

Empowering Community Information Group

Strategic Communication Plan at Communication and Informatics Office of Malang City

Dani Maroe Beni

Department of Communication

Universitas Airlangga

Surabaya, Indonesia

dani.maroebeni@gmail.com

Abstract— this article is part of a study to analyze the communication strategy recently used by the Communications and Informatics Office (Diskominfo) of Malang City in improving the growth and empowerment of the Community Information Group (KIM/Kelompok Informasi Masyarakat) in Malang City. The analysis was carried out with a 10-step approach of John Middleton's communication planning. This research is a qualitative research with case study method. The type of research is descriptive research. The data were collected through in-depth interview, literature studies, and documentation. The results show that the concept of "KIM Based on Regional Potency" was an innovation of KIM empowerment developed by considering the character, physical and non-physical potentials in each urban village in Malang. In order to empower the KIM to run optimally, institutional strengthening and coordination of all stakeholders, comprehensive communication strategy planning, formulation of Standard Operating Procedures (SOPs) and training for KIM empowerment facilitators are essential.

Keywords—Community Information Group; community empowerment; communication strategy; communication development

I. INTRODUCTION

The development of information and communication technology in Indonesia is increasingly tangible. It is characterized by the diversity of information and communication media available in the community. Community behavior also tends to start actively utilizing online media in searching and spreading information. The results of the APJII Survey (Association of Indonesian Internet Service Providers) show that 132.7 million Indonesians are connected to the Internet. The total population of Indonesia is 256.2 million people (Widiartono, 2016). The data show that more and more people are now using internet technology to exchange and disseminate information.

With the Internet, the communication process is faster and does not recognize the boundaries of space and time. The public can know the development of information in seconds. However, in addition to bringing benefits, the Internet also has limitations and negative impacts, among which is the availability of Internet access does not cover all areas, the access costs, the ability of human resources in recognizing and using technology, as well as the unlimited flood of information. All information is available on the Internet, mixed between facts, opinions, false news (hoaxes) and even hate speech.

This phenomenon has encouraged the government to empower people in various aspects, especially in terms of media literacy and awareness of information and communication. Community empowerment needs to be done in a competitive, comprehensive and transparent way that leads to improving people's lives. To realize it, it is necessary for the participation of the community as a whole, while the government only facilitates the needs of the community so as to create a synergistic communication in disseminating government policies, development programs and in absorbing the aspirations of the community.

According to Suryandaru, this is a new paradigm in the order of life in the era of democracy and autonomy, whereby information becomes a very essential demand. This information will be utilized to improve the knowledge that will change the attitude and behavior of the community to be smart, knowledgeable, skilled and independent in order to improve their welfare.

The establishment of the Community Information Group (KIM/Kelompok Informasi Masyarakat) cannot be separated from the Group of Listener, Reader, and Viewer (Kelompok Pembaca/Kelompok Pendengar, Pembaca, dan Pirsawan) formed by President Soeharto during the New Order era. The period of reform marked by the fall of the New Order's power in 1998 marked the beginning of a new era of awareness of democracy and the euphoria of freedom. When Abdurrahman Wahid became president, the Ministry of Information and Social Affairs was disbanded and the Kelompok Pembaca program was automatically stopped.

KIM, as a transformation of kelompok pembaca in Malang City, has been established since 2006. KIM was formed for the development and empowerment of social communication institutions as a facility of direct communication between local government and the community.

The Government of Malang City through the Office of Communication and Information (Kominfo) has a strategic role to empower the community to increase awareness of information as a source of knowledge and also, at the same time, improve the ability to access information by using and utilizing communication technology.

This is done by providing education through training, technical guidance and socialization of basic materials to the community in KIM.

Structurally, the development of KIM in Malang is conducted by the Institutional Section and Communication Partnership of Communication and Information Dissemination Sector (SKDI/Sarana Komunikasi dan Diseminasi Informasi) and, since January 2017 it has been conducted by the Public Information Sector (BIP/Bidang Informasi Publik).

After it was formed in 2006, the number of KIM in Malang City stagnated. Until 2014, there were only seven KIM groups in Malang, spread over five districts. On average, KIM growth is of only about less than one KIM established every year.

This encouraged the Communication and Informatics Office of Malang City to develop the concept of the empowerment of regional-based potential KIM in 2014.

Bambang Nugroho states that KIM-Based Regional Potential is a public service institution established and managed from, by and for society and which is specifically oriented to information service and community empowerment in accordance with its purpose by the development of all non-physical or physical resources or resources, which include social, cultural, economic and physical, in certain areas or regions.

Since the inception of the concept of KIM-Based Regional Potential in the year 2014, the number of KIM in the city of Malang has experienced a significant development. As of the end of 2016, there were 14 groups spread over five districts. This means that, in one year, seven new KIM were established in Malang, both initiated by the Communication and Informatics Office of Malang City as well as standing on the initiative of the community itself.

Considering the function and role of KIM as a bridge of information and facilitators of media literacy is essential, and the existence and programs of KIM empowerment need to be socialized through appropriate communication strategies.

By knowing the strategy of empowering KIM and obstacles faced by the Communication and Informatics Office of Malang City, it is anticipated that, in the implementation of KIM, empowerment can then run effectively, efficiently and with measurable level of success. This is taking into account the number of urban villages in Malang are as many as 57 and there are still many villages that have not established a KIM.

John Middleton describes the communication strategy planning in 10 stages consisting of: 1) collection of base line data and need assessment; 2) formulation of communication objectives; 3) strategy planning and development analysis; 4) audience analysis and segmentation; 5) media selection; 6) design and development of messages; 7) management planning; 8) implementation of training; 9) implementation; and 10) program evaluation.

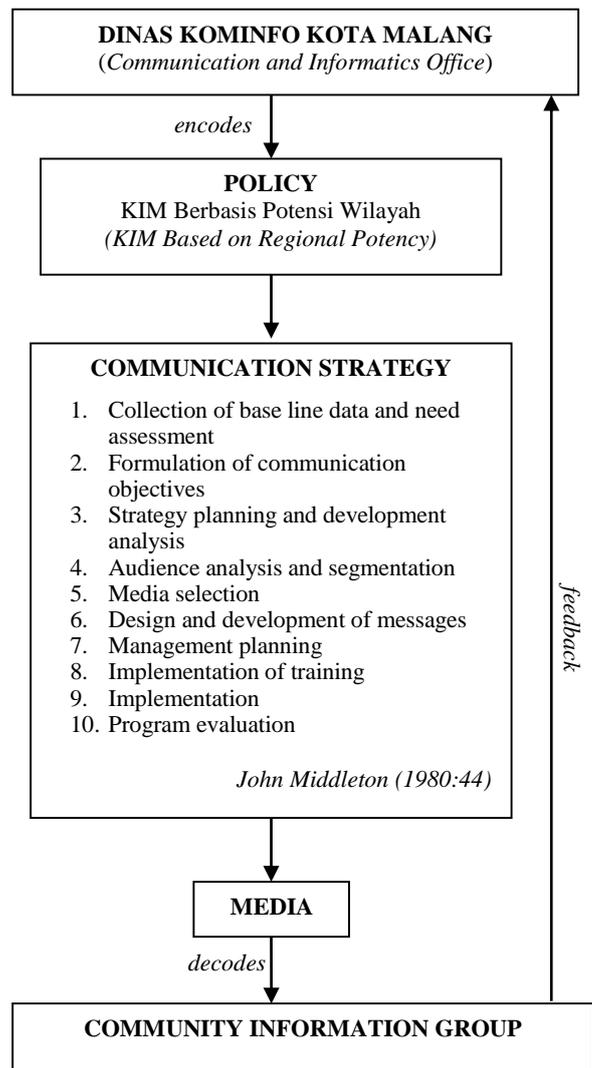


Figure 1. Conceptual framework communication strategy planning of empowerment KIM Based on Regional Potency by the Communication and Informatics of Malang City

II. METHOD

This research was conducted with a qualitative approach. In Herdiansyah, Creswell describes qualitative research as a process of inquiry to understand social problems or human problems based on the creation of a holistic image formed in words, reporting informants in detail and arranged in a scientific setting.

The method used in this research is case study. A case study is a research strategy in which researchers carefully investigate a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers collect complete information using various data collection procedures based on a predetermined time. In conducting this research the researchers collect the data in the time range of year of 2014, which is since the implementation of the concept of KIM Based

on Regional Potency by the Communications and Informatics Office of Malang City, until the end of 2016.

The type of research is descriptive research with the aim to find the description of the facts that occur in the planning and implementation of communication strategies to empowerment of KIM based on the regional potency to the community, knowing the factors that support and inhibit the communication program of KIM empowerment.

Data collection techniques are conducted through in-depth interviews, literature studies and documentation. Interviews were conducted with several informants who came from the KIM team coaches in the Communication and Informatics Office of Malang City and KIM activists in Malang.

III. RESULT AND DISCUSSION

A. Communication Planning of KIM Program

Hafied Cangara mentions two types of communication planning, namely Strategic Communication Planning and Operational Communication Planning.

Strategic communication planning specifically for the KIM Based Regional Potential program, is not done separately, but is implicit in the Strategic Plan of the Department of Communications and Information Technology, compiled every five years. At the time of the study, the Communication and Informatics Office of Malang City Technology of Malang is in the implementation of Renstra 2014-2018. The Strategic Plan is made at the beginning of the tenure of the regional head until the end of their tenure.

On the other hand, the operational communication planning includes Communications Infrastructure Planning (hardware). Some of the infrastructure that has been available or is being planned are:

- 1) Multipurpose Room/building facility called *Telecenter Daragati* with several computer units for skill training
- 2) Makoswara streaming radio station (formerly named as Bagra) used as a medium for communication and information, and broadcasting training.
- 3) Sound system and various other equipment are used in meetings and socialization events related to KIM.
- 4) Internet network in each village office to facilitate communication and exchange data between existing KIMs.
- 5) Computer server stored in the Communication and Informatics Office of Malang City Technology for the storage of several KIM's websites and blogs and streaming radio communications media.

In addition to infrastructure planning, the Communication and Informatics Office of Malang City Technology of Malang also develops a Communication Program Planning (software) that leads to a knowledge source that includes knowledge, skills (talent), organizational structure and programming on what communication activities will be performed.

The planning of KIM communication program includes activities involving KIM members and the general public in relation to KIM empowerment, excavation of potential areas in each KIM, capacity building of KIM members and KIM-based Regional Potential socialization to the wider community.

B. Program Planning and Budgeting

The planning of KIM Based on Regional Potency program budgets are begun for a year up to two months before being stipulated in the Budget Implementation Document (DPA). Planning activities using the Regional Revenue and Expenditure Budget (APBD) are determined through DPA.

Communication program planning conducted by the Communication and Informatics Office of Malang City is done through the stages of preparation of a Working Budget Plan (RKA) to be submitted and approved through the approval of DPRD to DPA. After the DPA is enacted, then the next stage is the preparation of the Terms of Reference (KAK), which contain details of the planning made before the activities are carried out on the basis of DPA and Law (Act) or regulations relating to the activities to be performed. The function of this TOR is that an activity does not go beyond the established budget and rules.

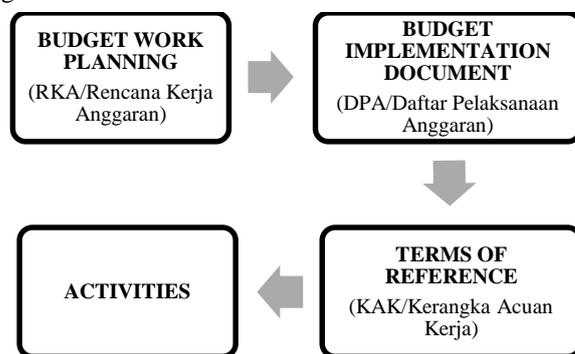


Figure 2. Stages of budget planning activities in Communication and Informatics of Malang City

C. Strategy of Communication KIM Based on Regional Potency

Communication strategy of empowerment of KIM Based on Regional Potency was developed to address the concept of national KIM, which still adopts *kelompokcapir* and which is considered irrelevant to be applied uniformly, while the character and condition of regions in Malang City are different. The Head of SKDI Sector of Communications and Information Office of Malang City, Ir. Bambang Noegroho, MT says, "It is assumed that if it all like this, all must be like this. Well it cannot, because each region has a different character and potential. The area of Sumatra is different, Java is different... With the current concept, KIM will depend on the government's continued support forever. If the government does not support financial support, then KIM will not be able to run."

Before the concept of Regional Based Potential KIM was implemented by the Communication and Informatics Office of Malang City Malang, SKDI Field conducted studies on some KIM concepts that have been initiated and developed by other regions., “Once someone made IT-based KIM / IT (Information Technology), I said IT is a tool, but I emphasize that before KIM is implementing a program, it has to be evaluated. What is the potential that is there?” Bambang added.

The concept of exploring the potential of the real region has been implied in the KIM development program in Malang since the first KIM was established in Malang, but was confirmed again starting in 2014 with the inauguration of the concept of regional-based potential KIM.

Although, in practice, it has implemented a communication program concept of KIM-Based Regional Potential, this research revealed that the comprehensive strategy document is not yet prepared specifically, as expressed by Boedi Utomo, Head of Public Information Sector, “If in writing that strategy is not, we already have a regional profile name in each KIM, in order to be used as a reference for other villages that have not stood KIM.”

Based on the data obtained, the stages of communication strategy development of KIM empowerment Based on Regional Potensi can be explained as follows:

1. *Collecting Base Line and Need Assessment Data*

Primary data were obtained from the community who dealt with the problem through interviews, online polls through the Media Center of *Kendedes* Kota Malang website (mediacenter.malangkota.go.id), or focus group discussion (FGD). Secondary data are supporting data in the form of information from print or electronic media and policies applicable or related to the program, including the strategic issues that are developing in the community.

From the data collection base line and need assessment done by the Communication and Informatics Office of Malang City Technology City of Malang, it can be explained as follows:

- 1) Issues and problems that often arise in the community and are encountered by the Community Information Group:
 - a) There are people who still consider that KIM is a political tool used to perpetuate the interests of the government, in this context at urban village level.
 - b) KIM often has obstacles in its operational activities, so KIM members need to have access to community empowerment programs that exist in the surrounding environment and be able to establish good communication with stakeholders
 - c) It is necessary to improve the quality of KIM member resources through various training programs.

- d) There are still some people, even in the ranks of the government, who still do not understand what KIM is and the nature of KIM and its activities.
 - e) The progress of information and communication technology has not been followed by media literacy and communication ability by the community.
 - f) Not all people are able and interested in the use of modern information devices. KIM should be a bridge of information acceptable to all levels of diverse society.
 - g) There is no Standard Operasional Procedure (SOP) of KIM guidance and adequate regional potency data to be empowered
- 2) The source used:
 - a) Facilitator in the Communication and Informatics Office of Malang City, who can act as a consultant or partner for KIM in having activities.
 - b) Human resources of members and administrators of KIM scattered in various village offices.
 - c) Support the development program KIM-Based Potential Areas and other programs integrated in the DPA Communication and Informatics Office of Malang City Technology City of Malang.
 - d) Support of technology resources and other facilities that have been owned by the Communication and Informatics Office of Malang City and can be utilized by members of KIM.
 - e) The support of stakeholders and partners of the Communication and Informatics Office of Malang City consisting of horizontal institutions (Organization of Regional Devices), the academic world (university), and business / business (company, industry, etc.).

2. *Formulation of Communication Objective*

From data obtained at the stage of date baseline and need assessment, the Communication and Informatics Office of Malang City formulates the objective of communication with the following indicators:

- 1) Members of KIM can serve as an information agent who actively seek and look after all forms of information, are able to choose and sort out useful information and try to understand it so as to implement community empowerment program.
- 2) KIM becomes an independent institution, able to carry out activities actively and not dependent on the government funding program sourced from APBD.
- 3) The growing interest of the community to establish new KIMs in accordance with the potential in each region.
- 4) Members of KIM are able to operate technology tools and utilize them for things that benefit the group and

surrounding communities, such as managing blogs, community radio, or other communications media with a variety of information content required by the community in the region.

- 5) The implementation of KIM communication programs in various forms and media that can be reached by various layers of society
- 6) Availability of a list of potential areas that can be developed by KIM, in the short, medium, and long term.

3. Analysis of Planning and Strategy Development

In conducting the analysis of communication strategy planning, the Communication and Informatics Office of Malang City does not conduct special research, but monitors the issues that occur in the community through print and Internet media and through *anjangsana*. This *anjangsana* activity is done routinely every month, each in turn.

Bambang Noegroho, Head of SKDI sector, said, "I hold *anjangsana* every month once I *blusukan* turns to all KIM in Malang...., Let me see what the problem. There KIM A may invite anyone, including the stakeholders, including the head of the village."

In the *anjangsana* forum there was a question and answer forum by participants from various KIM with facilitators from the Department of Communications and Information of Malang City.

In addition to *anjangsana*, the Communication and Informatics Office of Malang City Technology often invites practitioners or dialogue with competent experts to know opinions about things that are developing or ask for opinions about the communication program plan prepared by the Office of Communications and Informatics.

Informant Bambang Nugroho said that, in analyzing the current issue or in planning the KIM empowerment program, he invited practitioners such as PFI, (Indonesia Photographer), Balmon (Monitoring Center) Communication and Information Ministry, KPI (Indonesian Broadcasting Commission), and some professional institutions or colleges.

4. Analysis and Society Segmentation

To streamline the communication process of KIM Based on Regional Potency, the Communication and Informatics Office of Malang City conducts audience studies, which create an audience profile. This research is done to obtain the characteristics of the audience. With the results of audience research, KIM Team Builder Communications Office of Malang City, in carrying out its role as a communicator, is able to create a message in accordance with the characteristic audience, so the message can be effectively accepted by the audience.

Priority in the analysis of this audience is a major factor in KIM communication strategy undertaken by the Department of Communications and Information Technology City and, thus, raises the concept of empowerment of KIM-Based Regional Potential.

Therefore, it is appropriate to implement this Potential Regional Based KIM program, and then the Communication and Informatics Office of Malang City Technology Malang can prepare a list of KIM-KIM in Malang and its potential area.

The results of the audience analysis are then summarized in the table containing the list of KIM names, addresses and brief data of potential areas in each village.

In addition to regional potential data, the Department of Communications and Information groups KIM based on their condition and status into the four categories listed in Table 1.

TABLE I. CLASSIFICATION OF KIM AT MALANG CITY BASED ON THEIR CONDITION AND STATUS

Classification	Number of KIM/Villages
Villages which have already established KIM and is active. (SK KIM is still active and routinely coordinates with Kominfo office).	13 KIM/villages
Villages which have already established KIM but are vacuum / passive. (KIM already has a Mayor's Decree, but SK is expired and has not been extended yet, and rarely coordinates with Kominfo Office).	1 KIM/villages
Villages which have not yet established KIM but are potentially to support KIM. (Villages not yet having officially established KIM, but some figures and activists in the villages have already shown interest and consulted with Kominfo office for establishment of a KIM)	3 KIM/villages
Villages which have not established KIM yet	40 villages
Total	57 villages

5. Media Choosing

In selecting the media used for KIM-Based Potential Communication strategies, the Office of Kominfo lists existing media. All media that may support communications programs are recorded and grouped according to program requirements. After data collection, then it is determined which are the appropriate media in terms of time, the range of segment, cost and effectiveness.

The selection of media is based on the needs of the established communication program objectives. The list of communications media is analyzed for its capabilities, advantages and disadvantages and the availability of approved budget in the DPA of the current budget year.

Media used to socialize empowerment of KIM Based on Regional Potency are, among others:

1) Face to face interaction (meeting, public lecture, technical guidance)

This face-to-face forum is divided into two types, namely (1) regular meetings attended by KIM board members; and (2) Public Forums with a broader scope.

Regular meetings are held once a month. This meeting can be done at the Communication and Informatics Office of Malang City by inviting KIM officials in Malang. This media is used to discuss KIM issues and as a means of sharing information from the Department of Communications and Information to members of KIM through the chairman of KIM.

Meanwhile, public forums are usually held between 2-4 times in one budget year. These types of formal face-to-face meetings are conducted variably in the form of public lectures, technical guidance, training, or socialization). The determination of this face-to-face meeting matches the theme that will be presented to the audience. In addition to KIM members, this formal face-to-face meeting may also involve other audiences belonging to a secondary or tertiary audience category. Although it is formal, the format of the event is packaged in accordance with the conditions of the invited audience.

2) Visiting to house or *anjangsana*

The office of Kominfo also carries out a visit or *anjangsana* program from KIM to KIM, from village to village. This activity is carried out regularly every month, each in turn, around the KIM in Malang. This activity is followed by all KIM as well as stakeholders in the local area.

Media in the *anjangsana* are selected based on the consideration that this media has advantages such as strengthening social relationships between communicator with communicant, as well as communicators can know the problems directly and encourage communicants to allow the delivery of detailed information.

3) Public Show (Folks Performance)

Performing for the people is one of the communication media used by the Communication and Informatics Office of Malang City in delivering KIM related messages. This folk performance can be held on its own or coupled with other events organized by the ranks of Malang City Government.

Types of public performances held by the Communication and Informatics Office of Malang City Technology Malang are usually *ludruk* and *wayang kulit*, as a typical art of East Java. *Ludruk* has a theater format that can be exploited to convey the message through the depiction of life in role art. In this show, the plays and characters displayed can be modified to insert communication messages that have been prepared by the Communication and Informatics Office of Malang City Technology City of Malang. Traditional shadow puppets

and songs can also be composed by inserting communication messages through puppeteers and song lyrics.

Informant Bambang Nugroho revealed, "We once made *ludruk* entitled Sarip Tambak Oso play where we inserted government messages."

To implement the communication media strategy through this people's performance, the Communication and Informatics Office of Malang City built the FK Metra community (Traditional Media Communication Forum), named as Bagra (Bawera Grahawarta). This forum consists of artist groups and art lovers in Malang. FK Metra Bagra and has become e the supporting element in the communication program through the media of the people's show.

4) Printed Media (brochure, leaflet and poster)

The Communication and Informatics Office of Malang City also uses printed media to communicate many programs in KIM-Based Regional Potency. Printed media used varies, such as brochures, leaflets, books or advertorials in magazines or newspapers.

The implementation of printed media production can be done independently or involving third parties for production in large quantities. Joko Purnomo, Head of Empowerment and Public Information Partnership said, "For print media, we once made a profile book of KIMs in Malang and KIM management tips."

5) Television

The Communication and Informatics Office of Malang City also uses television media in socializing and introducing KIM-Based Regional Potential to the community. This television media is not only used to convey communication messages about KIM and potential areas in Malang City, but also as a vehicle to involve KIM in dissemination activity of information through media.

"So we cooperate with local TVs in Malang for publication via TV. It's rotating... Malang TV we also have cooperation. This last year Damma TV is the MoU. So Malang TV, Gajayana ever, Batu TV, the last is Damma TV", said Joko Purnomo, Head of Public Information Partnership Section of Kominfo Department.

6) Radio

This media is utilized for the delivery of communication messages as well as a means of involving the participation of KIM members in disseminating information through broadcasting.

The Kominfo Office of Malang City established a streaming radio station named Bagra Radio (Bawera Grahawarta, which later changed its name to Makoswara – MalangKota Swara).

Informant Bambang Nugroho recounted, “Honestly, speaking.... To establish an analog radio station in the Malang City is not possible..., because there is no radio frequency... it is full. Moreover, people now already use the internet all. Now that's why we make radio streaming.”

7) *New Media* (Website and Social Media)

In utilizing Internet technology, communication media KIM Based on Regional Potency used by the Communication and Informatics Office of Malang City goes through the official website www.malangkota.go.id as official reference information about KIM. But the Communication and Informatics Office of Malang City has also built more flexible and dynamic sub-domain website. This support website is Kenedes Media Center website as a news site that contains various community activities in Malang, including KIM. Members of KIM have also been trained to utilize the Internet through blogs developed by each KIM.

Informant Joko Purnomo explains, “Our website also provides... specifically for KIM. So far they use blogs. Plan later we make our own.... Later we buy our own server. We plan to supply the server itself for KIM. So do not rent somewhere else.”

Utilization of social media in KIM's communication program is still not optimal. This is due to the limited number and ability of human resources in the team of KIM facilitators who have mastered the use of social media.

“Not yet... we still put the website or blog. Indeed for soc-med like Facebook and Twitter we still do not use it for KIM even though KIM already in use. For here still need human resources who are more familiar and familiar with such media yes,” said Joko Purnomo.

However, chat application has been used to establish communication between the Communication and Informatics Office of Malang City with members and KIM administrators, as well as between KIMs. By establishing a virtual group on the Whatsapp app, BBM (Blackberry Messenger), Line or Telegram, unofficial meetings, the latest information dissemination, confirmation and clarification of any outstanding information or issues can be made by any group member without constraints of space or time.

6. **Designing and Developing message**

Based on the content of messages to be conveyed in this communication program, the Communication and Informatics Office of Malang City Technology of Malang divides these into two parts; Primary Messages and Secondary Messages.

The primary message is a key message that covers everything that it wants to convey in motivating people to take

action in accordance with the things conveyed in the message content. Meanwhile, secondary messages are specific points that include facts, testimonials, examples and all other information or persuasive arguments that support the main message.

The primary message in this communication program is to provide an understanding to the community about the functions, roles and benefits of KIM. The ultimate goal of this main message is to change the misperception of KIM and awaken the awareness of the target audience to actively engage in KIM activities or similar activities in line with the initial idea of the establishment of KIM, which is the realization of an informed society.

The secondary messages in this region's potential KIM-based communications program are those that point to the technical level to improve and the capability of target audiences in support of an information-aware society. Some secondary messages delivered by this communication program include the concept of KIM-Based Regional Potential management, knowledge and skills in accessing, managing and disseminating information, as well as thematic messages delivered through KIM program activities.

In this study, the authors observed that the concept of many messages is determined by the Head of Fields and resource persons who have been appointed through cooperation. Section Chiefs just forward and provide additional messages and adjust to the media used.

Informant Joko Purnomo revealed, “The materials are compiled directly from the head of department then also from the sources we have set in cooperation.”

The speakers referred to, among others, came from universities in Malang that have majors in accordance with the theme raised, such as information technology, art and so forth.

7. **Management planning**

As part of the national program, the KIM program involves various parties, including the Ministry of Communications and Informatics, the Department of Communications and Informatics of East Java Province, the Communications and Informatics Office of Malang City, village head and sub-district head.

Management Planning Empowerment KIM Based on Regional Potency in Malang City is conducted by the Communication and Informatics Office of Malang City along with various other elements. Each element has a technical role in making the KIM more empowered and able to run their work in society.

Inside the internal Communication and Informatics Office of Malang City of Malang City there is no formation of KIM Team of Trustees with specially prepared structures. Joko Purnomo, Head of Empowerment and Public Information Partnership revealed, “All are attached to the duties and

functions in accordance with Royal Decree no 35 Year 2017 Headed by Head of Sector. Head of Section is limited to delegating or assigning tasks to staff.”

8. Implementation of training

From the research results it is revealed that training for the team of communicators or facilitators KIM has not run effectively. However, coordination and reinforcement of the concept of the program remains through coordination meetings and discussions.

Joko Purnomo. Head of the Empowerment and Public Information Partnership, said, “We do not have any special training for the communicator team, but we always coordinate and discuss, either through formal or informal meetings and even go to the field to discuss KIM development, to where it progresses.”

To overcome this obstacle, the Department of Communications and Information looks to provide various trainings for KIM cadres to have various skills in order to perform their roles as information independently. However, the absence of replication prior to program execution makes communication programs vulnerable to constraints when executed.

9. Implementation

In implementing KIM’s empowerment communication strategy based on this region’s potential, the Communication and Informatics Office of Malang City has organized several activities. Below are some KIM empowerment activities that have been implemented by the Communications and Informatics of Malang City during the period 2014-2016:

- 1) *Anjangsana* to all KIM in Malang was done routinely every month in rotation. This activity is used for coaching, socialization, monitoring and evaluation of KIM Based on Regional Potency.
- 2) Competition Performances (Pertura) Inter District Level Malang City in 2014, followed by the traditional arts groups that exist in every district in the city of Malang.
- 3) KIM Award 2015, a competition event between KIM in Malang. Assessment includes KIM administration, activity and innovation in the community. Assessment is done in each KIM secretariat (in each village)
- 4) Blog Competition among KIMs 2015. This event was followed by all KIMs in Malang City to prepare a Communicative Compassionate Competition (LCKK) held by the Department of Communications and Information Technology of East Java Province.
- 5) Journalistic Training 2015. This event was followed by representatives of KIM in Malang City. This activity is held in collaboration with the Indonesia Journalist Board (PWI), Indonesia Photographer (PFI) and Media Online (Malang Times).

- 6) Announcer Training in 2015 and 2016. This activity was held in collaboration with radio broadcaster practitioners, Indonesian Broadcasting Commission (KPI) and UPT Monitoring Center (Balmon) Ministry of Communications and Information Technology and followed by KIM and radio enthusiasts. The objective was to improve the knowledge and ability of the community, especially KIM members, in terms of radio broadcasting as well as radio-related regulations.
- 7) Internet Training for KIM Activists in 2015 and 2016. This activity was held in collaboration with representatives of APTIKOM (Association of Computer Science Colleges) and ICT (Information and Communication Technology) Volunteers. The goal was to improve the capability in Internet utilization and healthy internet socialization.
- 8) *Ludruk* show in Samaan village “*Sarip Tambak Oso*” in 2015. This activity became a media for socializing development messages and government programs aimed at preserving Malang traditional arts and introducing potential areas from several areas in Malang.
- 9) KIM Park Competition 2016 (Park Design). This activity was held by the Communication and Informatics of Malang City and followed by KIM in Malang. The land was enclosed into several sections with each part designed by KIM and judged by a predetermined jury. The goal was to cultivate the love of KIM members to the environment and as a media expression of KIM activists in the field of parks.
- 10) Islamic Da’wah Festival of Al-Banjari Competition Inter District Level Malang City in 2016. This activity was to preserve the art of banjari and as a means to introduce KIM to the general public.

10. Program Evaluation

In evaluating the communication strategy of KIM Based on Regional Potency, the Communication and Informatics Office of Malang City is more dominant in using an ongoing evaluation model. Evaluation takes place during the process and will maintain the flexibility of a program.

This was done because the nature of the communication strategy developed by the Communication and Informatics Office of Malang City is more informal, thus allowing for a change of plan following the development of the situation and conditions that occur in the field. The dynamic characteristics of KIM and the approach through the persuasive communication model leads to the program of communication strategy of KIM Based on Regional Potency remaining flexible.

Monitoring and evaluation conducted by the Communication and Informatics Office of Malang City is through *anjangsana* activities conducted every month

An indicator of the success of the KIM program based on the potential of this region is seen from the KIM activity after the communication program was implemented, as explained by Ir. Bambang Noegroho, MT, “The indicator I see from KIM

activities. After I did an education, an understanding, then how the active role of KIM is in the community.”

D. Communication Barriers

In the planning and implementation of communication strategies empowerment of KIM-Based Regional Potency there have been some obstacles experienced by the Communications and Informatics Office of Malang City. These barriers can be grouped into two categories: Internal Barriers and External Barriers.

Internal barriers are barriers caused by internal factors of the institution itself (Communication Office). Obstacles that arise from within the Communications and Informatics Office of Malang City generally occur because the concept is still fairly new, so that members of the facilitator team of coaching need training to understand this concept.

As a new concept which is a development of the national guidance of KIM empowerment, it will take time to formulate and evaluate the concept of KIM-Based on Regional Potency to be more mature, easier to understand and easier to apply.

This study found that the role of Head of Division is very dominant in formulating this strategy. This leads to a very high dependence of the facilitator team. The coaching process runs slowly because the foundation of this concept has not been strong.

The burden of responsibility is still personal and not based on structural vulnerability, causing miscommunication or lack of synchronization between members of the team of KIM Builders.

Meanwhile, external actors are the obstacles that arise from factors outside the Communications and Informatics Office of Malang City. The obstacles of external strategy of the Department of Communications and Informatics in the communication strategy of KIM-Based on Regional Potency usually arise because the audience has not understood the concept of this communication strategy. This sometimes raises prejudice from the audience against the KIM coaching team from the Communications and Informatics Office of Malang City.

Semantic barriers arise due to the use of new terms which are quite complicated and difficult to understand by the target audience of the communication strategy. In addition, obstacles from the side of interest have also been experienced due to conflicts that occur in the process of cooperation with traditional media communication forums or folk performance.

IV. CONCLUSION

The concept of KIM-Based on Regional Potency is the development of the conventional KIM coaching model that has been prepared by the Ministry of Communications and Information Technology in the Republic of Indonesia. The characteristic of this concept is to prioritize audience analysis to identify problems and design appropriate communication messages to achieve successful communication goals.

The Communication Planning Strategy of KIM-Based on Regional Potency is not done separately, but it is implied in the

Strategic Plan of the Communications and Informatics Office of Malang City which is compiled every five years. The Strategic Plan is made at the beginning of the tenure of the regional head and runs until the end of their tenure.

Research about Communication Strategy of KIM-Based on Regional Potency needs to be carried out to know the effectiveness of the empowerment concept that is applied by the Communications and Informatics Office of Malang City. To obtain more comprehensive data, further research can be deepened by analyzing from other perspectives, such as analysis of message content in development communication, media used, or from the perspective of the communicant.

With further research, it is hoped that the communication strategy of empowerment programs will lead to a paradigm that is appropriate to the condition and character of the community in Indonesia.

V. CLOSING

KIM Based on Regional Potency is a public service institution established and managed from, by and for a society that is specifically oriented towards information services and community empowerment in accordance with its objectives by developing all non-physical or physical resources or resources, which include social, cultural, economic and physical, in a particular area or region

This concept is the development of a model of KIM coaching nationally as compiled by the Ministry of Communications and Informatics RI. The characteristic of this concept is to prioritize audience analysis to identify problems and design appropriate communication messages to achieve successful communication goals.

The KIM-Based on Regional Potency Program implemented in Malang City gradually started from one KIM as a pilot project. This concept was piloted in conjunction with the establishment of *Tlogomas* KIM it.

Although, in practice, it has implemented a communication program concept of KIM Based on Regional Potency, a comprehensive strategy document is not yet prepared specifically

The direction of empowerment of KIM Based on Regional Potency includes two directions, namely (1) In-Empowerment aims to strengthen KIM institutional facilities and capabilities in collecting, processing and utilizing information; and (2) Outside Empowerment, which aims to improve KIM services to the community, particularly in establishing networks with other groups outside the KIM and with government and in disseminating useful information to outside parties.

The elements involved in the communication strategy of empowerment of KIM Based on Regional Potency involve various elements, starting from the Ministry of Communication and Information, local government, partners and experts from the business world (institution/ private company) and the education world (academic/educational institution).

In the process of planning the communication strategy of KIM Based on Regional Potency, the Communication and Informatics Office of Malang City's stages of implementation of training and replication has not been implemented optimally.

Preparation of program implementation is only done by formal and informal coordination, without the implementation of strengthening the concept and special training. This is prone to cause constraints during program execution.

In order to anticipate the constraints faced in order to run the KIM activities effectively and efficiently, the Communication and Informatics Office of Malang City needs to empower the KIM Forum of Malang City, which consists of representatives from each KIM. The KIM Forum serves as a communication and companion bridge for KIM in Malang. KIM Forum Kota Malang is the first city-level KIM Forum in Indonesia and was officially inaugurated by the Minister of Communication and Informatics RI in 2013.

This research about the Communication Strategy of KIM Based on Regional Potency can be complemented by quantitative research equipped with comprehensive data to determine the effectiveness or success of the communication strategies empowerment of KIM-Based on Regional Potency that have been applied by the Communications and Informatics Office of Malang City.

Research on development of communication strategy or community empowerment needs to be done because development communication paradigms keep changing. One of the various criticisms of the development paradigm is that there is no single model that can be used as a raw reference. The current empowerment model is still an approach to the various theories applied in various third world countries. The increasing amount of research, it will lead to a paradigm that is in accordance with the condition and character of community empowerment in Indonesia.

Barriers that occur in the KIM empowerment program will affect the success of achieving development goals. Therefore, all internal and external barriers, small or large, personal and structural, must be immediately looked at for solutions before becoming an increasingly complex problem.

As this aspect of communication is considered as a natural thing in the interaction between humans, it's, therefore, done without systematic planning. Therefore, the implementer of KIM's empowerment communication needs to formulate and document the communication strategy planning carefully and comprehensively in order to achieve optimal and measurable results. This will be learned and developed in the next planning in accordance with the times and needs of society.

Communication Strategy is a part of the KIM empowerment program. To achieve success in the KIM empowerment program requires consistency of goodwill from the government and good cooperation with various stakeholders and increased

community participation in accordance with their respective roles.

Therefore, the Communications and Informatics Office of Malang City needs to develop guidance about the communication strategy of KIM which is easily understood by the implementing team or facilitator and the members of KIM. In addition, special training is also required for KIM facilitators in order to communicate better with the community. Guidelines and SOPs are important so that the consistency of the implementation of the communication program is maintained, despite structural change in the organization implementing community empowerment, namely the Communications and Informatics of Malang City.

VI. ACKNOWLEDGMENT

I would like to thank the Head of Communication and Informatics Office of Malang City who was willing to be researched and provide all the data needed in this research. The researcher also thanks the Department of Communication of Airlangga University, especially to Prof. Dra. Rachmah Ida, MComms, PhD, and Prof. Dr. Drs. H. Henri Subiakto, SH, MSi, to whom I am grateful for being a mentor and consultant in conducting this research.

REFERENCES

- [1] Widiartono, Yoga Hastyadi. 2016, *Pengguna Internet di Indonesia Capai 132 Juta* [Online] October 10th, 2016. [cited on January 12th, 2017] Available from: URL: <http://tekno.kompas.com/read/2016/10/24/15064727/2016.%20pengguna.internet.di.indonesia.capai.132.juta>
- [2] Suryandaru, Yayan. *Memberdayakan KIM*. [Online] January 8th, 2013 [cited on June 22th, 2016] Available from: URL: http://yayan-sfisip.web.unair.ac.id/artikel_detail-70609-komsosbang-Memberdayakan%20KIM.html
- [3] Nugroho, Bambang. *Dinas Komunikasi dan Informatika Kota Malang. Profil Kelompok Informasi Masyarakat Kota Malang*. Malang: Dinas Komunikasi dan Informatika Kota Malang, 2014, p. 30
- [4] Middleton, John. *Approaches to Communication Planning*. Paris: Unesco, 1980, p. 44
- [5] Nasution, Zulkarimein. *Komunikasi Pembangunan: Pengenalan Teori dan Penerapannya*. 1st Ed. Cet. 2. Jakarta: Rajawali, 1992, p. 103
- [6] Herdiansyah, Haris. *Metodologi Penelitian Kualitatif Untuk Ilmu-ilmu Sosial*. Jakarta: Salemba Humanika, 2010, p. 8
- [7] Cresswell, John W. 2008. *Research Design: Pendekatan Kualitatif, Kuantitatif, dan Mixed*. 3rd ed. Bandung: Pustaka Pelajar, 2008, p. 19
- [8] Cangara, Hafied. *Perencanaan Dan Strategi Komunikasi*. Jakarta: Raja Grafindo Persada, 2014, p. 50
- [9] Wilson, Laurie J, Ogdan, Joseph. D. *Strategic Communications Planning For Effective Public Relations and Marketing*. 5th ed. USA: Kendall Hunt Publishing, 2008, p. 80