

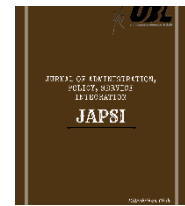
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Policy Implementation of the 2021 Development Planning Meeting at the
Regional Development Planning Agency of Lampung Province

Zakiah Drajat¹ and Desy Ari Safitri²

¹Badan Perencanaan Pembangunan Daerah Provinsi Lampung

²Badan Perencanaan Pembangunan Daerah Provinsi Lampung

E-mail: drajatzakiah26@gmail.com

Abstract :

This research aims to understand the implementation of the Development Planning Deliberation policy carried out by the Lampung Province Development Planning Agency and the inhibiting aspects of the implementation of the Development Planning Deliberation policy. The research method was carried out with a qualitative research approach with descriptive analysis method, using secondary data and primary data. The Development Planning Deliberation is also a forum for preparing development plan documents and coordination between government agencies and the participation of all development actors, Research Results: Development implementation sometimes overlaps, limited human resources, not yet optimal process of implementing the Development Planning Deliberation in absorbing the aspirations of the community in development.

Keywords: *Implementation, Policy, Deliberation, and Planning.*

1. Introduction

The implementation of democracy as mandated by Law No. 22 of 1999 which has been amended several times and the latest is Law No. 23 of 2014 concerning Regional Government and Law No. 25 of 1999 which has also been amended to Law No. 33 of 2004 concerning Financial Balance between Central and Regional Governments and Law No. 25 of 2004 concerning the National Development Planning System mandates the need for public participation in development planning. Public participation in governance is carried out directly and indirectly in decision-making, planning or making government programmes (Quick & Bryson, 2022).

The Lampung Province Regional Development Planning Agency as one of the local government agencies in accordance with its duties assists the Governor of Lampung, especially in terms of development planning carried out in the form of the Development Planning Consultation. Wilson *et al.*, (2019) states that development planning is an effort made by the government supported by decisions and policies made to develop the region more optimally. In implementing the Development Planning Deliberation, the government has issued various

regulations, among others, by issuing Law Number 25 of 2004 concerning the National Development Planning System. With Law No. 25/2004, development planning is bottom-up, which emphasises the participation of many parties in the implementation of development. The involvement of many parties in regional development planning can be realised through a Development Planning Conference (Khikmawati *et al.*, 2020). The Conference itself is a forum between actors in order to prepare the National development plan and Regional development plan (Purnomo *et al.*, 2021).

According to Zorpas (2020) the strategy in implementing optimal development is carried out through community participation. Community participation in development planning requires encouragement from the government. The regional development planning process cannot be separated from the synergy of various parties in efforts to develop development in local government (Malik & Verawati, 2016). The Lampung Province Regional Development Planning Agency functions to support the implementation of government in the field of planning which focuses on (1) Policy formulation and preparation of regional development plans; (2) Coordination and synchronisation with the central government, regional apparatus organisations and districts / cities; (3) Guidance on regional apparatus organisations and districts / cities.

Policy planning and implementation are development steps made by involving community participation (Uittenbroek *et al.*, 2019). Sustainable development is a series of actions taken to help the welfare of society (Leal Filho *et al.*, 2019). However, in reality, the Regional Development Planning Meeting in Lampung Province still encounters several problems so that development planning has not fully run optimally. These problems include (1) the Development Planning Deliberation proposal process is not comprehensive; (2) the low participation of parliamentarians in the Development Planning Deliberation process, and (3) the relatively short time for organising the Development Planning Deliberation encourages obstacles to the absorption of community aspirations.

Based on the phenomenon of the problem, in-depth research was conducted with the formulation of the problem consisting of (1) How is the implementation of the Development Planning Consultation policy in Lampung Province? (2) What aspects hinder the implementation of the Development Planning Consultation policy in Increasing Participation in Lampung Province?

2. Literature review

a. Policy Implementation

According to Nilsen *et al.*, (2020) Public policy is defined as a formula or action taken by the government to address social phenomena. Edalati *et al.*, (2020) Policy is a development step taken by the government as an effort to improve welfare. Hudson *et al.*, (2019) stated Policy is formulated nationally to deal with certain consistencies at the regional level. Policy implementation is the implementation of policies carried out through the assessment of the resolution of public issues (Barusman & Habiburrahman, 2022). Capable policy implementation is a measure of the success of a region in dealing with social issues that occur (Romli *et al.*, 2019).

Policy implementation is related to the responsibility of implementing policies that benefit the community. Policies require transparency and communication which are important factors for Policy Implementation (Moon, 2020). Implementation indicators according to Edward III

in Setyawan & Srihardjono (2016) consist of Communication, Disposition, Quality of Human Resources and Bureaucratic Structure.

b. Concept of Development Planning Consultation

Development is a process of combining population growth and technological progress (Redaputri & Barusman, 2018). Planning is a process for determining appropriate future actions, through a sequence of choices, by taking into account available resources (Law on the National Development Planning System of the Republic of Indonesia Number. 24 Year 2004). The Development Planning Conference from the village level to the district/city level is a forum between actors to formulate policies as national development plans (Farid & Fithriana, 2016).

c. Community participation

Community involvement or community participation is a form of relationship built by the government and its people as an implementation of democratic life (Ehrenberg, 2020). Public participation is a form of democratisation of government (Invernizzi, 2020). Community participation is the participation of the community in actively implementing development. Community participation in policy implementation is needed to develop synergies between the government and the community (Virgawenda *et al.*, 2016).

3. Methodology

The research method used in this research is to use a type of qualitative research with descriptive analysis method. Through the analysis technique of data collection, reduction, and conclusion of data that has been obtained through research (Adlini *et al.*, 2022). Qualitative analysis techniques in this study were carried out to obtain scientific answers related to how the implementation of the Development Planning Consultation policy in Lampung Province, through data collection which was divided into primary data sources and secondary data sources. The data collection was carried out through interviews with informants consisting of, (1) Head of Lampung Development Planning Agency, (2) Head of Development Evaluation Macro Planning Division, (3) Head of Planning Subbid, (4) Implementers / Staff / Community. Then a document study was conducted. Based on the data that has been obtained, data analysis is carried out and data validity is checked through data understanding, and data triangulation or data validity checks.

4. Research Results and Discussion

The Regional Development Planning Agency is a supporting element of Government Affairs which is the authority of the Provincial Region, and is led by the Head of the Agency who is domiciled under and responsible to the Governor through the Provincial Regional Secretary. The Regional Development Planning Agency of Lampung Province is tasked with assisting the Governor in carrying out supporting functions in the field of regional development planning in accordance with statutory provisions. The apparatus of the Lampung Province Regional Development Planning Agency is recorded at 115 people consisting of 12 structural officials, 13 Sub Substance Sub Coordinators, 24 Functional planners, and 66 implementers.

The Lampung Province Regional Development Planning Agency sets goals and objectives within the next 5 (five) years, through formulation to provide direction in each regional plan preparation. Implementation of the 2021 Development Planning Deliberation Policy by Lampung Province Regional Development Planning Agency, examines qualitatively, how data is obtained directly from informants in the field using interviews and document studies. The

aspects to measure the implementation of the development planning deliberation in Lampung Province through this approach are referring to the opinion put forward by Edward III (Setyawan & Srihardjono, 2016) namely; 1. Communication, Disposition, Quality of human resources, and Bureaucratic structure.

a) Communication

In the implementation of the 2021 Development Planning Meeting by the Lampung Province Regional Development Planning Agency, it is always socialised to all employees and the entire community, so that the information carried out is centralised information from the leadership. Communication terminologically refers to the process of conveying a statement by one person to another. So in this sense, the people involved in communication are humans. To understand the meaning of communication so that it can be launched effectively. Men & Yue (2019) stated that communication creates a culture of positive emotional behaviour in organisations.

Communication developed in the development plan Deliberation is the implementation of planning using the bottom up concept, and the results of the study found that the purpose of Regional Development Planning is a systematic effort to utilise the resources owned by the Region to increase and equalise community income, employment opportunities, business opportunities, improve access and quality of public services and regional competitiveness in accordance with government affairs which are their authority (Barusman *et al.*, 2020).

The implementation of communication is the process of conveying messages (messages) from communicators (the process of conveying messages) policies from leaders to subordinates or staff or, carried out by the General Section of Regional planning and development agency Lampung, delivered in two ways, namely written (delivery of technical instructions) and oral (briefing meetings, dialogue), and this is not difficult because there is no work that is very technical in nature from their daily duties, because it is work that is always carried out. Regional development planning is a process to determine future policies, through a sequence of choices, involving various elements of stakeholders, in order to utilise and allocate existing resources within a certain period of time in the Region, so communication plays an important role.

Development planning communication in Development plan deliberation is the transmission of information in communication so that the implementation of regional planning and development can run optimally as expected The regional development planning agency in carrying out its function of assisting the regional head in determining policies in the field of regional development planning by involving the community as a form of the community's seriousness in overseeing the course of development needs to be accompanied by the availability of public participation space in providing input that reflects the aspirations of the community.

b) Disposition/ Attitude of Implementers

Disposition or attitude is the ability to think systematically and quickly in decision making and task implementation. The attitude of implementing Regional planning and development agency Lampung Province employees towards the implementation of the Development plan deliberation or the attitude of the desire to implement policies which is indicated by a commitment to the implementation of the Development plan deliberation. Disposition is a factor in determining the achievement of policies (Subekti *et al.*, 2017). Based on the results

of the study, it is known that the employees involved in the implementation of the Development Plan Deliberation have generally behaved well in carrying out their duties, it can be seen from the results of work that has been in accordance with the rules can be accepted by the central government, all of them already know their main duties and all of them have also carried out their obligations, although there are still some that are not optimal, but this can be improved in the future.

The development planning deliberation or Development plan deliberation is a forum for dispositions or attitudes of implementers between stakeholders in the context of formulating regional development plans formulated with the attitude of implementers: transparent, responsive. The research results show that the disposition or attitude of implementers is a desire or agreement among policy implementers to implement policies which is one of the important factors in measuring the success of policy implementation and so far the disposition at the Lampung Province shows that the attitude of employees in the implementation of the Joint deliberation has gone quite well.

c) Resources

Resources are factors that influence implementation. Resources in this study are inputs used so that development plan deliberation activities can be carried out properly, namely in the form of human resources, supporting data and information, as well as facilities which include infrastructure and funds. Human resources are an important factor that plays a role in policy implementation. Most of the interviewees considered that these resources were sufficient in an effort to achieve the objectives of the activity. The quantity of resources at the Lampung Regional Planning and Development Agency is 115 employees, and apart from employees there are still many honorary staff and other volunteers. While in terms of quality, it is known that all respondents have a high level of education. This shows that respondents have a high ability to implement the programme. However, everything must continue to be improved.

Based on the results of the research, it is known that opportunities are given to all employees to improve the quality of human resources both continuing education formally and education and knowledge informally, namely through training and courses both in the region and the centre, and often also conducting work visits. Human resource development is an integrated programme, on the one hand to help employees develop their talents and abilities through training, workshops and other forms, and on the other hand to achieve organisational effectiveness. In addition, organisations that provide this kind of opportunity for their employees and follow up with promotions in the Lampung Province Regional Planning and Development Agency.

d) Bureaucratic Structure

Edward III states that implementers can be hampered by the organisational structure in which they serve. There are two prominent characteristics of bureaucracy, standard operating procedures (SOPs) and fragmentation. Both can hinder the coordination needed to implement a policy that requires the cooperation of many people. SOPs in this study are translated as duties and obligations in the implementation of the development plan *musyarah* as stated in the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017.

All interviewees agreed that in the bureaucratic structure, the division of tasks is in accordance with the duties and functions of each section and has been divided into the respective fields. Meanwhile, coordination and monitoring have not covered all sectors and have not been carried out routinely. Coordination and monitoring should be sought so that all development activities carried out can run harmoniously and produce synergies to ensure that all activities run in the appropriate direction and towards achieving goals. Such coordination and monitoring is an effort to produce activities that are efficient in the utilisation of resources to ensure optimal achievement of goals and objectives. In the implementation of the Development Plan Deliberation at the Lampung Province Regional Development Planning Agency, all employees are involved in following the directions and orders of their superiors, coordination among employees is carried out as effectively as possible, so that the existence of a level of position in the implementation of development plan deliberations makes every policy or problem quickly resolved properly.

The implementation of Development Plan Deliberation activities creates a simple committee structure, which is characterised by a low degree of departmentalisation, a wide span of control, centralised authority, and little formalisation. Simple structures are most commonly used by local government organisations, which are medium-sized organisations where the head of the organisation has limited power.

e) Aspects of Obstacles to the Implementation of the 2021 Development Planning Deliberation Policy by the Regional Development Planning Agency in Lampung Province.

The planning carried out by the current government is planning that has been carried out using the Regional Development Planning Consultation mechanism both at the village / kelurahan, sub-district, district / city and at the Lampung provincial level. The implementation of planning based on community participation is based on Law Number 25 of 2004 concerning the National Development Planning System. Several factors inhibit the implementation of the Development Planning Consultation policy in increasing community participation in Lampung Province, namely; a. The programmes offered are sometimes not in accordance with regional development, b. The proposed financing is greater than the budget, c. The implementation of the Development Planning Consultation sometimes overlaps activities, d. Limited human resources are constrained. Limited human resources, e. The process of implementing the Development Planning Deliberation has not been optimal in absorbing the aspirations of the community in development.

5. Conclusions and Implication

Conclusion

Based on the results of data analysis and discussion, the conclusions of this study are as follows:

- a) The implementation of the 2021 Development Planning Deliberation policy by the Lampung Province Regional Development Planning Agency Lampung, has gone well, the leadership of the Lampung Province Regional Development Planning Agency has implemented and implemented existing regulations by assigning tasks to employees according to their positions and abilities, although in its implementation it is sometimes not optimal, this can happen due to the lack of human resource capabilities, which are

still relatively limited, so it still needs to be improved to optimise human resource development.

- b) Aspects that inhibit the implementation of the Development Planning Consultation policy, namely, a. Programmes that are not in accordance with regional development, b. Financing that is greater than the budget, c. Implementation of Development Planning Consultations that overlap activities, d. limited human resources, e. Not yet optimal process of absorbing community aspirations in development planning.

Implication

The suggestions in accordance with the research results and conclusions are as follows:

- a) It is necessary to implement a system of sanctions and rewards applied to all employees, especially the Macro Planning and Development Evaluation Division, where employees who carry out their duties and obligations on target and on time will receive awards while employees who ignore the Main Duties and Functions at the Regional Planning and Development Agency of Lampung Province will receive strict sanctions, so that employees can carry out their duties optimally.
- b) All employees of the Lampung Province Regional Development Planning Agency, especially the Macro Planning and Development Evaluation Division, really need to continue to improve their abilities through education and training in order to have adequate and reliable human resource capabilities, so that their main duties and functions can run optimally, and the absorption of community aspirations in the Development Planning Consultation activities carried out every year can continue to develop and be good in its implementation..

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