

Development of Work Plan for the Regional Government of Kutai Timur Regency (Study on the Implementation of the Regulation of the Ministry of Home Affairs)

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ABSTRACT: Activity in the organization can only be carried out effectively and efficiently with the direction to carry out the activity. For this reason, instructions or guidelines are needed as a form of planning for implementing activities to be by organizational goals. As administrators of government affairs, the Local government and regional People's Representative Assembly referred to the in 1945 Constitution of the Republic of Indonesia's annual planning guideline called the Regional Government Work Plan. In this case, the Regional Development Planning Agency is an institution authorized by the government to assist regional heads in carrying out regional development and is responsible for regional development planning. The purpose of this study is to analyze how the implementation of the policy for the preparation of the Regional Government Work Plan of East Kutai Regency in 2023 and to describe and analyze the supporters and obstacles to implementing the policy.

This study uses a descriptive qualitative method based on the implementation model of George Edward III with indicators of communication, resources, disposition, and bureaucratic structure. Data collection techniques using interviews, observation, and documentation. Then the data analysis technique used is the interactive analysis model from Miles and Huberman. The results of the study indicate that the implementation of the policy for the preparation of the Regional Government Work Plan of East Kutai Regency in 2023 has been going well. There is effective communication, resource competent human beings in the Regional Development Planning Agency, a clear bureaucratic structure, and a directed disposition that strongly support policy implementation.

However, there are obstacles to implementing policies, such as the lack of competent human resources in other Regional Apparatuses and the limited budget so that what is planned cannot be fully realized, including the inability to renew existing facilities.

KEYWORDS: Policy Implementation, Planning, Local Government Work Plan.

I. INTRODUCTION

Activity in an organization can only be carried out effectively and efficiently with the direction to carry out the activity. For this reason, instructions or guidelines are needed as a form of planning for implementing activities by organizational goals. Guidelines are a collection of introductory provisions that can provide direction on how something should be done and can also be interpreted as the main or basic things that become guidelines, instructions and so on. Without clear implementation guidelines and directions, the achievement of goals will experience obstacles and will gradually lead the organization to destruction. The process by which goals and the means for achieving them are set by management is part of planning. The goals and objectives of the organization are not permanently fixed but can change according to the development and dynamics of society. So that planning is also dynamic, sustainable, and flexible [1].

The purpose of this research is to describe and analyze: To describe and analyze the implementation of the preparation of the 2023 Regional Government Work Plan based on the Ministry of Home Affairs Regulation Number 86 of 2017 at the Regional Development Planning Agency office of East Kutai Regency. To describe

and analyze the supporting and inhibiting factors in preparing the 2023 Regional Government Work Plan based on the Ministry of Home Affairs Regulation Number 86 of 2017 at the Regional Development Planning Agency office of East Kutai Regency [2].

II. THEORETICAL FRAMEWORK

Government Work Plan is intended as a comprehensive government effort to realize the state's goals. For this reason, the Government Work Plan not only contains activities within the framework of government investment and public services but also carries out the government's function as a policy maker by establishing a regulatory framework to encourage public participation. This is what makes the Government Work Plan a guide for the preparation of the Regional Government Work Plan document. As an official document of the Regional Government, the Regional Government Work Plan has a strategic position; the process of preparing the Regional Government Work Plan is carried out systematically, directed, integrated and responsive to changes whose preparation is carried out to realize synergy between planning, budgeting, implementation and supervision of development, as well as realizing efficiency and resource allocation in regional development [3].

Regional Government Work Plan can be explained as substantial, normative, operational, and factual. By substantial, contains the direction of regional economic and financial policies, program plans, activities, performance indicators, inductive, target group, activity location, forecast forward, and SKPD person responsible which local governments must implement within one year, normatively becomes the basis for formulating general policies and priorities and temporary budget ceilings that will be proposed to the regions for mutual agreement with Regional House of Representatives as the basis for the preparation of the Draft Regional Revenue and Expenditure Budget [4,7].

The Regional Government Work Plan is a regional development planning document for one year which is prepared to ensure the linkage and consistency between planning, budgeting, implementation and supervision and is an integral part of the planning, budgeting, implementation and supervision stages. composing. Draft Regional Revenue and Expenditure Budget namely as a guide in the preparation of General Budget Policy and Temporary Budget Priorities and Ceilings In

preparing the Regional Government Work Plan, Agency for Regional Development coordinates, synergizes and harmonizes with Regional Work Units and stakeholders. Regional Government Work Plan has a very strategic position, role and function for the implementation of the regional government, namely: Substantially it becomes the direction of regional economic and financial policies, program plans, activities, performance indicators, indicative ceilings, target groups, activity locations, forward forecasts, and the Regional Apparatus in charge of program activities; Normatively it becomes the basis for the preparation of the General Policy of the Regional Revenue and Expenditure Budget and the Temporary Budget Priority and Ceiling of the Sambas Regency Government, as well as the basis for the preparation of the Draft Regional Revenue and Expenditure Budget; Operationally, it functions as a direction to improve government performance in the field of service, and community empowerment and is the responsibility of the Regional Working Unit stipulated in the PD work plan (Renja) and It functions as a benchmark for the performance of local government administration in realizing programs and activities to realize community welfare. [8]

III. METHODOLOGY

A. Research sites

This study aims to get a clearer, more complete picture and information and allow and easy for researchers to conduct observational research. Therefore, the authors set the research location where the research will be carried out. In this case, the research location is located at the Regional Development Planning Agency office of East Kutai Regency, Bukit Pelangi Office Area, North Sangatta District, East Kutai Regency where the research location is where the researcher works.

B. Informant

Researchers use the interview method to explore data related to the Preparation of the Regional Government Work Plan of East Kutai Regency in 2023. The informants in this study are employees of the Regional Development Planning Agency of East Kutai Regency.

C. Data analysis technique

The data analysis technique used in this research is descriptive qualitative analysis, namely the depiction of phenomena in the form of description interactive like in the picture [5,6].

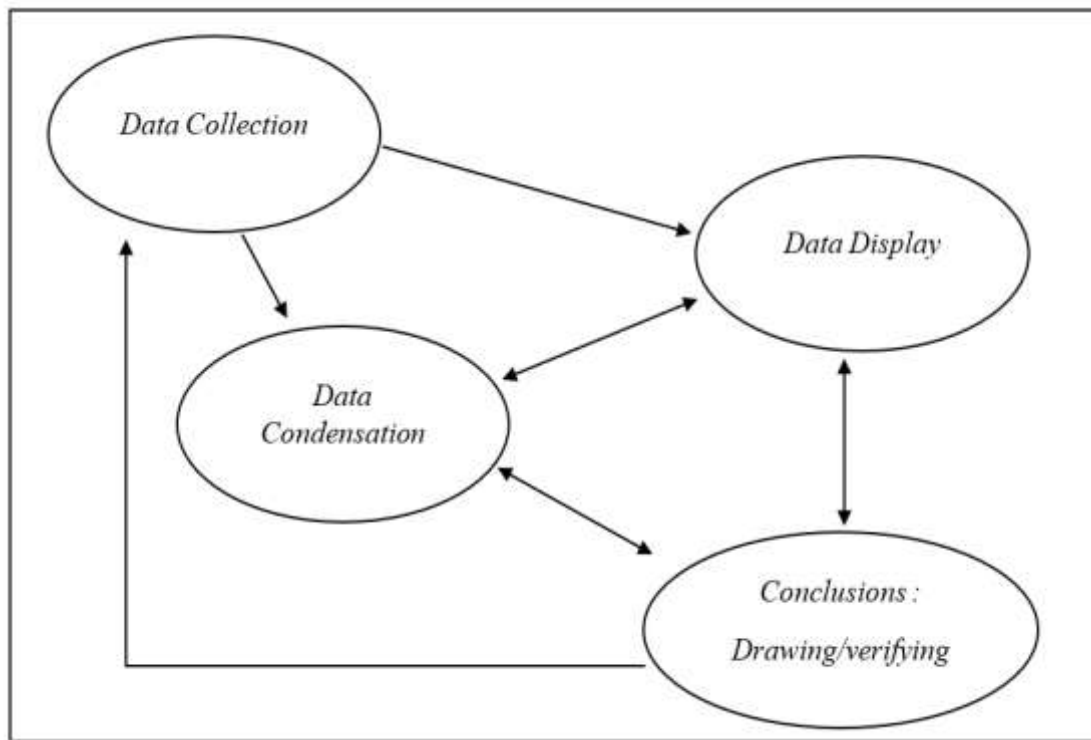


Image 1. Image of Interactive Analysis Model (Interactive Model)

Source[8]

IV. RESULTS

Furthermore, in describing the implementation mechanism for the preparation of the East Kutai Regency Regional Government Work Plan in 2023, the researcher refers to the theory of George C. Edward III, where the focus of this research is contained in 4 indicators, namely 1) communication; 2) resources; 3) disposition and 4) bureaucratic structure. Communication in policy implementation has a vital role because a series of communications determines a policy's success. Where is the involvement of everyone who occupies a position? Certain specific joint coordination or coordination based on the communication carried out so that the required information can be adequately conveyed with the communication that is carried out properly and correctly[5].

In the early stages of preparing the Regional Government Work Plan Kab. East Kutai Year 2023 circular letter from the East Kutai Regent No. 2069/050/B.5/XII/2021 The above is directly communicated by the Regional Head in the form of a letter which is then given to the Head of Agency for Regional Development to be followed up in the process of preparing regional planning documents, which according to the main tasks and functions, Agency for Regional Development

prepares the Regional Government Work Plan document for East Kutai Regency in 2023 by coordinating, synergizing and harmonizing with cross-sectoral and cross-regional apparatus and other stakeholders. as stipulated in Permendagri No. 86 of 2017. The following is the explanation of the Head of Agency for Regional Development Kab. East Kutai, Noviari Noor, ST., MT regarding the Circular of the Regional Head: "Agency for Regional Development as a planner, we are asked to prepare a Local Government Work Plan for the next year, and in this Regional Government Work Plan is an elaboration of the RPJMD. Every program or policy of the regional head must be prepared with careful planning; we must not work directly without planning; it violates the rules. About this work plan, all plans or activity programs must be included in the Regional Government Work Plan."

After the circular letter from the Regional Head mentioned above has been received and investigated by the Head of Agency for Regional Development. The Head of Agency for Regional Development again appoints and communicates to the Assessment, Control and Reporting Division, commonly called the P3 field. Furthermore, the Head of the P3 Division received a letter from the Head of Agency for Regional Development to

follow up on the circular letter. The following is an explanation from Marhadyn, SKM., MPH as the Head of the P3 Division, who also doubles as the Sub-Coordinator of the Study Sub-Division related to the Regional Government Work Plan preparation process: "The Regional Government Work Plan is a regional planning document, so what we will implement and finance in 2023 must be planned. So, no more activities financed by the 2023 Regional Revenues and Expenditures Budget are carried out without a regional planning process. Now the regional planning process and the direction of the Regional Revenues and Expenditures Budget policy are all contained in the Regional Government Work Plan, so the goal is a planning document, and the Regional Government Work Plan is the prerogative or the one that composes the Regional Government Work Plan."

In the preparation of the Regional Government Work Plan Kab. East Kutai, by article 73 of Permendagri No. 86 of 2017, Agency for Regional Development determines the personnel in charge of preparing the Regional Government Work Plan through the regent's Decree regarding the formation of the Team for the Preparation of the Regional Government Work Plan of East Kutai Regency in 2023. As one of the Regional Government Work Plan drafting teams, IbnuKhalidun, who is also the Coordinator of the Sub-Sector of Data Collection and Regional Development Planning, said: "Preparing the Regional Government Work Plan is considered necessary because each region has a program for sub-development activities. This planning must be carried out in a measurable, directed manner and periodically according to the planning agenda. For the 2023 Regional Government Work Plan, this is carried out in stages, namely the Initial Regional Government Work Plan Draft (renewal) in the first quarter, the second quarterly Regional Government Work Plan Draft and finally, the Regional Government Work Plan Final Draft (rancher) according to the planting schedule for all regions whose Regional Government Work Plan is confirmed on 30 June 2022."

In order to support the success in the preparation of the Regional Government Work Plan Kab. East Kutai in 2023, supporting resources such as human resources, facilities, finances and data related to the Regional Government Work Plan preparation process is needed. Implementation will be successfully seen from quality resources. The quality of the resources themselves can be felt based on the skills, dedication, and professionalism of employees with the ability or skills competence in their field. Noviari Noor, ST., MT, which is the

head of Agency for Regional Development, explained: "Human resources are sufficient, especially in Agency for Regional Development itself, to prepare Regional Government Work Plan".

Based on the results of the researchers' observations, at the Agency for Regional Development office, a District Regional Government Work Plan Drafting Team has been formed. East Kutai Year 2023 based on the Decree of the East Kutai Regent concerning the Establishment of the Team for the Preparation of the Regional Government Work Plan of East Kutai Regency in 2023. However, in other Regional Apparatus, there is dissatisfaction with the performance of the resources man in his office. AchmadsyahNur, S. Kom, Planning, Evaluation and Reporting analyst at the Manpower and Transmigration Office of Kab. East Kutai explained: "The problem with our complete facilities is that the problem usually comes from human sources. Most of us follow it; sometimes, we do not understand what it means; for example, we are told to do an activity. So, live without just knowing the purpose. We should have known all the stages in preparing the Regional Government Work Plan."

In addition to human resources, financial resources are also needed. Martyn, SKM., MPH, Head of Assessment, Control and Reporting of Agency for Regional Development Kab. East Kutai explained: "Indeed, not all we need can be financed by the Regional Revenues and Expenditures Budget; we plan to spend for development, but maybe the regional capacity or regional income is not able to finance these things, so what we plan may not necessarily be maximal with what we have planned. For example, we need a new computer or laptop because the old one is slow, but with a limited budget, we have to work with what we have."

In addition, the essential resources in the preparation of the Regional Government Work Plan in 2023 are resources in the form of data. Andrew Gadmiral, S.IP as Planning, Evaluation and Reporting Analyst at Agency for Regional Development Kab. East Kutai and as a member of the Drafting Team for the Regional Government Work Plan Kab. East Kutai Year 2023 explains: "The average data collection from the regional organization is incomplete, making it difficult for us to meet the data that is our target in 2023."

In addition, Riska Yuliana, S.Stat as the First Expert Statistician at Agency for Regional Development Kab. East Kutai and also one of the

members of the Drafting Team for the Regional Government Work Plan Kab. East Kutai Year 2023 states: "In collecting data, sometimes it is difficult to collect data from human resources from Regional Apparatus Organizations, so human resources do not support the data. However, besides that, we already have a beneficial system for processing data called Regional Planning Information System".

Furthermore, Miluwati, SE., MAP as Planning Analyst, Evaluator and Reporting at the District Social Service Office. East Kutai also explained: "For the Social Service itself, it is usually for the placement of proposals. Usually, the sub-district is at least by the main tasks and functions. They are more dominant in proposing council thought activities"

Bureaucracy is the selection or determination of personnel who are tasked with implementing it. People who occupy positions as implementers must have high dedication when providing direction in the implementation that has been determined. Meanwhile, intensive relates to one way to support and improve the performance of implementers. In this indicator, it is seen that if the implementor or implementers want to implement a particular policy/program, they must be able to carry out what the policy/program maker wants.

In an interview with Noviarri Noor, ST., MT, as the Head of Agency for Regional Development Kab. East Kutai and the Drafting Team Chairman for the Regional Government Work Plan Kab. East Kutai Year 2023 explains: "In the implementation of this Regional Government Work Plan involves all stakeholders in East Kutai Regency starting from the Regional Head and continuing from the implementing regional organization from each regional organization and, of course, those who will receive the results of development, namely the community. District head. So far, the directions given by the Regional Head have also been obvious with the existence of circulars and direct communication in the preparation process."

In addition, IbnuKhalidun, SE, as the sub-Coordinator for Data Collection and Control of Regional Development at Agency for Regional Development Kab. East Kutai and members of the Regional Government Work Plan Drafting Team of Kab. East Kutai Year 2023 says: "So far, the directions from the Regional Head are obvious. By making a circular letter for the planning agenda and disposition to Agency for Regional Development and all relevant stakeholders whose goal will later be the preparation of the Regional Government Work Plan ."

Andrew Gadmiral, S.IP, Analyst Planning, Evaluation and Reporting and Members of the 2023 Regional Government Work Plan Drafting Team also stated: "The directions from the Head of Agency for Regional Development as the head of the Regional Government Work Plan preparation team are also clear, communication is smooth, and there is support from the Head of Agency for Regional Development, Head of Division, and then Head of Region who is primarily a sector line, yes we are helped in the implementation process".

Martyn, SKM., MPH, Head of Assessment, Control and Reporting of Agency for Regional Development Kab. East Kutai says: "In the process, the Regional Head gives authority to Agency for Regional Development as the Regional Apparatus, which has the main task and function of carrying out the planning. Then, the Head of Agency for Regional Development will provide direction to the relevant sector for preparing Regional Government Work Plan, in this case, the field of Assessment, Control and Reporting. Furthermore, in the process of preparing the Regional Government Work Plan, in stages, starting with the preparation of the initial Draft of Regional Government Work Plan, it is reduced to a work plan every regional organization in the form of an initial draft. After that, the musrenbang starts from the village, sub-district, until the district level. In addition, Regional Government Work Plan is prepared through the following mechanisms: study name of the Regional House of Representatives study the results of the recess, which will complement the Regional Government Work Plan. After deliberation, it is compiled as a final draft of the Regional Government Work Plan, the final part of the regional development planning process that has been harmonized with the Provincial and National. Later, the final determination of the Regional Government Work Plan will be made. In this long process, all relevant parties must coordinate and ensure that the mechanism can be carried out properly and in a targeted manner."

V. DISCUSSION

Based on the research analysis results, the policy's implementation for the preparation of the Regional Government Work Plan Kab. East Kutai Year 2023 has gone well. This can be measured using the policy implementation model developed by George Edward III (1980) in [8], "there are four indicators that greatly influence policy implementation, namely, communication, resources, disposition and bureaucratic structure. For communication indicators, at Agency

for Regional Development, every process carried out in the preparation of the Regional Government Work Plan is always well communicated in several ways, such as one-way communication in which the Regional Head gives directions and orders through circulars or directly to officials and staff who have the main task of planning. In addition, the existence of deliberation in determining the results of community proposals helps in the process of reaching an agreement. Thus, making it easier for the Regional Government Work Plan drafting team to compile the regional planning document.

In the resource indicator, Agency for Regional Development already has reliable human resources (staff) in preparing the Regional Government Work Plan, but in other Regional Apparatuses, human resources still do not understand the Regional Government Work Plan. In addition, data as a vital resource in preparing the Regional Government Work Plan is still considered lacking because the resources that process the data are less competent. It can be said that budgetary resources are lacking, so the realization in the preparation of the Regional Government Work Plan cannot be carried out according to what was planned. As for facilities, Agency for Regional Development and other regional Regional Government Work Plan are satisfied, although Agency for Regional Development should have several computers or laptops that can be renewed.

Furthermore, indicators of bureaucratic structure can be seen in the profile of Agency for Regional Development Kab. East Kutai already has a structured organizational chart so that the division of leading tasks and functions is more structured and transparent. In addition, the existence of a bureaucratic structure prevents abuse of authority so that higher levels can review decisions at lower levels.

The last indicator, namely disposition, shows how the mechanism for preparing the Regional Government Work Plan has been carried out based on Permendagri No. 86 of 2017. In addition, the implemented mechanism is also structured based on a mutually agreed schedule so that the process is straightforward and transparent. I am starting from the circular letter of the Regional Head, which is circulated to all Regional Apparatuses, including Agency for Regional Development as Regional Apparatus, which has the main tasks and functions in Regional Planning.

Then, after Agency for Regional Development receives the circular letter, it will then be examined and re-disposed to the field that has the task of implementing planning, namely the Field of Assessment, Control and reporting(P3).

Furthermore, the letter will be followed up by the P3 Division in the form of directions to the staff under it to prepare planning documents, in this case, the Regional Government Work Plan document.

VI. CONCLUSION

Based on the results of the research and discussion, it can be seen that the implementation mechanism for the preparation of the Regional Government Work Plan of East Kutai Regency in 2023 is based on the Regulation of the Ministry of Home Affairs Number 86 of 2017 about Procedures for Planning, Controlling and Evaluation of Regional Development, Procedures for Evaluation of Draft Regional Regulations concerning Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amending Regional Long-Term Development Plans, Regional Medium-Term Development Plans, and Regional Government Work Plans with the application of communication patterns, resources, bureaucratic structures and dispositions have been carried out by applicable regulations effectively and efficiently.

Policy implementation can run effectively and efficiently due to the supporting things in its implementation. First, there is good communication and coordination between policy implementers such as Regional Heads. They expressly provide directions in the form of circulars regarding the Calendar, Schedule and Stages of Activities for the Preparation of the 2023 Regional Development Planning Document and the 2022 Regional Development Planning Document Amendment. East Kutai Regency prepares the Regional Government Work Plan for 2023 to Agency for Regional Development and other Regional Apparatuses.

In addition, there was a quick response from the Head of Agency for Regional Development after receiving the circular, which immediately gave clear directions to the field of Assessment, Control and Reporting (P3). Related staff to immediately carry out the preparation of the Regional Government Work Plan by the circular letter of the Regional Head. As well, the direct role of the community, as stated in the development planning deliberations (Musrenbang) at the Village, District and Regency/City levels, further supports the process of preparing the Regional Government Work Plan.

Other supporting things are the existing human resources at the Agency for Regional Development office and the Team for the preparation of the 2023 Regional Government

Work Plan, who are competent and responsive in carrying out the main tasks and functions that have been determined, as well as the support of complete facilities to facilitate staff in the preparation of the Regional Government Work Plan. In addition, there is also a Local Government Information System which makes it easier for staff to find and collect the required data. A clear bureaucratic structure also makes authority and decision-making more focused.

However, in addition to these supporting factors, of course, there are obstacles encountered in the process of preparing the Regional Government Work Plan. Some of these obstacles, such as the lack of competent resources in other Regional Apparatuses, made the data needed in preparing the Regional Government Work Plan late to be processed. In addition, the limited funds/budget needed to make things that have been planned cannot be adequately realized. This also impacts the facilities already owned by Agency for Regional Development; although they are classified as complete, facilities such as laptops and computers have old specifications. Thus, it is necessary to purchase computers and laptops as well as other necessary facilities, but due to budget constraints, the staff at the Agency for Regional Development office are forced to work with existing facilities.

It is necessary to increase the understanding of human resources in regional apparatus and parties involved in the preparation of the Regional Government Work Plan regarding the mechanism of development planning and the importance of development planning through training or socialization activities that can add insight. In Regional Apparatuses that have limitations in human resources, it is hoped that there will be education and training for staff with the main tasks and functions as planners to understand better processing planning data and the Regional Government Work Plan and the preparation process. In addition, the government must increase regional fiscal revenues so that what is planned in preparing the Regional Government Work Plan can be adequately realized with adequate funds/budgets.

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