, such as by [17] concerning regional governments and its amendments. Regional Administration according to [18], is the regional government and parliament, known as the executive and legislature, both agencies who have held a function of supply chain services and functions as a political institution. In essence, the Regional Head is a political institution that must be understood that its presence as Top Regional Leaders, is because it was chosen by the people (constituents) through the political process. In another sense, in the process proposed by the train Parties to be chosen by the public,

Observing these conditions, with the spirit of reform and efforts to implement good supply chain strategy (good supply chain strategy), as well as to move the re-energize improve and enhance the performance of supply chain services, particularly the provision of licenses, the government renew the policy in the field of supply chain service, by issuing regulations and guidelines between other:

1. Presidential Instruction No. 5 of 2004 on Corruption Eradication Acceleration.
2. MENPAN Decree No. 63 / KEP / M.PAN / 7/2003 on General Guidelines for the Implementation of Supply chain service;
3. MENPAN Decree No. KEP / 25 / M.PAN / 2/2004 on General Guidelines for Preparation of Public Satisfaction Index Unit of the Government Services Agency;
4. MENPAN Decree No. KEP / 26 / M.PAN / 2004 on Technical Guidelines for Providing Transparency and Accountability in the Supply chain service;
5. MENPAN Regulation No. PER / 20 / M.PAN / 04/2006 on Guidelines for Preparation of Supply chain service Standards;
6. Know MOHA Regulation No. 24 of 2006 on the Guidelines for the Implementation of Integrated Services One Stop.

1.4. Supply Chain Policy in the Era of Regional Autonomy Regional Autonomy Policy Conception

The decentralization policy essentially has the primary objective, namely the political objectives and administrative purposes. Political purposes, aimed at providing space for the community in development level of participation, accountability, transparency, and democracy. On the other side of the approach democracy aspects of the area, position the Regional Government as a medium of political education for the people at the local level. It is hoped that in time, in the aggregate area contributed significantly to national development political education and the establishment of civil society. As for administrative purposes, to position the local government as service units close to the people who are expected to serve a maximum of delivering supply chain services effectively,

Through the improvement of supply chain services and the empowerment of community participation, an area expected to develop the creativity, innovation, and commitment to strive to improve the quality of supply chain services. At the time, the area is expected to develop superior potency and boost regional competitiveness, and in turn, can increase the economy area.

The principle of autonomy is real, is giving discretion or flexibility for districts to administer the affairs or specific areas of government authority that exists and is necessary for accordance with the needs of society, and affairs which alive and thriving, in the local communities concerned. The principle of responsible autonomy, related to the duties, functions, responsibilities, and obligations in the region in the implementation of regional autonomy. This means that Local Government must be accountable to the public rights and obligations for the achievement of objectives of regional autonomy. The realization that responsibility should be reflected and proved with enhanced customer service and better welfare society based on the principles of supply chain service, the development of democracy,

2. Method

2.1. The conception of Supply Chain Services Policy in the Era of Regional Autonomy

Regional autonomy is "the rights, powers, and obligations of autonomous regions to set up and manage their affairs and interests of the local community ...". Hereinafter referred to the regional autonomous region, is a unit of the community had the territorial boundaries of the authority to regulate and administer governmental affairs and public interests, it's initiative based aspirations of the people within the Homeland.

The definition can be interpreted, that the actual regional autonomy granted to the unity of the legal community to organize and manage the affairs of government in the interests of the welfare of their people. Understanding the legal community unit can be defined as, institutionalized group of people who have a relationship order, rules, customs, habits, and ordinances to regulate and administer her life within a particular region. In the context of the Law No. 32 of 2004 on Regional Government, which was given the right, authority and obligation to regulate and administer governmental affairs and interests of the community is a unit of community boundaries and territories, hereinafter referred Regions.

Thus, the organizers of regional autonomy are the embodiment of the unity of the legal community, and then in [19-21] called Regional Government. Local government. Here, contains two meanings; ie in the sense of an institution is the Regional Government and Parliament, and in a sense is the process of organizing the activities of local government.

2.2. Concept and Division of Basic Services Authority

The SCS, indicating that the local government is for the welfare of society is universally measured by the ability to improve the achievement of the human development index (HDI / HDI). HDI indicators, which can be known from the state and condition of health, education, public revenues, and other environmental conditions.

To achieve a higher HDI index; The keyword is "supply chain service" (supply chain services), namely the extent of the ability of local governments to provide optimal supply chain services to the people. Supply chain services should be by community needs.

2.3. Consequences of affairs and the authority granted

The existence of the local government is to create peace and order (maintain law and order) as well as an instrument for the welfare of the people. Thus, the consequences of the existence of the Regional Government is to provide service to the public by the needs of the community and regional diversity. The consequence of the diversity of the region is that different devolved matters or not the same between one region and another. Supposedly affairs delegated adjusted for differences in the geographical character, potential, social and cultural uniqueness and the main livelihood of the population.

Thus, the type and number of affairs and the authority delegated to the regions should vary or not the same. However, there are the same matters and absolutely must be held by all regencies/municipalities, namely business or

mandatory authority in the field of basic services into people's basic needs (basic needs), with different gradations. While distinguishing the number and type of business and authority between one region to another is a matter of choice and is a leading authority area (core competence).

2.4. Community services needed

People's needs for services can be grouped into two things: (a) Basic needs (basic needs) such as health, education, water, environment, security, facilities, and transportation infrastructure, and so on; (B) The need for the development of seed sector (core competence) communities such as agriculture, farming, commerce, industry and so on, by the potential and the character of their respective regions.

3. Results

3.1 The essence of business administration and authority

From the description above, it appears that the essence of business administration and authority to local governments, regardless of the extent, to be translated into power to "serve" by the needs of the community. While the needs of the community are the fulfillment of basic needs (basic needs) and the need development seed sector (core competence). The authority required to run the affairs area, to allow the region can provide services meeting the basic needs and development of the leading sectors. Thus, the essence of real autonomy granted to the region is the authority to provide the real needs of society. Keywords regional autonomy is the Local Authority to "serve" communities to prosper.

3.2 Distribution Affairs and Authority

Affairs of the authority together (concurrent function) is a matter that has a direct relationship between the compositions of the government and / or affairs of the authority shared among the levels of government that arrangement and is arranged together. Setting and management of the affairs, by the distribution, such as in the field; education, health, transportation, forestry, mining, employment, investment and so on.

To organize the distribution of authority, the necessary size or criteria that can be used as the basis and guidelines for the distribution of authority, especially the authority to set the concurrent criteria, namely: (1) Externalities. (2) Accountability. (3) Efficiency, (4) Harmony governmental relationships between levels of government.

The authority of each government structure interconnected and interdependent, but does not supervise one another. In exercising its authority, each had discretion and independence. The intervention of the central government is more facilitation and empowerment capacities (capacity building) when the area was not able to exercise its powers by norms and standards set.

3.3. Supply chain service

Supply chain services can be summarized as the provision of services or serve the needs of people or communities and / or other organizations that have an interest in the organization, according to the basic rules and

procedures prescribed and intended to give satisfaction to the recipient of the service. Thus, there are three important elements in the supply chain service, which is the first element, is an organization of the giver (the organizers) service namely the Local Government, the second, was the recipient of the services (the customer) that person or community or organization concerned, and the third element, is satisfaction given and / or received by the service recipient (customer).

Public policy paradigm in the era of regional autonomy that is oriented to customer satisfaction, providing directions to do change the mindset of local government officials, in addressing the changes and/or shifts in the regional administration paradigm more service-oriented. Local supply chain strategy policy which was originally based on the paradigm that puts the government rule procedure changed and / or shift the paradigm of good supply chain strategy that emphasizes togetherness, transparency, accountability, fairness, equality and the rule of law.

3.4. Conceptions of Supply chain service

Concept of supply chain services, relating to how to improve the capacity and ability of governments and/or local government-run service functions, in the context of the economic approach, providing basic needs (basic) for the whole community. Basic needs will continue to grow along with the level of socio-economic development of society. That is, at a certain level of development, something kind of goods and services that were previously regarded as a luxury item, and limited ownership or not a staple, it can turn into a staple item that is necessary for most people.

Thus, the change and development of the concept of the basic needs of people, closely related to the level of socio-economic development of communities that are influenced by economic growth, industrialization, and political change.

3.5. Implementation of the Supply chain service

Organization of supply chain services carried out by supply chain service providers, namely; organizers of State / Government, the organizer of the economy and development, independent agency established by the government, business / legal entity that is authorized to implement part of the duties and functions of the supply chain service, business entities / legal entities which cooperate and/or contracted to implement Part of the duties and functions supply chain service. And public or private who carry out some tasks and functions of supply chain services provided by the government can not afford / local government.

3.6. Principles for the Implementation of Supply chain service

Ten Principles of supply chain services stipulated in the Decree of the Minister of State Apparatus No. 63 / KEP / M.PAN / 7/2003 on General Guidelines for the Implementation of Supply chain service, the ten principles are as follows; Simplicity; Clarity; Certainty time; Security; Responsible; Completeness and quality of infrastructure, equipment, and support; Ease of access; Discipline, Courtesy, and hospitality; Convenience.

3.7. Promulgation of the Supply chain service

Promulgation of the supply chain service, is one manifestation of the seriousness of supply chain service providers, to apply the principles of good supply chain strategy, namely; transparency, accountability, openness and equality in delivering services to the people. Promulgation of the supply chain service should be shared openly to the public, and provide access to the public said wishes and suggestions, and to supervise and complaints against discrepancies what promises to practice implementation.

To that end, the Government / Local Government in formulating and preparing notices of supply chain services can take steps to; (1) Identification and analysis of data, information about the types of services that need to be and/or should be defined, in accordance affairs and authority; (2) Involving the community to get feedback, suggestions, and information about the type of concrete services needed by the community area, as well as providing access to the community in the formulation and preparation of the declaration of supply chain services; (3) Considering the regional diversity, geographical conditions, livelihoods and social and cultural life of society, as study materials and materials for the formulation and preparation of the declaration of supply chain services.

4. CONCLUSION

As we recover to the post-pandemic new reality, governments and enterprises are addressing how to rebuild and diversify their supply chains in the short, medium and long term. It is vital for governments to establish visibility over all key supply chains. Based on the foregoing, the Government needs to develop service standards for each institution in the area assigned to provide services to the community. Deregulation and Debureaucratization absolutely must continue to be done by the Government / local government and should be evaluated regularly to continue to satisfy the supply chain service community. Five ways of improvement in the supply chain service sector should be considered: Speeding up the establishment of the Supply chain service Act, Establishment of supply chain service one-stop (one-stop services), transparency handling costs of supply chain services, Creating a Standard Operating Procedure (SOP), and reform of the employees working in the service public.

The government does not have a clear paradigm in terms of supply chain services and maintain the feudal bureaucracy. Paradigmatic transformation, redesign of the system and supply chain service organizations must do to become a reliable government perform its public obligations. Indeed, the principles of Good Supply chain strategy and Reinventing Government should be a reference in designing the organizational structure of local government. When all of the autonomous regions can govern a clean and democratic government, our national government at a later time will be able to be a clean and professional bureaucracy to become a great country that is recognized worldwide.

Facing the above-mentioned social conditions, it is necessary to state administration and the government's role in providing services is a tremendously effective, efficient and professional manner. Challenges change society and challenge to the government's performance in addition to facing an increasingly savvy society and the public are

increasingly demanding / varied and meets the qualitative standards is limited, at the end of the New Order rule, the bureaucracy been severely criticized by the pro-reform movement. "Bureaucracy is considered as one of the" diseases "that hinder the acceleration of social welfare and healthy supply chain strategy". A classical and critical expression like "if it can be complicated, why should it easy", for example, evolve with the appearance of the poor performance of the apparatus in the public eye. The phrase that illustrates how bad the behavior of our bureaucratic services that could potentially enrich the practice of brokering and extortion (rent-seeking). This condition raises the investment climate in the region less competitive. Conditions of service like this need to be reformed to realize the performance of the bureaucracy and the performance of quality supply chain services.

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