



THE ROLE OF THE PROTOCOL DIVISION IN COORDINATING THE MAYOR OF BANDAR LAMPUNG'S AGENDA

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Abstract:

The complexity of local executive activities requires agenda coordination that is rapid, accurate, and adaptive. This study analyzes the role of the Protocol Division in coordinating the work agenda of the Mayor of Bandar Lampung, focusing on information, activity, and resource coordination, while identifying major constraints and corrective efforts. A descriptive qualitative approach was employed at the Protocol Division of the Bandar Lampung City Secretariat. Data were collected through in-depth interviews, observation, and document review involving purposively selected informants. The data were analyzed using the interactive model of Miles, Huberman, and Saldaña and validated through triangulation. The findings show that the Protocol Division acts as a coordination hub by collecting, verifying, and aligning information; prioritizing activities and preventing scheduling conflicts; and coordinating personnel, facilities, and infrastructure in accordance with protocol standards. Coordination effectiveness is constrained by delayed or incomplete information, sudden agenda changes, competing priorities among regional agencies, and limited staffing. Stronger verification procedures, adaptive scheduling, early-stage communication, and improved resource capacity are therefore required to maintain the order, continuity, and effectiveness of the mayoral agenda.

Keywords: agenda coordination, government agenda management, local government, protocol, resources

INTRODUCTION

Local government is a public organization that operates through interdependent relationships among work units, divisions of authority, and information flows. Therefore, the quality of coordination determines the local government's capacity to maintain policy consistency, ensure smooth internal services, and accurately implement the executive's agenda. Coordination involves not only the exchange of messages but also the alignment of actors, activities, information, and resources so that organizational objectives can be achieved effectively (Bouckaert et al., 2016). In a governmental environment characterized by dense schedules and rapidly changing circumstances, coordination becomes a managerial function that determines the continuity of the local executive's work.

The Protocol and Leadership Communication Division occupies a strategic position within the Regional Secretariat. Law No. 9 of 2010 and Government



Regulation No. 39 of 2018 define protocol as a series of arrangements concerning the order of precedence, ceremonial procedures, and official courtesies at state or official events. In local government practice, this responsibility has expanded into broader functions, including receiving and verifying invitations, preparing the executive's schedule, coordinating with regional agencies and external parties, preparing technical requirements, and controlling activity implementation. Accordingly, protocol is not merely a ceremonial function but an executive support unit that plays a role in government agenda management.

The need for coordination is particularly evident in Bandar Lampung, the provincial capital, where government mobility and the intensity of executive activities are high. Data from the Protocol Division for June-November 2025 recorded 119 activities. During the same period, there were 58 records of sudden agenda changes, 39 cases of incomplete information, and 22 cases of incomplete supporting components. These categories of constraints may have occurred within the same activity; taken together, however, they indicate that the executive agenda must be managed in a dynamic environment. Schedule changes, delayed event rundowns, unclear technical requirements, and unprepared facilities require renewed verification and coordination within limited timeframes.

Table 1. Summary of Constraints in Coordinating the Mayor of Bandar Lampung's Agenda, June-November 2025

No.	Month	Sudden agenda changes	Incomplete information	Incomplete supporting components	Number of events
1	June	8	6	3	17
2	July	9	7	4	20
3	August	10	6	4	20
4	September	10	8	4	22
5	October	12	5	2	19
6	November	9	7	5	21
	Total	58	39	22	119

Source: Archives and data of the Protocol Division, Regional Secretariat of the Bandar Lampung City Government, processed from the thesis (2025).

These initial findings are consistent with previous studies. Astooy et al. (2025) showed that PROKOPIM plays roles in scheduling, communication, site surveys, and assistance, but continues to face sudden agenda changes and limited facilities. Yusmahendra (2021) found that the role of the Protocol and Leadership Communication Division in preparing the regional head's agenda had not been optimal, particularly in problem-solving capacity and communication techniques. Laba et al. (2025) likewise emphasized the importance of the protocol sub-division in preparing the executive's work agenda. These studies reinforce the strategic position of protocol units, but research integrating information, activity, and resource coordination within a single analytical framework remains limited, particularly in the context of the Bandar Lampung City Government.

This study uses Bouckaert et al.'s (2016) Theory of Public Sector Coordination as the primary framework for assessing the alignment of information, activities, and resources. Kingdon's (2011) Multiple Streams Framework (MSF) is used as a supporting perspective to examine how problems, policy alternatives, and shifting priorities converge in the formation of the executive agenda. Within this framework, the Protocol Division can be understood as a coordination hub that manages access to information and the executive's time while helping determine when an activity is accommodated in the official agenda.

Against this background, the study aims to analyze the role of the Protocol Division in coordinating the preparation of the Mayor of Bandar Lampung's agenda across three main dimensions: information coordination, activity coordination, and resource coordination. It also identifies constraints affecting coordination effectiveness and the adaptive measures undertaken to maintain the order and continuity of the local executive's agenda.

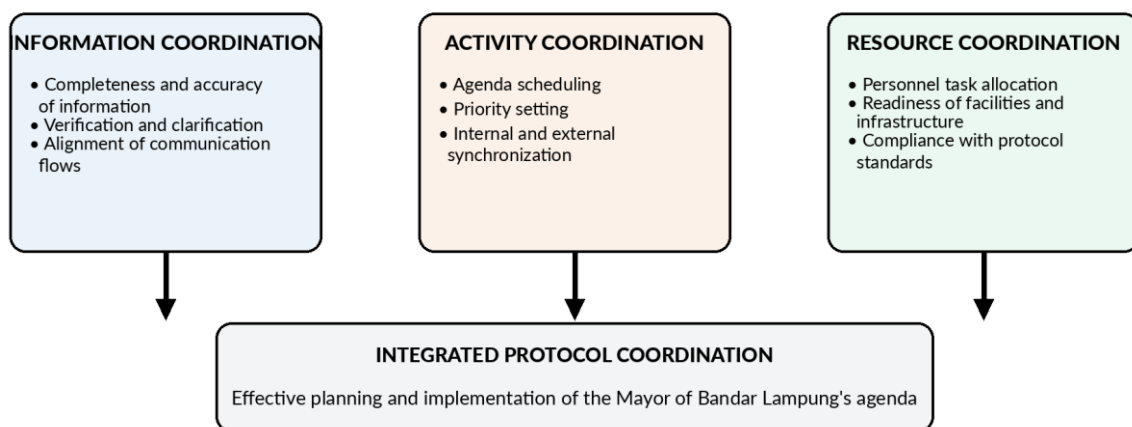


Figure 1. Analytical Framework for Protocol Coordination

Source: Developed from Bouckaert et al. (2016) and the thesis conceptual framework.

RESEARCH METHOD

The study employed a qualitative descriptive approach to obtain an in-depth account of the coordination processes undertaken by the Protocol Division in preparing the Mayor of Bandar Lampung's agenda. This approach was selected because the object of study involves organizational interaction, bureaucratic communication, priority setting, and context-dependent decision-making. The study was conducted at the Protocol Division of the Bandar Lampung City Regional Secretariat, Bandar Lampung City Government Complex, Dr. Susilo Street No. 2, North Teluk Betung. The administrative data analyzed covered activities from June to November 2025, while all field data collection was conducted in 2025.

The research subject was the process of coordinating the preparation and implementation of the Mayor's agenda. Informants were selected through purposive sampling based on their involvement, positions, and knowledge of the executive agenda mechanism. They included leaders of the Protocol and

Leadership Communication Division, heads of sub-divisions responsible for protocol or communication functions, technical implementation staff, contract personnel, and representatives of regional agencies involved in proposing and implementing activities. The researcher served as the primary instrument, supported by a semi-structured interview guide, an observation guide, and a document review checklist.

Primary data were collected through in-depth interviews and direct observation of the receipt of activity requests, internal communication, schedule preparation, and the performance of protocol duties. Secondary data were obtained from the Mayor's daily agenda, invitation letters or activity requests, activity reports, staffing data, standard operating procedures, and protocol regulations. The use of three data collection techniques-interviews, observation, and documentation-was intended to capture both formal and informal practices that shape agenda coordination.

Data were analyzed using the interactive model of Miles et al. (2014), comprising data reduction, data display, and conclusion drawing and verification. Data were categorized according to three dimensions of public sector coordination: information, activities, and resources. The MSF perspective was used to interpret the relationship among operational problems, solution options, and executive priorities. Data credibility was strengthened through persistent observation and source and method triangulation by comparing statements across informants, observation results, and official documents (Moleong, 2016).

FINDINGS AND DISCUSSION

Organizational Context and Coordination Workload

The Bandar Lampung City Protocol Division is supported by 30 employees, comprising 20 men and 10 women. By civil service grade, Grade III employees constitute the largest group, with 20 employees or 66.67%, followed by eight contract personnel or 26.67%, and two Grade II employees or 6.67%. No Grade IV employees were reported. This composition indicates that protocol functions rely primarily on implementing personnel and operational staff.

Although the formal staffing level is 30 employees, observations and interviews indicate that, on average, only about 10 employees are actively involved each day in coordinating information and the executive's agenda, particularly when activity intensity increases. When several agenda items take place simultaneously at different locations, one employee may handle more than one activity, and in some cases as many as four activities in a single day. This condition demonstrates that staffing adequacy is determined not only by the total number of employees but also by personnel availability at particular times, locations, and types of activities.

Table 2. Employee Composition of the Bandar Lampung City Protocol Division

No.	Employee category	Male	Female	Total (%)
1	Grade II	2	0	2 (6.67)

No.	Employee category	Male	Female	Total (%)
2	Grade III	12	8	20 (66.67)
3	Grade IV	0	0	0 (0.00)
4	Contract personnel	6	2	8 (26.67)
	Total	20	10	30 (100)

Source: Research data processed in the thesis (2025).

Information Coordination: Verification, Clarification, and Mediation

Information coordination begins when a regional agency or external party submits an invitation, audience request, or activity proposal. Initial information includes the type of activity, time, location, purpose, event program, parties involved, and technical requirements. The Protocol Division does not immediately enter all proposals into the official agenda; it first assesses data completeness, relevance, urgency, and compatibility with the executive's existing schedule.

The findings show that the Protocol Division serves as the principal liaison between the local executive and activity proponents. Information is collected, screened, clarified, and aligned with the executive's priorities before being submitted for direction. One managerial informant explained that every incoming item of activity information is compiled and matched with the executive's agenda. This confirms that the protocol function filters information rather than merely forwarding letters or messages.

The main challenge in this dimension is the variation in the format and clarity of information. Some proposals lack an event rundown, participant list, person in charge, or facility requirements. Inconsistencies in the data require staff to reconfirm details through direct communication with regional agencies or external parties. This clarification process is essential because unverified information can lead to errors in timing, location, event sequence, or personnel allocation.

From a public sector coordination perspective, this practice shows that the Protocol Division acts as a central coordinating unit that reduces information fragmentation across units (Bouckaert et al., 2016). Its strategic value lies in converting scattered information into a coherent executive agenda. However, reliance on manual clarification also indicates the need for standardized activity proposal procedures and a uniform information format.

Activity Coordination: Scheduling and Priority Setting

Activity coordination is conducted by mapping routine and incidental agendas. Routine agendas include coordination meetings among regional agencies, program evaluations, ceremonies, and planned government activities. Incidental agendas include field visits, inaugurations of public facilities, audiences, and meetings with vertical agencies, civil society organizations, or private entities. Incidental agendas are often submitted at short notice, requiring rapid responses and adjustments to the existing schedule.

When several activities are proposed for adjacent or overlapping times, the Protocol Division rearranges their sequence, duration, location, or

implementation time. Priority setting considers executive direction, the urgency of local policy, relevance to public service delivery, and implementation readiness. The findings indicate that activities directly related to strategic programs or public services tend to be prioritized over primarily ceremonial events. This decision places the Protocol Division in the role of balancing the interests of various regional agencies.

The scheduling process also involves technical synchronization with proponents. The Protocol Division verifies the activity's purpose, event sequence, travel time, site readiness, receiving parties, and the duration of the executive's attendance. When sudden changes occur, information must be immediately conveyed to all supporting units so that a change to one agenda item does not disrupt the next. Scheduling flexibility is therefore the principal mechanism for maintaining continuity in the executive's activities.

These findings support Peters' (2022) view that public coordination concerns an organization's capacity to manage interdependence and avoid mutually obstructive actions. The findings are also consistent with Astooy et al. (2025) and Yusmahendra (2021), who showed that preparing a regional head's agenda requires communication, schedule adjustment, and problem-solving capacity. The distinctive finding in Bandar Lampung is the protocol function's role as a controller of priorities amid a high volume of activities and repeated agenda changes.

Resource Coordination: Personnel, Facilities, and Protocol Standards

Resource coordination covers personnel assignment, the readiness of facilities and infrastructure, and technical support for activity implementation. On days with dense schedules, staff are assigned according to event characteristics, location, time, and protocol requirements. Limited personnel available simultaneously necessitate flexible task allocation. Employees support one another and may move from one location to another to ensure that every agenda item receives service.

In addition to personnel, the Protocol Division ensures the readiness of rooms, seating arrangements, microphones, official vehicles, event equipment, the sequence of activities, and the positioning of the parties involved. Checks are conducted before events to minimize technical disruptions and ensure compliance with protocol standards. The unpreparedness of any supporting element can affect the entire agenda because executive activities are linked by tight time constraints.

The findings show that resource limitations do not necessarily prevent activities from taking place, but they increase the coordination burden and the risk of reduced quality. Assigning one employee to several activities in a single day is an organizational adaptation, but cannot be regarded as a long-term solution. Effective resource coordination requires workload mapping, reserve personnel, clear role allocation, and consistent field communication.

This finding is consistent with Bouckaert et al.'s (2016) concept of resource coordination, namely aligning organizational capacity so that shared objectives can be achieved without waste or functional gaps. In the protocol context,

resource availability must be assessed not only quantitatively but also in terms of competence, timing of availability, mobility, and the capacity to meet official event standards.

Coordination Constraints and Adaptive Responses

The coordination constraints identified are interrelated. Delayed or incomplete information impedes verification and scheduling; differing priorities among regional agencies increase the potential for overlap; sudden agenda changes require adjustments to personnel and facilities; and resource limitations narrow the available response options. Coordination problems therefore cannot be resolved at only one stage, but require stronger workflows from proposal submission through post-activity evaluation.

The Protocol Division undertakes several adaptive responses. First, communication is strengthened from the initial planning stage to establish a shared understanding of the purpose, urgency, and requirements of each activity. Second, staff clarify and reverify information before the agenda is finalized. Third, schedules are adjusted flexibly based on executive direction and priority levels. Fourth, task assignments are changed according to activity density and implementation locations. These responses show that coordination is conducted both preventively and correctively.

Within the MSF, agenda changes, incomplete information, and scheduling conflicts constitute the problem stream. Options such as clarification, rescheduling, data standardization, and personnel arrangement form the policy stream. Meanwhile, executive direction, the urgency of local policies, invitations from vertical agencies, and the interests of regional agencies form the politics stream. The Protocol Division connects these three streams by managing access to the executive's time, presenting verified information, and proposing an order of priorities. Their convergence opens a policy window when an activity is allocated space in the Mayor's official agenda (Kingdon, 2011).

This analysis shows that the protocol role extends beyond compliance with ceremonial procedures to include agenda gatekeeping and policy coordination at the operational level. Although the Protocol Division does not make substantive policy, its management of information and the executive's time influences which issues, programs, or activities receive attention. The quality of protocol coordination is therefore directly related to the effectiveness of executive work and the integration of local government.

Table 3. Synthesis of Findings on the Coordinating Role of the Protocol Division

Dimension	Primary role	Dominant constraint	Strengthening implication
Information coordination	Collecting, screening, verifying, and aligning activity information.	Delayed data, inconsistent formats, and incomplete event rundowns and technical requirements.	Standard proposal form, submission deadlines, and an integrated information channel.
Activity coordination	Mapping agendas, preventing schedule conflicts, and setting priorities.	Incidental activities, sudden changes, and differing interests among regional agencies.	Adaptive scheduling, priority criteria, and early cross-unit coordination.

Dimension	Primary role	Dominant constraint	Strengthening implication
Resource coordination	Assigning personnel and ensuring facilities, infrastructure, and protocol standards.	Limited active personnel, activities at different locations, and unprepared facilities.	Workload mapping, reserve personnel, capacity building, and technical checklists.

Source: Synthesis of interviews, observations, and documentation reported in the thesis.

Managerial Implications

Procedurally, the findings emphasize the need for a structured agenda proposal workflow. Each activity request should include its purpose, urgency, time, location, event sequence, participant list, person in charge, and technical requirements. Complete information enables the Protocol Division to verify the proposal and recommend its priority before it is submitted to the executive. Uniform standards also reduce reliance on repeated clarification.

Organizationally, the division of work should be based on a map of activity workloads rather than solely on the formal structure. The total number of employees does not reflect actual capacity when the number of personnel available at the same time is limited. Strengthening competencies, preparing reserve personnel, and conducting post-activity evaluations can improve the unit's resilience in handling simultaneous agendas. Institutional support from the Bandar Lampung City Government is needed to ensure that increased agenda workloads are matched by adequate resource capacity.

Technologically, the findings point to the need for an agenda information system capable of rapidly updating proposal status, data completeness, schedules, responsible officers, and activity changes. The thesis did not test a particular application, so the system's form requires further study. Its basic principle, however, should be a single source of information accessible to relevant units, with verification authority remaining with the Protocol Division and final direction provided by the local executive.

CONCLUSION

The Protocol Division plays a central role in maintaining the order of the Mayor of Bandar Lampung's agenda through the coordination of information, activities, and resources. In the information dimension, the Division collects, screens, verifies, and aligns proposals before submitting them to the executive. In the activity dimension, it arranges schedules, sets priorities, and adjusts routine and incidental agendas to prevent overlap. In the resource dimension, it assigns personnel and ensures the readiness of facilities, infrastructure, and technical aspects in accordance with protocol standards. This role is both administrative and strategic because managing information and executive time influences which activities receive attention in the official agenda. Coordination effectiveness remains constrained by delayed and incomplete information, sudden agenda changes, differing priorities among regional agencies, and limited personnel available simultaneously. The Bandar Lampung City Government should therefore strengthen agenda proposal and verification procedures, apply consistent priority criteria, establish communication from the

planning stage, organize workloads and reserve personnel, and develop an integrated agenda information system. Future research may include a broader range of informants, compare practices across regions, and examine the effect of agenda digitalization on coordination speed and the quality of executive support services.

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