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Strengthening organizational governance to realize an independent GEKRAF Banyuasin

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Abstract

Strengthening organizational governance is crucial for enhancing the institutional capacity of creative economy organizations, enabling them to function effectively, accountably, and sustainably. The Banyuasin Regency Creative Economy Movement (GEKRAF) a collaborative platform for creative economy stakeholders faces several challenges, including the suboptimal division of roles and responsibilities among board members, the absence of established organizational operational standards, and limited managerial capacity in program execution. This community service initiative aims to improve organizational governance capacity to foster a self-reliant GEKRAF Banyuasin. A participatory approach was employed, comprising lectures, presentations, and Focus Group Discussions (FGDs) conducted in three stages: problem identification, capacity building implementation, and activity evaluation. Lectures provided insights into organizational governance principles, presentations shared best practices in organizational management, and FGDs served as a forum for identifying issues and formulating institutional solutions tailored to the partner's needs. The initiative resulted in an improved understanding of organizational governance among board members, a clearly defined division of roles and responsibilities, the drafting of Standard Operating Procedures (SOPs), and enhanced coordination in organizational program planning. These efforts have positively impacted GEKRAF Banyuasin's institutional capacity, establishing a governance foundation that is more professional, adaptive, and self-reliant in supporting the development of the creative economy ecosystem in Banyuasin Regency.

Introduction

The creative economy has developed into a strategic sector in supporting national economic transformation through the creation of added value, innovation and increasing regional competitiveness. The Indonesian government places the creative economy as a new engine of growth which is expected to be able to strengthen the national economic structure towards a Golden Indonesia 2045. The development of this sector does not only rely on the creativity of human resources, but also requires institutional governance that is able to integrate collaboration between government, academics, business actors, communities, media and investors in building a sustainable creative economic ecosystem (BPS, 2024; Law of the Republic of Indonesia Number 24 of 2019).

Nationally, the creative economy sector is showing increasingly significant development in the Indonesian economy. The government, through the Ministry of Creative Economy together with the Central Statistics Agency, continues to strengthen the measurement of the Gross Domestic Product (GDP) of the creative economy as a basis for formulating data-based policies. This step emphasizes that the development of the creative economy requires professional, collaborative and adaptive institutional support so that it can

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increase regional productivity and competitiveness. At the regional level, Banyuasin Regency has considerable economic potential to support the development of the creative economy. The Banyuasin Regency Central Statistics Agency reports that the economy of Banyuasin Regency in 2024 will grow by 5.14% with a Gross Regional Domestic Product (GRDP) value at current prices reaching IDR 39.63 trillion. Banyuasin's economic structure is still dominated by the agricultural, forestry and fisheries sectors, while the highest growth came from the wholesale and retail trade sectors at 10.89%. This condition shows that there are broad opportunities for the development of the creative economy subsector, especially in the fields of culinary, crafts, fashion, digital media, as well as entrepreneurship based on local potential.

One organization that has an important role in strengthening the creative economy ecosystem in Banyuasin Regency is the Banyuasin Creative Economy Movement (GEKRAF). As a collaboration-based organization, GEKRAF is a forum for synergy between various stakeholders in encouraging the development of the regional creative economy. However, based on the results of observations and discussions with management, several institutional problems were still found, including the lack of optimal division of organizational tasks and functions, the organization's operational standards not yet being comprehensively prepared, a weak internal coordination system, and the absence of a structured program evaluation mechanism. This condition causes the organization's effectiveness in carrying out programs to empower creative economy actors to not be optimal.

Theoretically, good organizational governance is an important foundation in building an effective, transparent, accountable, participatory and sustainable organization. Organizations that implement good governance will have a stronger capacity in preparing strategic planning, managing resources, building partnership networks, and increasing stakeholder trust. These principles are also an important part of public sector governance practices developed by the Organization for Economic Co-operation and Development (OECD, 2024) and the United Nations Development Program (UNDP, 1997).

Based on this situation analysis, the community service team carried out activities to Strengthen Organizational Governance in Realizing an Independent GEKRAF Banyuasin. This activity is carried out through socialization, training, participatory discussions, and organizational assistance which aims to increase institutional capacity, strengthen organizational functions, clarify the division of management duties, and develop more effective organizational governance mechanisms. Through this activity, it is hoped that GEKRAF Banyuasin will be able to become an independent, professional, adaptive and sustainable organization in supporting the development of the creative economy in Banyuasin Regency.

Methods

The method of implementing this activity is carried out through a socialization approach. Socialization is a process of conveying information, knowledge and understanding. Through this socialization activity, participants are given an understanding of the importance of organizational governance in order to support organizational work to be adaptive in carrying out organizational tasks. The activity was carried out at the Hayo Hotel, Palembang City, with the presence of all GEKRAF Banyuasin administrators and also attended by the head of the Banyuasin Regency Cooperative and UMKM service. This activity is carried out face to face and there is a discussion forum for questions and answers. The stages of implementing activities consist of:

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Preparation Stage

In the preparation stage, the implementing team coordinates with activity partners to develop the concept and design of the activity, determine the implementation schedule, and prepare socialization materials that will be submitted to the management. This stage aims to ensure that all technical aspects and substance of the activity can be carried out optimally. Prospective resource persons or guest lecturers are asked to prepare biodata to be sent to the committee appointed by each PIC to carry out the activity.

Implementation Stage

The implementation stage is realized through lecture activities to start sparking discussions

Evaluation Stage

The evaluation stage was carried out by distributing pre-test and post-test questionnaires to measure participants' level of understanding before and after participating in the activity. Apart from that, questionnaires are also used to obtain input and suggestions from participants as evaluation material to improve the quality of implementation of community service activities in the future.

Results and Discussion

Analysis of Initial Partner Conditions

Community service activities are carried out at the Creative Economy Movement (GEKRAF) Banyuasin Regency with the main target being the core management and coordinators of the organization. Based on the results of initial observations, interviews and focus group discussions, several priority problems were obtained, namely: (1) systematic, documented organizational governance has not been arranged; (2) the division of tasks and functions between fields has not run optimally; (3) the unavailability of Standard Operating Procedures (SOP) as a guide for implementing work programs; (4) organizational administration is still conventional; and (5) coordination between sectors has not been carried out on a scheduled basis. The results of this identification show that GEKRAF Banyuasin is still at the institutional strengthening stage. This condition has the potential to influence the organization's effectiveness in developing programs, establishing partnerships, and evaluating activity achievements.

Implementation of Community Service Activities

Service activities are carried out through four stages, namely preparation, implementation, mentoring and evaluation. The preparation stage begins with coordination with the GEKRAF Banyuasin management to identify organizational needs and prepare training materials that are appropriate to the partner's conditions. The implementation stage consists of delivering material regarding the principles of good organizational governance, organizational leadership, preparation of organizational structure, division of tasks and functions of management, preparation of work programs based on performance indicators, and strengthening organizational administration. Delivery of material is carried out through interactive lecture methods, discussions, case studies, and practice in preparing organizational documents.

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The mentoring stage focuses on preparing institutional documents which include:

• improving the organizational structure of GEKRAF Banyuasin;

• preparation of job descriptions for each field;

• preparation of annual work plans;

• preparation of Standard Operating Procedures (SOP) for organizational activities;

• preparation of organizational administrative formats.

The evaluation stage is carried out through discussion, observation and giving questionnaires to determine changes in the level of participants' understanding of the material that has been given.

Activity Results

The implementation of activities shows an increase in the capacity of management in understanding organizational governance. Participants began to understand the importance of applying the principles of transparency, accountability, participation, effectiveness and professionalism in organizational management.

During the practical session, the management succeeded in compiling several institutional documents that the organization did not previously have. The document includes an updated organizational structure, division of tasks for each sector, annual work plan, as well as draft SOPs for implementing activities. This document then becomes a guide for administrators in carrying out organizational activities in a more focused manner.





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In addition, there has been an increase in the quality of coordination between fields. Discussions that were previously informal began to be directed into scheduled work meetings so that each field had clear work targets and achievement indicators. Management is also starting to understand the importance of administrative documentation as a form of organizational accountability. The results of the evaluation via questionnaire showed that there was an increase in participants' understanding of the material on strengthening organizational governance. Before the activity, most participants only understood the function of the organization in general. After training and mentoring, participants were able to explain the function of each field, the mechanism for preparing work programs, and the importance of SOPs in supporting organizational effectiveness. In general, indicators of activity success can be summarized as follows.

Indicator	Before Condition	After Condition
Understanding of organizational governance principles	Low	Good
Organizational structure	Not yet optimal	Improved
Job descriptions	Not yet available	Developed
Organizational SOPs	Not yet available	SOP draft available
Annual work program	Not yet structured	Developed based on priorities
Coordination among divisions	Ad hoc	Scheduled
Organizational administration	Not yet documented	Beginning to be documented

The results of the activity showed that the training approach combined with mentoring had a more effective impact than delivering material purely theoretically. Mentoring allows participants to directly apply organizational governance concepts into institutional documents that suit the organization's needs. This finding is in line with various service programs which emphasize that strengthening organizational governance must be carried out through a combination of education, practice and mentoring in order to produce sustainable institutional change.

Strengthening organizational governance also increases GEKRAF Banyuasin's readiness to build collaboration with local governments, universities, the business world, communities and the media. Better governance creates role clarity, improves internal coordination, and increases stakeholder trust in the organization. These conditions are important capital in creating an independent organization capable of supporting the development of the creative economy in Banyuasin Regency. The success of the activity is not only measured by the increase in participants' knowledge, but also by the arrangement of organizational tools that can be used as operational guidelines. In this way, service activities have a real impact on increasing the institutional capacity of GEKRAF Banyuasin and become the foundation for the development of a more professional, adaptive and sustainable organization.

Conclusion

The community service program demonstrated that strengthening organizational governance through an integrated approach of training, discussion, practice, and mentoring can improve the institutional capacity of GEKRAF Banyuasin. The program enhanced participants' understanding of good organizational governance while

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producing tangible improvements in organizational structure, job descriptions, annual work planning, Standard Operating Procedures (SOPs), coordination mechanisms, and administrative documentation. The transition from informal and ad hoc organizational practices toward more structured, documented, and scheduled processes provides an important foundation for improving organizational effectiveness, accountability, and professionalism. Therefore, continued mentoring and periodic evaluation are recommended to ensure that the governance instruments developed through this program are consistently implemented and further strengthened, enabling GEKRAF Banyuasin to become a more independent, adaptive, and sustainable organization in supporting the development of the creative economy in Banyuasin Regency.

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