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Randupitu Village Government Strategy in Pasuruan Regency in Waste Management

Vony Aliefia[1] and Sri Wibawani[2]
[1, 2] Universitas Pembangunan Nasional "Veteran" Jawa Timur
*Corresponding author, e-mail: vonyaliefia2@gmail.com,
sri_wibawani.adneg@upnjatim.ac.id

Abstract

Strategy serves as a system that can regulate the existing power and resources through public organizations (government) aimed at the public interest .The purpose of this study was to describe the strategy of the Randupitu village government of Pasuruan Regency in waste management at TPS 3R Pempes. This type of research uses a qualitative descriptive approach with data collection techniques by observation, in depth interview, and documentation. The focus of this research is based on Geoff Mulgan's (2009) government strategy theory: purposes, environment, direction, action, and learning. The results showed (1) The establishment of TPS 3R Pempes was in accordance with the needs of the community, (2 From the internal and external environmental factors, all parties have been optimally involved and play an important role in implementing the 3R principles, but there are still obstacles, (3) the direction carried out was clear and in line with the objectives, (4) waste management was optimal by producing the main product, namely Rdf. However, the application of the 3R principle in the community is still low, and (5) regular evaluations are carried out between stakeholders. Overall, this strategy shows the synergy between planning, action, evaluation, and participation that forms sustainable village environmental governance.

Keywords: *Government Strategy; Waste Management; 3R Principle*

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Introduction

Environmental problems, especially waste, are central problems faced by every human being on a global, national, and regional scale (Hendrawati 2024). Waste management is an urgent issue in Indonesia because it is the main cause in causing various serious threats to the environment such as flooding, ecosystem damage, disease, water and soil pollution (Kusuma and Wibawani 2024). According to data from the National Waste Management System (SIPSN) of the Ministry of Environment and Forestry (KLHK) 2023, until July 24. In the first position, it shows that one of the biggest contributors of waste in Indonesia comes from the household level at 50.71%. This figure shows that households are the biggest contributor to the waste problem, and addressing this issue requires a comprehensive approach. without realizing it, every individual can produce several kilograms of waste per day in carrying out their lives. The volume of waste in each region will continue to increase every year if the local government does not manage it with modern technology (Cahya 2024). Therefore, proper waste management is needed with the aim of improving and protecting the environment and public health, as well as making waste a resource (Husna 2024).

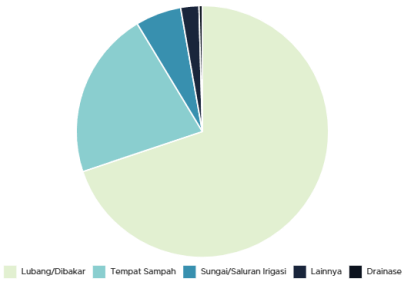

Figure 1 Percentage of Villages by Type of Household Waste Disposal (2024))
(Source : BPS RI, 2024)

In rural areas, there are still many people who manage household waste in traditional ways such as burning, hoarding, dumping on the street, and throwing it into the river. In 2024, data from BPS RI Indonesian Village Potential Statistics 2024, shows that most villagers in Indonesia still use environmentally unfriendly ways to manage their waste. As many as 69.84% of villagers throw their waste into pits or burn it, a habit that has a major impact on air quality and environmental health. In addition, around 5.87% of villages/kelurahan dump their waste into rivers or irrigation channels, which can potentially damage the ecosystem and pollute water resources. Meanwhile, 2.34% chose other ways of disposing of waste, and only 0.43% used drainage as a disposal site. This habit generally arises due to limited access to adequate waste management facilities and a lack of understanding of the environmental impacts. Burning waste can produce harmful air pollution, while dumping it into rivers or roads not only pollutes the environment but also threatens the health of the surrounding community. Although considered practical, these methods can actually cause complex long-term problems, such as water pollution, ecosystem damage, and potential flooding due to clogged waterways (Rumata, 2025). Waste problems can be solved if all parties, namely the community and local government, have the will to process waste properly and correctly. The form of community involvement as the party that produces the largest proportion of waste, can be done by cultivating waste management behavior from an early age from the household (Khoiriyah 2021). In this case, cooperation between various parties is needed to create a clean,healthy and sustainable environment (Marjan, 2024).

Volume timbulan sampah Kabupaten Pasuruan per hari (m^3/hari)

No	Kecamatan	2019	2020	2021	2022	2023	2024
1	PURWODADI	188	194	195	197	198	199
2	TUTUR	149	154	155	156	157	159
3	PUSPO	78	80	81	81	82	83
4	TOSARI	53	55	55	56	56	56
5	LUMBANG	94	97	98	99	100	100
6	PASREPAN	144	148	150	151	152	153
7	KEJAYAN	180	186	187	188	190	191
8	WONOREJO	161	167	168	169	170	172
9	PURWOSARI	224	231	233	235	236	238
10	PRIGEN	237	244	246	248	250	252
11	SUKOREJO	233	240	242	244	246	247
12	PANDAAN	302	312	315	317	319	321
13	GEMPOL	353	365	368	370	373	376
14	B E J I	225	232	234	235	237	239
15	BANGIL	242	250	252	254	256	258
16	REMBANG	174	180	181	182	184	185
17	KRATON	256	264	266	268	270	272
18	POHJENTREK	81	84	85	85	86	86
19	GONDANG WETAN	151	156	157	158	160	161
20	REJOSO	126	130	131	132	133	134
21	WINONGAN	118	122	123	124	125	126
22	GRATI	213	220	221	223	224	226
23	LEKOK	202	209	211	212	214	215
24	NGULING	158	163	164	165	167	168
	TOTAL	4,340	4,484	4,517	4,550	4,583	4,616

Figure 2 Volume of Waste Generation in Pasuruan Regency by District
(Source: Document from DLH Pasuruan Regency, 2025)

Pasuruan Regency implements waste management based on the 3R principle (reduce, reuse, recycle) which means reducing, reusing, and recycling waste. From the data in Figure 2, it can be seen that Gempol Sub-district is the area with the highest level of waste generation volume with an average per day of more than 350m3 or 350 tons per day in Pasuruan Regency. This significant figure indicates a major challenge in waste management in the region, which can have a negative impact on the environment and public health if not handled properly. Meanwhile, Pasuruan Regency has 1 (one) Final Disposal Site (TPA), namely Wonokerto TPA. Reported

from (Syatori 2024) However, Wonokerto landfill is currently overloaded with a volume of waste that reaches 115,367 kilograms to 145,002 kilograms per day. Ideally, only 30 percent of waste should be disposed of in the landfill. The rest is processed at the 3R (Reduce, Reuse, Recycle) Final Processing Site (TPAS). However, the number of TPAS 3R in Pasuruan Regency is still limited. Out of 341 villages, only around 80 villages have TPAS 3R. (Busthomi 2024).

This shows a significant gap between the volume of waste generated and its treatment capacity. To address this issue, a collaborative effort between the government, the community, and various related parties is required. Therefore, in each village, a community self-help group (KSM) has been formed to effectively manage waste. These KSMs play an important role in waste management under the auspices of the Village government. The Youth Peduli Sampah (Pempes) Self-Help Group (KSM) in Randupitu Village, Pasuruan Regency, was established in 2017 and established the Pempes TPS under the auspices of the Randupitu Village government as a response of the village youth to the increasingly troubling waste problem because it causes various pollution both in the River and public roads. Pempes' main innovation is the management of household waste into alternative fuel through a process known as Refuse-Derived Fuel (RDF) for waste-based fuel. In this processing, TPS 3R Pempes has collaborated with PT Kemasan Ciptatama Sempurna (PT KCS) Randupitu in selling RDF since 2021. By using the RDF machine obtained from PT KCS, TPS 3R Pempes managed to process tens of tons of inorganic waste that is difficult to decompose, thus reducing the negative impact of waste and the need for land for final processing sites (TPA) to not dispose of it at all in Wonokerto landfill. This success not only improves environmental quality, but also provides economic benefits to the local community.

On December 11, 2024, Pempes won the fourth place award in the Socio-Cultural and Population Innovation category at the Regional Innovation and Technology Innovation Award (Inotek Award) organized by the Regional Research and Innovation Agency (BRIDA) of East Java Province. This award is tangible evidence of the collaborative efforts between youth, government and communities in creating sustainable solutions to environmental problems. In addition, Randupitu Village was also named a Zero Waste Village by the Pasuruan Regency Government in commemoration of Earth Day 2024 on April 23, 2024 and in commemoration of World Environment Day Randupitu Village won the Desa Berseri Award by the East Java Government on October 09, 2024. On 19 to 28 September, 13 villages throughout Indonesia were selected, Randupitu Village was selected to represent Indonesia in the Village Head Benchmarking Program Batch 4 held in China. The program serves as a platform for the exchange of knowledge and experience in rural development that demonstrates the village government's commitment to Pempes to change the mindset of the community not to preserve the environment.

Table 1 Waste Management Results at TPS 3R PEMPES

Year	Managed Waste (Ton/Year)	Inorganic Waste (Ton/Year)	Organic Waste (Ton/Year)
2020	1.973,54	689,41	1.184,13
2021	2.134,72	853,88	1.280,84
2022	2.398,23	959,29	1.438,94
2023	2.483,69	1,033,47	1.450,22
2024	2.574,35	1.049,74	1.524,61

(Source: Documents Pempes TPS 3R 2025, processed by the author)

Table 1 shows that the Pempes 3R TPS has experienced an increase in waste management. In 2021, there was an increase in waste management of 2,134.72 tons, which from 2020 was only able to manage 1,973.54 tons. Every year there is an increase in waste management, in 2024 it increases by managing 2,574.35 tons of waste. This indicates that TPS 3R Pempes tries to provide good service every year. TPS 3R PEMPES can manage waste well enough to have a good impact on reducing the residue disposed of to Wonokerto landfill and even zero waste in the sense of not disposing of residue at all to Wonokerto landfill.

Figure 3 Waste entry at TPS 3R Pempes
(Source: Author Personal Documentation, 2024)

Based on the observations made by the author at TPS 3R Pempes, it can be seen in Figure 3 that the incoming waste is still not sorted and can be mixed together. Behind its success in waste management, behind it there are still many people who have not participated in applying the 3R principles proven in accordance with simple classifications such as organic and inorganic. Sorting is carried out by the pempes officers one by one according to the waste category. Currently the number of Randupitu Village community customers at TPS 3R Pempes is still 60%, the remaining 40% are still being questioned in their personal waste management. This was conveyed by Mr. Mochammad Fuad as the village head conveyed as follows:

> *Currently, the Randupitu Village community has not 100% followed the village policy in waste management through joining as customers at TPS 3R Pempes. The people who become customers are still around 60%, now where is this 40%, whether it is disposed of, burned, or what to do. We hope they can have awareness in waste management. Our target (village government) is for the community to be 100% customers and have awareness in waste management. Our name is already quite successful in the wider community, but unfortunately, our own community still does not know enough about Pempes.* (Interview result on December 10, 2024)

Based on this statement, it can be seen that although waste management through TPS 3R Pempes has been quite successfully recognized in the wider community, the level of participation of the Randupitu Village community in following the policy is still not optimal. Only around 60% of the community have become customers, while the other 40% have not joined. This shows the challenges in increasing community awareness and participation to be more active in sustainable waste management. Waste that is unmanaged and left to accumulate without a proper management process will cause the environment to become dirty, cause unpleasant odors, and cause various diseases and pollution that are harmful to public health. Given the purpose of establishing TPS 3R to bring waste management closer to the community at the village level and minimize the entry of waste into the landfill and it is hoped that TPS 3R in the village can be managed properly, with the problem of waste management in Randupitu Village, the 3R principle is very important which can be used as a strategy and hopes to be implemented properly.

Strategy can be defined as the establishment of a plan oriented towards the long-term goals of the organization, accompanied by the development of methods or steps to achieve these goals (Yulyana 2025). The strategy expressed by Geoff Mulgan talks about strategies intended for policy-making organizations (government). Where the strategy is useful as a system that can manage the power and resources available through public organizations (government) aimed at the public interest (Mulgan, 2009). Geoff Mulgan explains government strategy through five focuses, namely: Purposes where the government must set clear and measurable objectives for the program. Environment is used to analyze internal and external factors that affect the policies and programs being implemented. Direction is a planning process that involves setting clear priorities and allocating budgets efficiently. Action is the government's effort to ensure that actions taken are in accordance with the strategic plan through coordination and making optimal

use of human resources. Learning is a process undertaken by organizations or government agencies to improve and adapt policies as a program progresses.

The research conducted by (Michimidatin, 2024) With the title 3R Waste Management Strategy in Trawas Village, Trawas District, Mojokerto Regency using Geoff Mulgan's theory, the results of the 3R program in Trawas Village implement the principles of Reduce, Reuse, and Recycle by involving all parties and carried out through effective coordination, as well as regular monitoring and evaluation to ensure its success. The next research conducted by (Satyananda, 2024) With the title Local Government Strategy in Waste Management in Bantul Regency, Yogyakarta Province (Study at TPS 3R Go-Sari), the results of the research are Based on the results of the analysis using the Strategy theory from Geoff Mulgan (2009), it can be said that the waste management strategy carried out by TPS 3R GO-SARI is still not optimal because there are still several obstacles that become obstacles in waste management in Bantul Regency, Yogyakarta Province.

Literature Review

Governance Strategy

A strategy has a basis or scheme for achieving the intended target. So basically strategy is a tool to achieve goals. Strategy is also referred to as the choice of the best way to achieve the organization's mission. According to Glueck and Jauch (1984) in Effendi dan Kusmantini (2021) strategy is referred to as a unified and integrated plan that connects the strategic advantages of the organization with the environment it faces with the aim of being able to achieve goals. According to (Fatah 2020) states that strategy is a systematic procedure in implementing a comprehensive and long-term plan to achieve goals. According to Grant (1995) in (Nugraha 2016), the existence of strategies is important in shaping organizational goals, namely: (1) support for decision making; (2) means of coordination and communication; (3) as a concept

This research uses Geoff Mulgan's theory of government strategy which states, "*Public strategy is the systematic use of public resources and powers, by public agencies, to achieve public goods*". The strategy expressed by Geoff Mulgan himself talks more about strategies intended for policy-making organizations (government). Where the strategy is useful as a system that can manage existing powers and resources through public organizations (government) aimed at the public interest (Mulgan, 2009: 19). Based on the definition above, Geoff Mulgan, elaborated the government strategy into five (5) focuses, namely: Purposes, Environment, Direction, Action, and Learning. Pada penelitian ini menggunakan teori Geoff Mulgan (2009) dengan penjelasan 5 fokus sebagai berikut :

1. *Purposes,* the focus of this research is a clear and measurable goal for waste management. Goals in the context of strategy refer to setting the direction or results to be achieved in a plan or policy. This includes the objectives of the establishment of TPS 3R and the application of the 3R principle.
2. *Environtment*, the implementation of the strategy as a real action for good government to achieve the success of a strategy. The environment refers to the context that affects a strategy or program, including various factors that can support or hinder its implementation. This indicator is used to analyze internal and external factors that affect the policies and programs being implemented.
3. *Direction*, there are four research focuses in this section, namely coordination, motivation, communication, and command.
4. *Action,* is the strategy carried out by the village government in achieving goals based on laws, regulations, and regional strategy policies. In this section, there are three focuses, including: external situation, device, and decission making. These three things are closely related when taking an action. The village government can ensure whether or not it is in accordance with the Standard Operating Procedure (SOP) in waste management at TPS 3R Pempes Randupitu Village.
5. *Learning*, this research has two important focuses, including: comparation method, and identification. The comparison method is the process of understanding the success of the program with the conditions before the program was implemented, as a means of improving future policies such as during village deliberations. The identification process was carried

out by the Randupitu Village Government, DLH, and the manager of TPS 3R Pempes by going directly to the field and conducting an evaluation within an agreed time.

Geoff Mulgan's (2009) theory of governance strategy was used by the author because of its more comprehensive, dynamic approach that focuses on continuous learning and adaptation to changes in the external environment. In this theory, Mulgan identifies five key foci of Purpose, Environment, Direction, Action, and Learning that are interrelated and enable governments to not only set clear goals and direct appropriate actions, but also to adapt to rapid changes beyond their control. This approach recognizes the importance of flexibility in responding to social, economic, and political dynamics, which is particularly relevant in dealing with the complex challenges of modern governance. In addition, the emphasis on continuous learning and evaluation provides room for governments to continuously improve their strategies, making them more effective in the long run. This makes Mulgan's theory more applicable and relevant compared to other strategy theories that are more rigid or only focus on efficiency or competitive positioning.

Waste Management

In the study of public management, waste management is part of public affairs. This is because waste has a negative impact on the environment and health if it is not handled properly, therefore waste management is a serious problem. According to (Suhandi, 2016) waste management is the collection, transportation, processing, recycling, or disposal of waste materials. This phrase usually refers to waste materials generated from human activities, and is usually managed to reduce its impact on health, the environment, or aesthetics. Waste management is also carried out to restore natural resources. Furthermore pasal 19 Undang-Undang Nomor 18 t is stated that waste management is a systematic, comprehensive and sustainable activity that includes waste reduction and handling. Based on the understanding of waste management above, it can be concluded that waste management is a systematic, comprehensive and mutually sustainable activity that includes waste reduction and handling which is intended to improve public health and environmental quality and can make waste a resource that can be processed and has economic value.

Principle of 3R

In order to overcome the problem of waste management, the government formed the legal certainty of Law Number 18 of 2008 concerning waste management which states in article 1 number 5 that waste management is a systematic, comprehensive, and sustainable activity that includes reducing and handling waste. Integrated waste processing sites in article 1 number 7 are places where waste collection, sorting, reuse, recycling, processing, and final processing activities are carried out with the Reuse, Reduce, Recyle (3R) approach and final processing. Government Regulation No. 81/2012 on the Management of Household Waste and Household Waste regulates the obligations of every party, including the government, the community, and business actors, in responsible waste management. In this regulation, waste management must be carried out in a systematic, planned, and sustainable manner with the aim of reducing negative impacts on the environment. In point 2 letter c, the independent handling referred to is found in waste reduction in article 11, which includes limiting waste generation, recycling waste, and reusing waste by everyone at the source. Of course, this is included in the application of the 3R principle (reduce, reuse, recycle). In Article 16, waste handling includes a. sorting; b. collection; c. transportation; d. processing; and e. final processing of waste. Government Regulation No 81 Tahun 2012 The 3R principle consists of collection, sorting, reuse, and recycling. According to Government Regulation No. 81 of 2012, Reduce means reducing everything that can result in waste by not using materials that are only for single use and immediately become waste, because it can damage the environment. Reuse means reusing waste that has been used, whether with the same function or a different function. And Recycle is the activity of recycling waste.

Method

The type of research used in this study is qualitative research with a descriptive qualitative approach. Qualitative research method is a research method used to examine natural conditions

(Sugiyono 2019). The informant determination technique uses purposive sampling and snowball sampling. Snowball sampling is used to determine further informants who have mastered the research problem. The data collection method is carried out by triangulation. Data collection techniques include interviews, observation, and documentation. The purpose of this study is to describe in depth the Randupitu village government's strategy in managing waste at the 3R TPS (Reduce, Reuse, Recycle) of Pemuda Peduli Sampah Pasuruan (Youth Caring for Waste Pasuruan). Primary data is a data source that directly provides data to data collectors (Sugiyono, 2019). The data obtained was analyzed using Geoff Mulgan's theory (2009). Secondary data is in the form of documents from the Pasuruan Regency DLH , the Randupitu Village Government, and the 3R TPS Pempes. The focus of this research is the government's strategy with 5 focuses according to Geoff Mulgan (2009): purposes, environment, direction, action, and learning. The research locus is the TPS 3R Pempes, Randupitu Village, Pasuruan Regency.

Results and Discussion

Purposes

Strategy is an important component in effective local government governance. Geoff Mulgan (2009) emphasizes that "*Effective public strategies begin with clear, measurable goals that respond to the needs and realities of the environment in which they operate. These strategies require adaptive capacity, engaging both internal resources and external stakeholders to co-produce outcomes that matter*." (Mulgan, 2009: 72) states that government strategies must start from the formulation of clear, measurable, and relevant goals to the needs of the community and the environmental conditions faced. These goals become the basis for policy planning and resource allocation in order to achieve the desired results. In this context, the Randupitu Village Government demonstrates a strategic understanding that is in line with Mulgan's theory through the establishment of the PEMPES Reduce, Reuse, Recycle (TPS 3R) Waste Management Site.

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The transformation from a conventional waste disposal site (TPS) to a 3R waste disposal site (TPS 3R) in 2021 reflects the adaptive response of the Randupitu Village Government to the dynamics of problems and recommendations from external actors. This is in line with Mulgan's view that an effective strategy is adaptive and not only determined by the internal bureaucracy but also through input from the external environment. Mr. Suudin, Head of Government Affairs for Randupitu Village, explained that the change was a direct result of instructions from Mrs. Diana, a staff member from the Environmental Service (DLH) of Pasuruan Regency. The DLH assessed that the conventional TPS system was no longer adequate in handling the increasing volume of waste, so a management system based on sorting and processing at the village level was needed. This encouraged the village to change the TPS into a TPS 3R, which is supported by Pasuruan Regent Regulation Number 22 of 2016 concerning waste management, which requires every village to have a TPS 3R.

As a follow-up to these instructions, the Randupitu Village Government improved institutional arrangements and upgraded TPS infrastructure, as well as involving the PEMPES Community Self-Help Group (KSM) as a technical implementer in the field. This strategy not only reflects the formulation of strategic objectives but also emphasizes the importance of collaborative implementation, as emphasized in Mulgan's approach, which states that public strategies must involve a network of actors working together to achieve optimal results.Validation from the Pasuruan Regency Environmental Service (DLH), through Mrs. Diana's statement, confirms that establishing TPS 3R (Reduce, Reuse, Recycle sites) in villages is

a strategic step to reduce dependence on the TPA Wonokerto, which is currently overloaded. With the principle of decentralized waste management, TPS 3R enables the resolution of waste problems directly at the village level. Thus, the waste management strategy implemented by the Randupitu Village Government not only meets the strategic goal formulation indicators according to Mulgan, but also demonstrates integration between local policies, community participation, and institutional support. This strategy is measurable, relevant, and responsive to environmental needs and the social conditions of the village, making it worthy of being a best practice in community-based waste management at the village level. This is in line with research conducted by (Erviyansyach 2024) which aims to have a strategy in providing action with an impact where the community is helped by the existence of this TPS 3R Pempes activity. They consider that TPS 3R is in accordance with public needs in waste management.

Environment

Supporting Factor

Waste management in Randupitu Village is a local strategy to realize sustainable environmental development. In the theory of public strategy put forward by Geoff Mulgan (2009), the success of a strategy is not only determined by the direction of the goals and policies, but also by the ability of institutions to understand and respond to the internal and external environment that influences it. The environment, in this context, refers to social, institutional, and operational conditions that can support or hinder program implementation. Research results from in-depth interviews reveal that the success of the TPS 3R PEMPES (Tempat Pengelolaan Sampah Reduce, Reuse, Recycle - Reduce, Reuse, Recycle Waste Management Site) Randupitu is inseparable from the synergy between internal and external factors. Internally, the Randupitu Village Government demonstrates a strong commitment by allocating village funds of Rp. 817,758,200 million from 2017 to 2025. These funds are used for operational activities, procurement of infrastructure, and socialization to the community. In addition, the active role of the PEMPES waste management group in carrying out TPS 3R operations is an important element in technical management in the field. Meanwhile, from the external side, there is support from several parties such as PT. KCS, which provides infrastructure assistance and periodic monitoring, and the Pasuruan Regency Environmental Service (DLH), which provides training and technical assistance. Equally important, the growing public awareness in sorting waste from home also strengthens the participation-based management system.

This condition aligns with Geoff Mulgan's view that a conducive external environment will strengthen the capacity of public strategy. In his book, The Art of Public Strategy, Mulgan mentions that "*Public strategies are shaped by external contexts and internal capacities. Strategies thrive where alignment exists between institutional goals and the dynamics of their operating environment*." (Mulgan, 2009: 79). This confirms that a public strategy heavily relies on the extent to which it can adapt to the dynamics of its surrounding environment, both internal and external. In the context of waste management in Randupitu Village, this is reflected in the alignment between the village's institutional goals, namely reducing waste to landfills and implementing the 3R principle, with the dynamics and support from the operational environment, such as community participation, the active role of external stakeholders like DLH (Environmental Agency) and PT. KCS, and internal institutions like PEMPES. So the results of research from the environment in the 3R waste management strategy if juxtaposed with previous research from Eko Hidayat and Liky Faizal, with the title Waste Management Strategy as an Effort to Improve Waste Management in the Era of Regional Autonomy (Hidayat, 2020) There is a correlation, namely the environment in Pringsewu Regency and South Lampung Regency, both internal and external, supports each other in the success of waste management, where a solid organizational structure works together with support from external parties in order to optimize operations and achieve program goals.

Inhibiting Factor

On the other hand, the waste management strategy implemented in Randupitu Village still faces several challenges. These inhibiting factors are important to analyze as part of public policy

evaluation, as Mulgan explained that public strategies must be adaptive to structural and cultural obstacles that arise in their implementation. From the interviews, the most prominent internal obstacles are the limited workforce and the capacity of the TPS 3R (Reduce, Reuse, Recycle) managers. The waste processing machines often break down, partly due to the suboptimal implementation of standard operating procedures (SOP) by the workforce. This constraint results in delays in the management process and increases the manual workload. In addition, limited facilities such as transport vehicles also affect operational efficiency.

From the external side, public awareness in sorting waste from home is still relatively low. Despite various forms of socialization, some residents have not been consistent in implementing waste sorting, which causes the processing burden at the TPS to become heavier. In addition, there are obstacles from people who do not participate as customers of TPS 3R Pempes or choose to leave this program. They are generally constrained by economic factors, find it difficult to pay monthly dues, and still have sufficient land to manage waste independently, for example by burning waste in their yards. This condition poses an additional challenge in achieving optimal community participation for sustainable waste management in Randupitu Village. Weather factors, especially during the rainy season, also hamper the RDF production and waste transportation process..

Geoff Mulgan in his theory states that: "*Good public strategy requires a continual readjustment to shifting external factors and internal resource constraints*." (Mulgan, 2009: 83). This means that an effective public strategy is not something static, but must continuously adjust to changes in external factors (such as societal dynamics, central government policies, and partner support) as well as internal constraints (such as human resources, infrastructure, and institutional capacity). So the research results of direction in the 3R waste management strategy when juxtaposed with previous research from I Putu Agus Yamuna Sudiarta, Nyoman Diah Utari Dewi with the title Communication Strategy of TPS3R Operational Fee Payment Policy in Pejeng Village (Putu, 2023) are in line, namely that there are still people who have not sorted their waste and the collection of operational fees still raises pros and cons.

Direction

Guidance is one of the important indicators in the implementation of effective public strategies, particularly in the context of waste management based on the 3R principles in Randupitu Village. Based on research findings, the Village Government actively provides guidance and support to the managers of the 3R TPS Pempes and the community through intensive socialization activities carried out for a full month in December. This socialization is conducted in rotation per neighborhood to ensure the dissemination of information and understanding regarding the 3R principles and proper household waste management. The Head of Randupitu Village, Mr. Fuad, explained that the guidance aims not only to provide information but also to build awareness and the capability of the community to manage waste independently according to the 3R principles. With systematic and sustainable guidance, it is hoped that there will be a transformation in community behavior that contributes to the reduction of the volume of waste entering the TPS and the optimization of the utilization of economically valuable waste. The results of this socialization are also reflected in the increase in the number of 3R TPS Pempes customers by 10%, from 60% to 70%, indicating an increase in community participation in waste management..

This is also reinforced by the Head of Village Government and the TPS managers who emphasize that guidance to the community and TPS managers is carried out routinely and structurally, so that the implementation of waste management in the field can proceed according to the technical standards and policies that have been established. In addition, guidance is also provided by the Environmental Agency (DLH) of Pasuruan Regency together with the Field Facilitator Team (TFL) to the Randupitu Village Government. This guidance aims to enhance the capacity of the village government in managing waste management programs effectively, providing understanding related to regulations, management techniques, and appropriate socialization methods to be applied at the village level. Geoff Mulgan's theory (2009) emphasizes the importance of direction in public strategy as a process that connects the vision and policy objectives with implementation in the field. Mulgan states that: "*Direction is about providing clarity*

and alignment in public strategies, ensuring that all actors understand their roles and the goals they aim to achieve. Without clear direction, strategies risk fragmentation and failure." (Mulgan, 2009: 85). Geoff Mulgan emphasizes that direction in public strategy is key to creating clarity and alignment among all parties involved..

Direction serves to ensure that every actor, whether it is the government, managers, or the community, clearly understands their roles and the goals to be achieved together. Without clear direction, the strategies created risk becoming fragmented, uncoordinated, and ultimately failing to achieve the desired outcomes. In the context of this research, the guidance provided by the Randupitu Village Government to the community and TPS managers is a tangible form of providing that "clarity and alignment." Systematic direction helps ensure that all parties involved have a shared understanding and move synergistically to achieve sustainable waste management goals. In line with research conducted by (Satyananda 2024) with the results of research The direction carried out is by directing the community to care about cleanliness, care about waste, and be able to sort waste according to its type. Before the existence of TPS, people still could not sort waste according to its type. After the TPS and briefings carried out by the village government, TPS 3R Pempes, and DLH, the community became aware of waste sorting even though not all of them had implemented it.

Action

In the context of public strategy, action is an important stage that connects planning with realization. Geoff Mulgan (2009) in his book The Art of Public Strategy emphasizes that: "*Strategies only succeed if they are translated into effective action. That requires not just good ideas, but also the systems, capacities and discipline to put them into effect*." This statement underscores that good ideas or strategies will only be meaningful if followed by concrete steps and a structured implementation system. Based on research conducted in Randupitu Village, the Village Government has shown serious efforts in translating waste management strategies into concrete actions through the formulation and implementation of Standard Operating Procedures (SOP). The three SOP developed, namely the waste management SOP, the fee collection SOP, and the waste collection SOP, serve as technical guidelines for 3R PEMPES TPS officers and the community in supporting the creation of a more orderly and professional management system. Moreover, another action taken is the provision of facilities in the form of trash bins to every household, although currently consisting of only two types (organic and inorganic), this step is considered strategic for fostering the habit of waste separation at the household level.

In addition, waste management at the 3R TPS PEMPES has been implemented comprehensively, starting from the waste collection process at residents' homes, gathering, sorting, to processing into three main products: alternative fuel RDF (Refuse Derived Fuel), compost, and other recyclable materials. This shows that the actions taken do not stop at waste collection but have included the transformation of waste into economically valuable and environmentally friendly products. The Village Government also involves village officials and TPS officers to continuously evaluate the effectiveness of the SOP implementation, ensuring that field execution remains adaptive to changing conditions. Support from TPS managers is also very positive; the SOP is considered an important guideline that makes the work system more organized, reduces errors, and strengthens accountability to the community. These actions prove that the Randupitu Village Government not only makes policies but also implements them concretely and consistently.

In action-oriented public strategy, there are three interrelated key indicators: external situation, device, and decision making. In Randupitu Village, external situations such as low public awareness in waste sorting, economic constraints that make some residents reluctant to become TPS 3R members, and weather factors that hinder RDF production present real challenges that must be faced adaptively. In response to these issues, the Village Government has prepared various supporting devices such as the formulation of management SOPs, fee collection, and waste collection, as well as the provision of two types of trash bins and processing systems in TPS 3R that produce three main products: RDF, compost, and recycled materials. Moreover, the village government also supports transportation and machinery. Meanwhile, decision making is conducted participatively through coordination forums with village officials,

TPS managers, the community, and supported by monitoring from the Environmental Agency and TFL. These decisions are made based on field condition evaluations, community input, and the evolving technical and social dynamics, ensuring that the implemented strategy truly reflects local needs and can be translated into effective and sustainable actions. In line with research conducted by (Deavita, 2021) Existing human resources can carry out their duties by carrying out SOPs to be more effective, improve the quality of waste management services, and contribute to achieving waste management goals. However, in its implementation there are still officers who are not compliant, causing the machine to experience problems.

Learning

Geoff Mulgan (2009) in his book The Art of Public Strategy emphasizes that effective public strategy must include a process of continuous evaluation and learning. Mulgan states that: "Evaluation is a critical component of public strategy because it allows policymakers to learn from experience, adjust their actions, and improve outcomes over time. Without systematic evaluation, strategies risk becoming disconnected from reality and losing effectiveness." (Mulgan, 2009: 92). This means that evaluation is an important component of public strategy because it enables policymakers to learn from experience, adjust their actions, and improve outcomes over time. Without systematic evaluation, strategies risk becoming detached from reality and losing effectiveness.

In the context of waste management in Randupitu Village, evaluation becomes an integral part of the public policy learning cycle. Based on the results of interviews conducted, evaluation is carried out routinely, both monthly and quarterly, involving various parties such as the 3R TPS PEMPES managers, village officials, and the community. Internal TPS evaluation meetings are held every month to review the performance of officers and operational constraints. In addition, there are meetings between the PEMPES management and the Village Government that serve as a forum for accountability reporting and the formulation of improvement steps. The evaluation is also reinforced through monitoring by the Environmental Agency (DLH) of Pasuruan Regency, which coordinates directly with Field Facilitators (TFL), as well as monthly community meetings between the Village Government and community leaders from each hamlet, such as Hamlet Heads, RT, and RW. These forums not only serve as a means of technical evaluation but also as a participatory learning medium that strengthens synergy among local actors and ensures that waste management strategies remain relevant, responsive, and sustainable.

In this section, there are two important focuses, namely: the comparison method and identification. The comparison method shows that before and after the socialization and evaluation, there was an increase of 10%, and the village government continues to gather complaints from the community regarding the waste management program. The identification process is carried out through various evaluation meetings such as community meetings, internal meetings of the waste management group, meetings between the village government and the waste management group, and evaluation and monitoring meetings between the village government and the Pasuruan Regency Environmental Agency. This aligns with Geoff Mulgan's (2009) view that evaluation is an important part of public strategy because it allows policymakers to learn from experience, adjust actions, and continuously improve outcomes. Without systematic evaluation, strategies can lose relevance and effectiveness in facing social and environmental dynamics. Therefore, the evaluation process conducted in Randupitu Village functions not only as a control tool but also as a means of collective learning that strengthens community involvement and improves the quality of village waste management. In line with research conducted by (Usman 2021) namely effective coordination between all parties involved in waste management in Tarakan City is carried out in accordance with the plan. On the other hand, the monitoring carried out aims to supervise and assess the implementation of this coordination, to ensure that the waste management process runs well, efficiently, and achieves predetermined goals.

Conclusion

The strategy of the Randupitu Village Government in managing waste based on the 3R principles in Randupitu Village is a concrete example of the application of effective and adaptive public

strategies as proposed by Geoff Mulgan (2009), which emphasizes the importance of clear objectives, concrete actions, structured guidance, continuous learning, and adaptation to the environment. The Randupitu Village Government responds to waste issues by establishing a 3R TPS PEMPES according to the community's needs, developing technical SOPs, providing trash bins, and processing waste into RDF, compost, and recyclable materials. This strategy is implemented through collaboration between village officials, TPS managers, the community, and external support from the Environmental Agency and PT. KCS. Guidance is carried out through intensive socialization and technical training, which encourages a 10% increase in community participation. Meanwhile, concrete actions in the field are reinforced by routine evaluations through various forums such as internal meetings, meetings with the Environmental Agency, and community forums that serve as means to identify obstacles and promote collective learning. Obstacles such as limited manpower, low public awareness, and economic constraints are addressed with adaptive and participatory approaches. Overall, this strategy demonstrates synergy between planning, action, evaluation, and participation that shapes sustainable village environmental governance and can serve as a model of good practice for other villages.

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