

REVITALIZING INSTITUTIONAL FUNCTIONS IN HANDLING STREET CHILDREN: GOOD PRACTICES FROM INDONESIA

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ABSTRACT

The study describes the revitalization of institutional functions through the Saribattang Rapid Response Team (RRT) innovation program in dealing with street children in Makassar City Indonesia. This type of research is descriptive with a qualitative approach. The data sources consist of primary data and secondary data with the research instrument being the researcher himself in conducting observations, interviews, and documentation studies. The results of the study found that there was a revitalization of institutional functions in the form of implementing the Saribattang RRT innovation which was shown through relative advantages, easy to adopt, relevant to the systems and norms adopted by the actors, and the results can be measured through the method of data recapitulation of controlling street children, direct checks in the field, and the results of home visits by social workers. The revitalization of institutional functions and the development of innovation in RRT Saribattang is directed at involving all stakeholders, including academics, the private sector, the community, media and related institutions to be directly involved actively and responsively in preventing and controlling street children so that the city is free from street children.

Keywords: Revitalization of institutional functions, Diffusion of innovation, Saribattang Rapid Response Team (RRT), Development Strategy.

I. INTRODUCTION

Social development is an integral part of national development which is oriented towards the return of social function for the need for Social Welfare Services (SWS) so as to improve the quality of life in a decent and prosperous manner. The ideal condition aimed at in social development is the fulfilment of the material, spiritual and social needs of the SWS as contained in the mandate of Law Number 1 of 2019 concerning Social Welfare. Ironically, the implementation of social development in Indonesia which has been promoted since the New Order era until now has not shown a positive contribution in solving social problems comprehensively. One of the conventional social problems that are currently still not handled properly and thoroughly and become homework for the central, provincial and district/city governments is the problem of street children.

Normatively, the demands of local government innovation are expressly stated in Law Number 23 of 2014 concerning Regional Government, article 386-390 states that innovation is all forms of renewal in the administration of regional government and article 387 states that in formulating innovation policies local government refers to principles: 1) efficiency improvement; 2) improvement of effectiveness; 3) improvement of service quality; 4) no conflict of interest; 5) oriented to the public interest and conducted openly; 6) meet compliance values; and 7) can be held accountable for the results not for self-interest.

In relation to innovation and social services to solve the problems of street children, homeless people, beggars and buskers, the Minister of Social Affairs of the Republic of Indonesia emphasized that to overcome the

problems of street children, homeless people, beggars and buskers in Indonesia, his party needs assistance from local governments, both provincial and city, and regency. Such as conducting innovations and various trainings, in the context of solving the problems of street children in their respective regions.

Efforts to alleviate the problem of street children in Indonesia have been carried out by the government either through Presidential Instruction Number 3 of 2010 concerning Equitable Program Development by emphasizing the Child Social Welfare Program (CSWP), the policy of the Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia Number: B-020/Set /Rokum/MP020/2017 related to Realizing Child-friendly Indonesia in 2030 through Child-friendly Cities/Regency and the policy of the 5-cluster social rehabilitation program New Platform or Progress 5.0 launched by the Ministry of Social Affairs of the Republic of Indonesia as an answer to the needs of children, persons with disabilities, victims of drug abuse, socially impaired and victims of trafficking in persons and the elderly. This policy provides 4 (four) main menus in all clusters, namely, Targeted Assistance, therapy, social care and family support (Nurusshobah, 2019).

In practice, the policy of handling street children which is expected to develop the potential of street children so that they can improve their social welfare has not run optimally. This is due to various factors including: delays in the transfer of Special Allocation Funds (SAF) to the regions, limited Regional Revenue and Expenditure Budget (RREB) allocations, the number of social workers who are not balanced with their main tasks and functions, limited professional and competent human resources in children's social services, still focused and dependent. on central and provincial funding assistance, low socialization of Child Welfare Institution (CWI) as a forum for the development of children's social welfare, and the lack of cooperation between regional apparatus and other stakeholders related to the synchronization of programs and activities for the development of social welfare Makassar City is the capital city of South Sulawesi Province which is currently inhabited by $\pm 1,130,384$ people with an area of 175.77 km² and the community is quite diverse consisting of several ethnic groups that live side by side peacefully consisting of the Makassarese, Bugis, Toraja, Mandar, Butonese, Chinese, Javanese and so on. Makassar City is also the largest metropolitan city in Eastern Indonesia, whose transformation of urban development into a modern city was initiated by the Mayor of Makassar H.M. Dg. Patompo ahead of the New Order in 1965 by establishing the plan "Basic Patterns for Makassar Municipality Regional Development in 1965-1970 or better known as the Eradication Program (Poverty, Destitution, and Ignorance).

The success of Makassar's urban development towards a modern city began to be seen in the 1980s - 2000s, the development of the city of Makassar was increasingly modern and rapid because economic activities in the eastern part of Indonesia were concentrated in the city so that the rapid pace of urbanization and transmigration to the city was unstoppable so that it had an impact on the Changes in the order of people's lives in Makassar City are marked by increasingly modern lifestyles, kinship between people begins to fade, especially among teenagers due to external culture, sometimes respect for older and younger people is set aside and the habit of mutual cooperation begins to fade, and The form of community communication that was originally social has changed to transactional communication.

The uncontrolled flow of urbanization in Makassar City has triggered the birth of new problems, especially in terms of socio-economic aspects, where urban communities who only capitalize on their recklessness in complaining in the City of Makassar have to deal with intense competition in the metropolitan city so that without expertise and high education it makes some of them turn to the informal sector such as being hawkers, selling meatballs, pedicab drivers, construction workers, carrying laborers in the market, pete-pete cakes and so on. More complex, some of them fall into poverty trap. One of the crucial problems facing the city of Makassar today as a result of urban modernization and the unstoppable flow of urbanization is the social phenomenon of street children. The problem of street children in the city of Makassar is not an ordinary or trivial thing, this is proven by the issuance of the Regional Regulation (RR) of Makassar City Number 2 of 2008 concerning the Guidance of Street Children, Homeless, Beggars and Singers in Makassar City during the reign of the Mayor and Deputy Mayor of Makassar Ilham Arief Sirajuddin and Supomo Guntur.

This regional regulation was issued as a strategic step to respond to the impact of the 1998 economic crisis and the second wave of economic crisis that occurred in 2008 that hit Indonesia and affected all regions of the region. This policy was issued in order to create order, conduciveness and comfort for the people of the city of Makassar which is in line with the phenomenon of street children in the city of Makassar which is increasingly widespread, complex and tends to behave deviant and often disturbs the public, especially road drivers when they stop at traffic lights (red lights).

The implementation of RR Number 2 of 2008 concerning the Guidance of Street Children, Homeless, Beggars and Singers implemented by the Makassar City Social Service in solving the problems of street children has not been implemented optimally. This can be seen from the development of the problem of street children in the city of Makassar which has increased significantly both the quantity and quality of the problem are for children who are just.

Makassar City Social Service in 2009 recorded 870 street children and in 2001 the number had increased to 918 people. The incident of spilling street children which is increasing from year to year is certainly a fundamental problem for the Makassar city government. Moreover, on the eve of Eid al-Fitr and Eid al-Adha, the number of street children, beggars, homeless people and buskers has increased by around 60% from normal conditions.

Along with this, the Head of the Makassar City Social Service, Muchtar Tahir stated that the decline in street children in Makassar was due to the role of the Saribattang Rapid Response Team (RRT), which intensely carried out patrols and raids at a number of points where the street children community was. RRT Saribattang is an innovation created by the Makassar City Social Service in 2014 by forming a special team for handling street children, homeless beggars and buskers in Makassar City by involving internal elements, Civil Service Police Unit (CSPU) and the Police consisting of 30 people and tasked with carrying out outreach by patrolling regularly. intense and mobile at the vulnerable points of street children, assessment and development of street children who are raided with a persuasive and referral approach.

Based on data from the Makassar City Social Service, from January to August 2018 there were 236 street children who were caught by RRT Saribattang. Of these, there are 163 street children and 72 homeless people and beggars. This condition is much different in 2017 which under the coordination of the Makassar City Social Service was able to capture 579 people of which 332 people were street children. The street children who were caught by RRT Saribattang are then returned to their parents, there is no guarantee that these children will not go out on the streets again or can go back to school and live like other children who get education and live well. This is due to limited human resources in the field, the available budget allocation is quite limited, and the forum for coaching is not yet available so that solving the problems of street children in the city of Makassar has not been maximized.

Relevant to this discussion, the crucial and complex problems of street children really need special attention and responsive and adaptive handling, one of which can be done by innovating. Suwarno (2008) asserts that innovation in the public sector is one way or even a breakthrough to overcome bottlenecks and organizational deadlocks in the public sector. The problems of street children are quite crucial and complex

Some experts (Santoso et al., 2021; Supriyanto, 2019; Suwarno, 2008; Wawointana et al., 2016) emphasizes that the importance of innovation in the public sector is based on several crucial considerations, namely, 1) democratization; 2) international agreements; 3) there is an imbalance in the distribution of superior human resources; 4) bureaucracy must be better organized; and 5) the occurrence of privatization and outsourcing in the public sector. In addition, innovations in the public sector can be implemented in order to increase efficiency and reduce spending budgets considering that in essence public sector organizations are always faced with resource scarcity and budget constraints (Sirajuddin, 2016).

II. LITERATURE REVIEW

The term innovation comes from the Latin "Novus" which means new or young or novelty. In England the term innovation began to be known since the 16th century, and for the first time it was popularized in the 1939 edition of the Oxford English Dictionary with the notion of "the act of introducing a new product into the market" (Sirajuddin, 2016). Innovation in the public sector is seen as a process of efforts to create, develop and implement new ideas that can provide better benefits such as reducing costs, increasing service efficiency and effectiveness (Gellen, 2016; Kobylńska, 2015; Ridlowi & Himam, 2018). Public sector innovation was also driven by the birth of the post-bureaucracy era which was able to move several organizational lines that were initially rigid, convoluted and inefficiency. The post-bureaucracy era is characterized by hybrid roles that are run by organizations with open and varied characteristics by enacting a new, more flexible organizational structure. Post-bureaucracy gives birth to new patterns and forms that are more "disaggregated", in collaboration with various private parties (Arokiasamy & Tamah, 2021; Cankar & Petkovsek, 2013; Dahlan & Darwis, 2017; Mana-Ay et al., 2020; Pawar et al., 2020; Shabbir et al., 2021).

In this regard, innovation is related to the context of public services, public service management must be viewed dynamically and flexibly to stimulate the presence of innovation in the public sector, whether originating from individual initiatives, groups or organizations themselves. In fact, innovation is not only oriented to improving the quality of public services, but also to developing the capacity of government organizations (Bekkers & Tummers, 2018; Lewis et al., 2018).

Damanpour & Gopalakrishnan (2001) stated that innovation broadly tends to be classified into three types, namely, product innovation, service innovation and organizational innovation (procedural or process). Gallouj et al., (2013) explains that the innovation taxonomy of government organizations consists of: a) service innovation; b) delivery innovation; c) administrative and organizational innovation; d) concept innovation is a form of innovation which is the initial ideas or perceptions to change the organization for the better; d) policy innovation; and e) systemic innovation.

Rogers (2002) and Wonglimpiyarat & Yuberk (2005) suggests that in the process of diffusion of innovation there are four main elements, namely innovation, communication channels, time, and social system. An innovation is an idea, action or object that is considered new by a person or other unit of adoption. In this context, the novelty of an innovation is measured subjectively based on the perspective of the individual who adopts it. Rogers (2002) suggests the characteristics of innovation perceived by members of a social system that distinguish the level of adoption of an innovation, namely: a) Relative Advantage, b) Compatibility, c) Complexity, d) Triability, e) Observability.

Rogers (2002) states that the most basic form in the communication process involves an innovation. An individual or other adoption unit who has knowledge of or has experience in adopting the innovation. Other people or other units who do not know about the innovation; The communication channel that connects the two units.

Time is an important element in the innovation diffusion process. The time dimension is involved in the diffusion process, namely: The innovation decision process, which is from the first time someone receives information related to the innovation until the individual decides to adopt or reject the innovation; The innovativeness of an individual or other unit in adopting an innovation, whether relatively earlier or later in its adoption; The rate of innovation adoption in a system, usually measured as the number of members of the system that adopted the innovation in a certain period of time.

Rogers (2002) defines the innovation decision process as information seeking and information processing activities where individuals obtain information to reduce uncertainty about an innovation. Rogers conceptualizes the decision-making process of an innovation into five main steps, namely knowledge, b) persuasion, c) decisions, d) implementation, and e) confirmation.

Diffusion of innovation occurs in a social system consisting of individuals, informal groups, organizations and/or subsystems. It contains social structures, individuals or groups of individuals and certain norms. Rogers (2002) states that there are five factors that influence the innovation decision process as follows: a) Social structure, b) System Norm, c) Opinion Leaders, d) Agent of Change, and e) Types of Innovation-Decision.

Social systems have other important elements that influence the diffusion of innovations. An innovation can be adopted or rejected by individuals in a social system who can determine to adopt the innovation by collective decision or authority. There are 4 (four) types or types of innovation decisions, namely: a) optional innovation-decision decisions; b) Collective innovation-decision; c) Authority innovation-decision; d) contingency innovation decisions. The four types of innovation decisions range from optional decisions (where the individual adopting is almost entirely responsible for the decision) to authority decisions (where the individual's adoption has no influence on the innovation decision).

Borins (2001) describes 3 (three) factors inhibiting innovation. First, it emerges from within the bureaucracy itself, namely scepticism and reluctance to change. Second, comes from the political environment. Third, it comes from an environment outside the public sector, such as public doubts about the effectiveness of an innovation program and difficulties in realizing it, including in setting a target group.

The driving factors for innovation in terms of human resources aspects, Torugsa & Arundel (2016) stated that the driving factors for innovation in the public sector include: 1) developing management competencies; 2) overcoming obstacles by learning more about the things that trigger innovation, not avoiding them; 3) develop conditions that can motivate all individuals in the organization to innovate.

Relevant to this discussion, the driving factor for the birth of innovation in the public sector in Indonesia is the change in demands for improving the quality of public services. The agenda of bureaucratic reform is carried out through a public service innovation program to realize the ideals of world class government which is expected to be realized in 2025 (Asmara & Rahayu, 2020).

The concept of collaborative governance is a way of managing government that directly involves stakeholders outside the country, oriented to consensus and deliberation in the collective decision-making process that aims to make or implement public policies and public programs (Ansell & Gash, 2008; Armin et al., 2019; Purdy, 2012). One model of government collaboration that is considered to be an alternative solution in solving crucial problems faced by the public sector is primarily related to improving the quality of public services, namely, the application of Penta Helix-based collaboration.

The concept of the penta helix is a development of the triple helix and quadruple helix. The penta helix model is more familiar with the ABCGM concept, namely, academics, business, community, government, and media. The main key to the success of innovation is the synergy and strong commitment between stakeholders in carrying out the partnership commitment. The penta helix model is very useful for managing actor-based complexity (Forss et al., 2021; Vasconcelos & Nguyen, 2018). Putra (2019) stated that the Penta Helix is an extension of the three-helix strategy by involving elements of community institutions in order to realize innovation.

RRT Saribattang which was formed by the Makassar City Social Service since 2014 has a main task, namely, overcoming social problems, especially street children in the city of Makassar through intense and mobile daily patrols for Persons with Social Welfare Problems at 24 hotspots for street children RRT Saribattang consists of 30 members consisting of internal Social Service, CSPU and the police whose main focus is on handling street children, beggars, homeless people and other types that provide a sense of insecurity and comfort for the community.

RRT Saribattang in the implementation of fostering street children in the City of Makassar carried out several stages of activities, namely: 1) outreach or patrolling; 2) identification and assessment of street children who were raided; 3) home visits to the homes of street children who were raided; 4) providing skills training.

Abdillah (2018) defines street children as children aged 7-15 years who work on roads and in other public places who can disturb the peace and safety of others and endanger their own safety. Makassar City Regional Regulation Number 2 of 2008 Article 1 defines street children as children who are active on the streets between 4-8 hours per day. The regulation also describes that the handling of street children in the city of Makassar is carried out through prevention programs, further development and social rehabilitation.

Sa'ida & Yunitasari (2019) describes several factors that cause children to take to the streets, namely: a) poverty; b) school participation; and c) family dysfunction. In this regard, the model for handling street children is quite varied and must be adaptive according to the context. At this time, alternative handling of street children leads to the provision of social services to street children which is carried out by the Street Children Social Institution and the Child Protection House (CPH).

The social services provided at the Street Children's Social Homes and Child Protection Homes (RPA) are closely related to the role of social work. Payne (2014) explain social work as a professional service based on scientific knowledge and skills to help individuals, groups and communities to achieve personal and social satisfaction and freedom.

III. RESEARCH METHODS

This research was conducted at the Makassar City Social Service office. This type of research is descriptive with a qualitative approach (Barusch et al., 2011; Hunter et al., 2019). The data sources of this research consist of primary data and secondary data. In this research, the research instrument is the researcher himself. After the focus of the research became clear, the research instrument was developed in a simple manner that could sharpen

and complement the data from interviews, observations, and documentation. The form of the instrument was developed based on a focus on the research locus so that all the information obtained became accurate data and information needed in this study. The technique used in data collection is through observation, interviews, and documentation studies. Data analysis was carried out using an interactive model (Miles et al., 2018) through data condensation, data presentation, conclusion drawing/verification.

IV. RESEARCH RESULT

With regard to the data obtained at the research location, where the implementation of the Saribattang RRT innovation at the Makassar City Social Service is reviewed from five sub-indicators, namely, relative advantage, compatibility, complexity, triability, and observability. The research findings indicate that the innovation of RRT Saribattang at the Makassar City Social Service has a relative advantage or distinct benefit in providing convenience for members of RRT Saribattang to recruit, reach, and provide guidance to street children in Makassar City. Then, this innovation is also relevant to the system and work culture adopted and is easy to implement by Saribattang RRT members because it is supported by adequate work facilities and infrastructure such as the availability of complaint posts, operational cars, call center 112 and social media services for access to public complaints. related to street children.

Viewed from the aspect of complexity, the research findings show that although the innovation of RRT Saribattang is easy to adopt and accept by members of RRT Saribattang, in its implementation members of RRT Saribattang experience obstacles both from internal and external factors. From internal factors, the number of members of RRT Saribattang is only ± 20 people, which is not proportional to the scope of the assigned task area, namely, 15 sub-districts in the city of Makassar and support for work facilities and infrastructure that are not yet available, especially social boarding schools as a forum for social development and rehabilitation for children street children, homeless people, beggars and buskers who are caught through patrol activities so that the handling of street children has not been effective and comprehensive due to the lack of a deterrent effect for street children who are caught who still take to the streets even though they have been trained. Second, in terms of external factors, the implementation of this innovation experienced obstacles marked by the rejection or resistance of some people who did not accept children or their families who carried out activities on the streets to be disciplined by members of RRT Saribattang during street children patrol activities so that there was often friction or horizontal conflict between RRT Saribattang members with the community due to ignorance or lack of information related to RRT Saribattang innovations.

In the triability sub-indicator, the research findings show that the innovation of RRT Saribattang can be accepted and adopted by members of RRT Saribattang. This is because this innovation was formed based on the authoritative decision of the Mayor of Makassar and accepted by all members of the Saribattang RRT consisting of the police, the CSPU and Makassar City Social Service employees (contingency) because this innovation is easy to adopt and implement and provides convenience in handling street children in the city of Makassar. Furthermore, seen from the sub-indicators of the observability of the implementation of the Saribattang RRT innovation, the results of the study indicate that the Saribattang RRT innovation can be measured and the results of its implementation can be observed. The results of the performance or successful application of the Saribattang RRT innovation can be measured using three methods of performance appraisal, namely, checking or crosschecking to the field. Second, data recapitulation of street children, homeless people, beggars and buskers who were netted from the results of the screening patrol activities carried out by members of RRT Saribattang on a regular and mobile basis. Third, the results of the assessment and home visits conducted by Social Workers and Social Work Unit Sakti in social intervention on the problems of street children, homeless people, beggars and buskers who were caught.

With regard to the data obtained in the field related to the determinants of the implementation of the Saribattang RRT innovation at the Makassar City Social Service, the research findings indicate that the type of contingency innovation decision is very influential on other determinant factors because innovations formed based on the authority of the Mayor of Makassar are accepted and adopted by all member of RRT Saribattang at the Makassar City Social Service. In addition, there are inhibiting factors in the implementation of this innovation, namely, the communication channel factor where some people are still not aware of this innovation so that it is not uncommon for friction or horizontal conflict between members of the Saribattang RRT and the community whose children or families are disciplined during patrol activities. due to activities on the highway or in public places such as busking, begging, emptying and so on.

V. DISCUSSION

Referring to the results of the analysis of data and information obtained at the research locus, it can be stated that there is a revitalization of institutional functions in handling street children through the implementation of the Saribattang RRT innovation development strategy at the Makassar City Social Service. This reality is in accordance with the views of experts (Aneta et al., 2014; Esty & Ivanova, 2002; Priatna, 2020) regarding the direction and objectives of revitalizing institutional functions that revitalization is an effort to strengthen or re-enact the functions and elements that exist within the organization and expose the organization to various environmental factors that influence it through continuous learning and growth. This can be seen from the collaboration and collaboration carried out by the Makassar City Social Service with NGOs (Non-Government Organizations) in developing the human resource capacity (HR) of the apparatus, especially the strategies, approaches and methods of handling street children in Makassar City.

The implementation of the Saribattang RRT innovation at the Makassar City Social Service in terms of the nature of the innovation with 5 (five) sub-indicators shows that the Saribattang RRT innovation can be implemented properly and has great advantages or benefits in handling social problems in Makassar City. This reality refers to the views of experts (Cankar & Petkovsek, 2013; Langkai et al., 2016; Lewis et al., 2018; Rogers, 2002; Vasconcelos & Nguyen, 2018; Wonglimpiyarat & Yuberk, 2005) regarding variants of innovation in a general sense which includes product innovation because there are tangible forms resulting from fostering street children. Likewise, service innovations and organizational innovations that are procedural in nature or handling processes are carried out through quick reaction actions. There are several variants of the innovation taxonomy of local government organizations in Indonesia, including in Makassar City which includes service innovation, delivery innovation under the name of a public service mall, administrative and organizational innovation through the implementation of modern administrative functions (Quible, 2002) with the acronym MITRA (managerial, interpersonal, technical, routine, analytical). All of them are based on conceptual or perceptual innovations to change the organization that handles street children for the better. Finally, the good practices carried out in the context of revitalizing institutional functions are based on policy innovations that are implemented systemically and sustainably.

Thus the reality of the revitalization of the institutional function reconstructs the thinking of Rogers (2002) which suggests that in the process of diffusion of innovation there are four main elements, namely innovation, communication channels, time, and social systems. In this study, the innovation diffusion element from Rogers was strengthened by the KISS-MIS management system function as an acronym of coordination, integration, synchronization, simplification, based management information system functions. The impact can be seen that throughout 2016 to 2020 the number of Persons with Social Welfare Problems (PSWP) who are disciplined and fostered has decreased significantly from 837 PMKS in 2016 which experienced a drastic decline in 2020, only 242 PSWP. However, this innovation is also still experiencing obstacles in its implementation, because some people reject this innovation by making threats, harsh words, and acts of violence against Saribattang RRT members who carry out PSWP control patrols.

A number of determinants of the revitalization of institutional functions in the implementation of Saribattang RRT innovation at the Makassar City Social Service were found, namely, the nature of innovation, type of innovation decision, communication channel, social system, and change agent effort. The type of innovation decision factor with a contingency approach is very influential on other determinant factors, because public sector innovation decision making is determined by an authority decision which is then accepted by all employees. In addition, there are inhibiting factors in the application of innovation, namely, the communication channel factor where some people resist or reject the existence of this innovation due to ignorance and the lack of information and services for the Saribattang RRT innovation. Based on this reality, the revitalization of institutional functions based on innovation implementation development strategies is carried out through collaborative partnerships with stakeholders.

VI. CONCLUSIONS

The revitalization of the institutional function reconstructs the thoughts of experts who argue that in the process of diffusion of innovation there are a number of main elements, namely innovation, communication channels, time, and social systems. In this study, the element of diffusion of innovation from the experts was strengthened by a management system with the KISS-MIS pattern as an acronym for the equation of the function of coordination, integration, synchronization, simplification, based on a management information system. Therefore,

to support the effectiveness and sustainability of institutional revitalization through the implementation of the Saribattang RRT innovation, it is necessary to support massive and intensive socialization and dissemination to the community so that information and innovation of public services can be easily and thoroughly obtained, accessed and understood by all interested parties. It is recommended to provide RRT Saribattang innovation services based on information technology that is easily accessible and real-time by the public so as to increase knowledge and public acceptability regarding these innovations.

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