

**THE EFFECTIVENESS OF IMPLEMENTATION OF DEVELOPMENT PLAN
CONSULTATIONS IN THE DEVELOPMENT OF WORK PLAN FOR THE
REGIONAL GOVERNMENT OF ROKAN HILIR REGENCY**

JURNAL

**Diajukan Sebagai Salah Satu Syarat Untuk
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**PROGRAM MAGISTER (S2) ILMU ADMINISTRASI
PROGRAM PASCASARJANA
UNIVERSITAS ISLAM RIAU
PEKANBARU
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THE EFFECTIVENESS OF IMPLEMENTATION OF DEVELOPMENT
PLAN CONSULTATIONS IN THE DEVELOPMENT OF WORK PLAN
FOR THE REGIONAL GOVERNMENT OF ROKAN HILIR REGENCY

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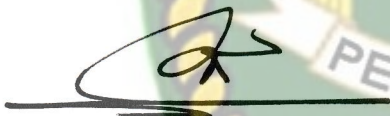
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PENYUSUNAN RENCANA KERJA PEMERINTAH DAERAH KABUPATEN ROKAN HILIR".**

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EFEKTIFITAS PELAKSANAAN MUSYAWARAH RENCANA PEMBANGUNAN DALAM PENYUSUNAN RENCANA KERJA PEMERINTAH DAERAH KABUPATEN ROKAN HILIR

Darwin

Abstract

Penelitian ini bertujuan untuk mengetahui dan menganalisis efektifitas pelaksanaan Musyawarah Rencana Pembangunan dalam Penyusunan Rencana Kerja Pemerintah Daerah Kabupaten Rokan Hilir. Musyawarah Rencana Pembangunan (Musrenbang) merupakan langkah awal proses pembangunan guna untuk mengetahui adanya keselarasan antara tujuan dan prioritas program sehingga proses pembangunan dapat terintegrasi dengan Rencana Kerja Pemerintah Daerah (RKPD). Metode yang digunakan dalam penelitian ini adalah metode kualitatif yang dijabarkan secara deskriptif. Analisis data penelitian melalui studi kepustakaan dan observasi secara *purposiv sampling*. Narasumber penelitian ini adalah pejabat selingkungan Badan Perencanaan Pembangunan Daerah dan Tokoh masyarakat Kabupaten Rokan Hilir. Temuan dalam penelitian ini adalah tataran penyusunan RKPD Kabupaten Rokan Hilir telah sesuai denan tahapan perencanaan pembangunan akan tetapi pelaksanaan Musrenbang dalam Penyusunan Rencana Kerja Pemerintah Daerah Kabupaten Rokan Hilir belum berjalan efektif, dibuktikan dengan adanya indikator masalah yang diakibatkan oleh penganggaran yang minim dalam proses pelaksanaan Musrenbang, belum optimalnya kualitas dan kompetensi yang dimiliki oleh sumber daya serta partisipasi masyarakat yang kurang sehingga hasil prioritas tidak tepat sasaran.

Keyword: *Musrenbang, RKPD, Implementasi, Kabupaten Rokan Hilir*

THE EFFECTIVENESS OF IMPLEMENTATION OF DEVELOPMENT PLAN CONSULTATIONS IN THE DEVELOPMENT OF WORK PLAN FOR THE REGIONAL GOVERNMENT OF ROKAN HILIR REGENCY

Darwin

Universitas Islam Riau, Pekanbaru, Indonesia

ABSTRACT

This study aims to determine and analyze the effectiveness of the implementation of the Development Plan Deliberation in the Preparation of the Regional Government Work Plan of Rokan Hilir Regency. The Development Plan Deliberation is the first step in the development process to determine the alignment between program goals and priorities so that the development process can be integrated with the Regional Government Work Plan. The method used in this study is a qualitative method described descriptively. Analysis of research data through literature study and observation by purposive sampling. The sources of this research are officials from the Regional Development Planning Agency and community leaders of the Rokan Hilir Regency. The findings in this study are that the level of preparation of the Rokan Hilir Regional Government Work Plan has been by the development planning stages but the implementation of the planning in the Preparation of the Rokan Hilir Regency Government Work Plan has not been effective, as evidenced by the existence of problem indicators caused by minimal budgeting in the planning implementation process, the quality and competence of the resources are not yet optimal and the community participation is lacking so that the priority results are not right on target.

Keywords: Planning, Implementation, Rokan Hilir Regency

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Darwin

THE EFFECTIVENESS OF IMPLEMENTATION OF DEVELOPMENT PLAN CONSULTATIONS IN THE DEVELOPMENT OF WORK PLAN FOR THE REGIONAL GOVERNMENT OF ROKAN HILIR REGENCY

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ABSTRACT

This study aims to determine and analyze the effectiveness of the implementation of the Development Plan Deliberation in the Preparation of the Regional Government Work Plan of Rokan Hilir Regency. The Development Plan Deliberation is the first step in the development process to determine the alignment between program goals and priorities so that the development process can be integrated with the Regional Government Work Plan. The method used in this study is a qualitative method described descriptively. Analysis of research data through literature study and observation by purposive sampling. The sources of this research are officials from the Regional Development Planning Agency and community leaders of the Rokan Hilir Regency. The findings in this study are that the level of preparation of the Rokan Hilir Regional Government Work Plan has been by the development planning stages but the implementation of the planning in the Preparation of the Rokan Hilir Regency Government Work Plan has not been effective, as evidenced by the existence of problem indicators caused by minimal budgeting in the planning implementation process, the quality and competence of the resources are not yet optimal and the community participation is lacking so that the priority results are not right on target.

Keywords: Planning, Implementation, Rokan Hilir Regency

1. Introduction

Development is a multidimensional process that includes various fundamental changes to social structures, people's attitudes, and national institutions, besides continuing to pursue economic growth acceleration, handling income inequality, and poverty alleviation. And in essence,

development must reflect the total change in a society or the adjustment of the social system as a whole, without neglecting the diversity of basic needs and desires of individuals and social groups in it, to move forward towards a condition of life that is more versatile, both materially and socially. spiritual. (Suwandi & Rostyaningsih, 2012)

In carrying out development, every local government requires accurate planning and is expected to be able to evaluate the development carried out. Along with the rapid development of all fields, there is an increase in demand for data and development indicators that require the availability of data at the district/city level. The data and development indicators needed are those that are by the predetermined plans. The main key to the success of development lies in the quality of development planning and the coordination of development activities across all sectors. In terms of the development of a planning area, it is very important because by using planning it is hoped that we know what is needed in development. Development is a concept that has a purpose in the process leading to improvement and improvement. Development activities carried out by the Government as well as those carried out by the community are an investment.

Investments made by the Government are like the Government building a road or the Government repairing a damaged road. When a new road is built, the community also benefits, the community can use the road as access for daily community activities or activities. The importance of development is because development is an improvement effort in which there is a series of activities or activities carried out based on a plan.

Development begins with a goal that is directed at changes in all areas of life to meet the needs of society. With development planning, we can plan for future development so that development is right on target and useful for the community at large. (Napitupulu, 2013) Based on Law Number 25 of 2005 concerning the National Development Planning System (SPPN) it is stated that planning is defined as a process to determine appropriate future actions, through a sequence of choices, taking into account available resources. Furthermore, in Law no. 25/2004 Chapter 1 Article paragraph (3), it is stated that; The National Development Planning System is a unified development planning procedure to produce long-term, medium-term and annual development plans carried out by elements of state and community administrators at the Central and Regional levels. (Tiara Dewi, Muhammad Amir Masruhim, 2016)

The relationship between central and regional planning, where planning begins with the Long Term Development Plan, Medium Term Development Plan, Strategic Plan, Government Work Plan, and Work Plan. As an official REGIONAL WORK UNITS document, the REGIONAL WORK UNITS Renja has a strategic position, namely bridging the planning of the Regional

Apparatus Work Unit with the Regional Development Work Plan Local Government Work Plan, as the implementation of the regional medium-term strategic implementation and the Strategic Planning which becomes a single unit. to support the achievement of the Regional Vision and Mission. (Hermawan et al., 2018)

The REGIONAL WORK UNITS Renja is prepared by each Regional Apparatus Work Unit in an integrated, participatory and democratic manner. The REGIONAL WORK UNITS Renja is used as the basis for the preparation of the Regional Apparatus Budget Work Plan (RKA) for the preparation of the Regional Revenue and Expenditure Budget (APBD) and as the basis for proposing programs/activities that will be financed by the Provincial APBD and APBN. The REGIONAL WORK UNITS Renja Document is a strategic thought process to address developing issues and implement them in REGIONAL WORK UNITS programs and activities. The quality of the Renja document is largely determined by the quality of the programs and activities to be carried out so that the preparation of the REGIONAL WORK UNITS is largely determined by the ability of the REGIONAL WORK UNITS in compiling, organizing, implementing, controlling and evaluating the achievements of programs and activities according to the main tasks and functions of the REGIONAL WORK UNITS. (Yulison & Isril, 2014)

Based on Permendagri Number 54 of 2010 concerning the stages, procedures for preparing, controlling, and evaluating the implementation of regional development plans, the process of preparing the REGIONAL WORK UNITS Renja consists of three main stages, namely the preparation stage for preparation, the draft preparation stage, and the determination stage for the REGIONAL WORK UNITS Renja. The preparation stages include the formation of the LOCAL GOVERNMENT WORK PLAN drafting team and the REGIONAL WORK UNITS Renja, orientation on the LOCAL GOVERNMENT WORK PLAN and REGIONAL WORK UNITS Renja, the preparation of the work agenda, and the preparation of data and information. The preparation of the REGIONAL WORK UNITS Renja draft is an initial step that must be carried out before being refined into a definitive REGIONAL WORK UNITS Renja document. The Work Plan of Development Planning Agency at Sub-National Level of Rokan Hilir Regency for 2017, is an annual work plan elaborating on the implementation of development that has been planned in the Strategic Plan document of Development Planning Agency at Sub-National Level of Rokan Hilir Regency for 2014-2018.

1. The 2017 Development Planning Agency at Sub-National Level Work Plan was prepared concerning the Regulation of the Minister of Home Affairs Number 54 of 2010 concerning the Implementation of Government Regulation Number 8 of 2008 concerning the Stages, Procedures for Preparation, Control and Evaluation of the Implementation of

the Regional Development Work Plan. The Regional Government Work Plan Local Government Work Plan of Rokan Hilir Regency in 2017 functions as an annual planning document, the preparation of which takes into account all the aspirations of development stakeholders through the implementation of the annual Development Plan Deliberation which is held in stages for the integration of the REGIONAL WORK UNITS Draft.

2. By this mandate, the Regional Development Planning Board of Rokan Hilir Regency as a Regional Apparatus Working Unit in 2016 prepared a Work Plan for the Regional Development Planning Agency of Rokan Hilir Regency for 2017. The REGIONAL WORK UNITS Renja is a REGIONAL WORK UNITS development plan document with a period of 1 (one) year to operationalize the LOCAL GOVERNMENT WORK PLAN accompanied by efforts to maintain and improve the performance of community services that have been achieved by the REGIONAL WORK UNITS, by their main duties and functions.
3. To realize the vision above, the real action is needed in the form of a mission. Under the role of the Regional Development Planning Agency, the mission of the Rokan Hilir Regency Regional Development Planning Agency is as follows:
4. Coordinate cross-sectoral development activities accompanied by controlling monitoring and evaluation of regional development planning with a participatory system
5. Realizing linkages and consistency between planning, budgeting and implementation
6. Increasing the availability and management of accurate data, information, research, and development for regional development planning
7. Improving the quality of Development Planning Agency at Sub-National Level apparatus in regional development planning The Work Plan of Development Planning Agency at Sub-National Level of Rokan Hilir Regency for 2017, will be used as a guide and reference in compiling programs and activities of Development Planning Agency at Sub-National Level of Rokan Hilir Regency in 2017 which have been determined as Regional Development Priorities, which leads to achievement development targets which in their preparation also take into account the programs and policies of the Central Government implemented in the regions

In the development planning system, there is also a development planning deliberation (Development Plan Deliberation), a national development planning deliberation is a forum

between actors in the framework of formulating national development plans and regional development plans. The Development Plan Deliberation (Development Plan Deliberation) is an annual agenda where residents meet each other to discuss the problems they face and decide on short-term development priorities. When priorities have been arranged, then they are proposed to the government at a higher level, and through the regional development planning agency (DEVELOPMENT PLANNING AGENCY AT SUB-NATIONAL LEVEL)

community proposals are categorized based on affairs and budget allocations. This participatory budgeting process provides a space for the community to voice their needs to the government. The Development Plan Deliberation process also takes place at the sub-district and city or district levels as well as at the provincial and national levels. (Rosita, 2017)

In the Development Planning Deliberation, of course, the participation of the community is needed. Because the purpose of development is for the community itself, therefore ideally the community is invited or included in the preparation of a development plan. The community here are the stakeholders or parties involved in the development, namely: the Government, the private sector, and the community as a whole. The purpose of community participation is that the community is involved or actively participates in every development activity as a form of concern and support for the development process carried out in the area. The importance of the community in this development is contained in Law No. 25 of 2004 concerning the National Development Planning System. As contained in Chapter II of the Principles and Objectives section of Article 2 paragraph 4 point d which states that optimizing community participation. By involving the community in the planning and implementation process of development, it is hoped that development will be by what the community wants.

The development planning deliberation activity (Development Plan Deliberation) of the Rokan Hilir Regency LOCAL GOVERNMENT WORK PLAN is an important part of the process of implementing the Rokan Hilir Regency annual development planning system to be further finalized as a guide in the preparation of the Work Plan and Budget of the Regional Apparatus Organization which is the link in the process of preparing the Regency APBD Rokan Downstream. With the implementation of the Rokan Hilir Regency LOCAL GOVERNMENT WORK PLAN Development Plan Deliberation, it is hoped that it will produce a Rokan Hilir Regency LOCAL GOVERNMENT WORK PLAN Draft that can accommodate the aspirations of all community groups, the business world and be able to carry out the stages of development in the following year as the implementation of the vision and mission of the elected Regent who will be realized during his reign.

Thus, the determination of the final results of the Rokan Hilir Regency LOCAL GOVERNMENT WORK PLAN is the result of last year's Development Plan Deliberation, which is one of the interrelated stages of development, for that all parties are requested to actively and constructively participate in the implementation process so that the LOCAL GOVERNMENT WORK PLAN Rokan Hilir Regency can accommodate the real needs of the community and can ensure sustainable development in Rokan Hilir Regency which aims to achieve the welfare of the people of Rokan Hilir Regency.

1. There are several problems in the implementation of the Development Plan Deliberation in the preparation of the LOCAL GOVERNMENT WORK PLAN of Rokan Hilir Regency, namely:
2. Budget Limitations and Budget Disbursement Delays
3. The budget constraint here results in not being able to accommodate all the proposals that are the priorities of the LOCAL GOVERNMENT WORK PLAN Development Plan Deliberation. Limitations and delays in disbursement in the village budget are one of the inhibiting factors for the implementation of physical development programs in Rokan Hilir Regency, this has resulted in delays in the implementation of programs that have been determined and the mechanism for preparing development plans and LOCAL GOVERNMENT WORK PLAN in Rokan Hilir Regency is experiencing inefficiency. This problem often occurs in the policy implementation process and is known as a classic problem.
4. The quality and quantity of human resources are not yet optimal in inputting the results of the LOCAL GOVERNMENT WORK PLAN Development Plan Deliberation into the system. This causes the time for the preparation of annual planning documents and the collection of recapitulation reports from each OPD to be slow. This of course will have an impact on the process of preparing the Rokan Hilir Regency LOCAL GOVERNMENT WORK PLAN.
5. Most of the results of the District LOCAL GOVERNMENT WORK PLAN Development Plan Deliberation in the District of Rokan Hilir Regency were not accommodated (nil) in the General Budget Policy document and the Provisional Budget Ceiling Priority of KUA-PPAS.

Research Method

This study uses a qualitative method with a descriptive approach where the data collection technique used focuses on processing information obtained through a literature review about an object that is declared a phenomenon according to the actual situation. The implementation of descriptive research methods is not limited to collecting and compiling data but includes analysis and interpretation of the meaning of the data, besides that everything that is collected is likely to be the key to what is being studied. (Tamameu et al., 2017) Referring to the purpose of this paper, namely analyze the effectiveness of the implementation of the development plan deliberation in the preparation of the work plan of the local government of Rokan Hilir Regency. In the details of this study, using data in the form of primary data and secondary data. In primary data, research uses data obtained through observation and documentation techniques to produce accurate information because it has a direct correlation with the research theme. Furthermore, secondary data is data obtained from literature reviews originating from various electronic media, journals, books, scientific articles and trusted websites that can support the acquisition of additional data.

2. Literature Review

Several literature studies also discuss the effectiveness of the implementation and analysis of the implementation of the Development Plan Deliberation, one of which is in a study by Kevin Tio Prasetyo, Iman Surya and Nur Hasanah with the research title "Effectiveness of implementing Village Level Development Planning Deliberations in Physical Development in Muarawis Village, Muarawis District, Regency Kutai Kartanegara" this research is intended to analyze the effectiveness of the ineffective Development Plan Deliberation from several targets, this is due to various obstacles and obstacles in its implementation such as budget problems, timeliness of program implementation and lack of socialization in the use of media to disseminate information to the public. This study divides several focus discussions into the effectiveness of the implementation of the Development Plan Deliberation based on the achievement of goals/targets, implementation time, program targets, integration, socialization, communication, adaptation, program suitability with the environment, as well as an explanation of the obstacles to the implementation of the Development Plan Deliberation, namely budget, limitations in finding materials. standard, force major aspects (obstacles caused by natural phenomena). (Prasetyo et al., 2018)

Furthermore, research by Elip Helden, Malik and Muhammad Ario Pratito in his research entitled "Effectiveness of Regional Development Planning Policy Implementation (Case Study of Metro City Government Work Plans)) in this study author tries to describe how the effectiveness of implementing regional development planning policies and the factors involved success factors for

the effectiveness of the implementation of regional development planning policies in Metro City. According to this research, one of the benchmarks for successful implementation of development planning lies in the implementation of the policy itself.

Basically, according to this research, the regional development planning process cannot be separated from the synergy of various parties related to development efforts in the regional government. The participation of stakeholders and the community is one of the keys to the success or failure of the development planning process. In this study, the problems that arise in the implementation of development planning are such as changes in the paradigm and dynamics of government administration, lack of community participation, weak understanding of the community and regional officials in implementing the Development Plan Deliberation (Development Plan Deliberation), slow recapitulation of reports on the realization of development planning, and budget constraints. . Based on the results of the research, the effectiveness of implementing regional development planning policies in Metro City is quite effective because it complies with 5 (five) provisions, namely; 1) Right policy, 2) Right implementation, 3) Right target, 4) Right environment, and 5) Right process. While the factors that affect the effectiveness of the implementation of regional development planning policies in Metro City are divided into supporting factors, namely communication and bureaucracy, and inhibiting factors, namely disposition and resources. (Heldan et al., 2021)

3. Result and Discussion

1. Participatory Development Planning System

Under the new development paradigm, community planning is a basic need in the context of sustainable development. Development planning must involve all elements of stakeholders including the community. So that this mechanism allows the community to provide input related to the public interest so that planning documents can produce programs that are right on target, on time, and purpose. (Abady, 2013). Regional development planning meetings that are carried out for programs/activities as well as in the implementation of the short, medium and long term must be carried out by prioritizing community participation as a form of bottom-up planning. (Alfian, 2017) To produce an effective development program, the conditions are as follows: following:

1. Transparent, that the decision-making processes and mechanisms that have been developed since the District level are known and can be monitored by the community.
2. Responsive, that the resulting development program is more due to efforts to respond to

what is an issue in the community, not because of the design of certain parties.

3. Participatory, community involvement becomes a necessity in the sense that the formulation is carried out together and always pays attention to the problems/issues raised by the community.
4. Accountable, as long as the entire process is carried out transparently, responds to needs and involves the community in various stages, the results can be accounted for.

Therefore, concerning the objectives concerning the conditions and interests of the community, it is necessary to have community involvement (in the sense of being consciously involved) without the involvement of the people, so the formulation issued can be said to contain elements and influences from external parties. There are several steps in implementing participatory development planning, which is as follows:

- a. Investigation

The investigation is a process to find out, explore and collect local problems that develop in the community. The research here is not an academic activity, but an activity that is part of the change effort. In this process, community involvement is a non-negotiable key factor. Thus, the investigation process is a process of inviting the community to carefully identify the problems they face.

- b. Mapping of problems in the field.

Problem formulation is an advanced stage of the results of the investigation. The data or information that has been collected is processed in such a way that a more complete, complete and in-depth picture is obtained. To achieve the formulation an analysis process is carried out on information, data and people's life experiences. The analysis process itself is meaningful as an action to find a connection between one fact and another. What is formulated must be simple, clear and concrete. For the problem formulation to reflect the needs of the community (society), there is no other way but to involve the community in the process. The first step that must be taken is to ensure that the input data collected is truly what is felt and what is the concern of the community. In this case, not all of what is conveyed by the community must be accepted, it is precisely at that time that the momentum for the community is to sort out which aspects are needs and which are just wants. A desire, of course, has a high degree of subjectivity and tends to have no clear boundaries. Therefore, what will be a priority is to answer the basic needs of the community.

a. Identification of carrying capacity.

In this case, supported power is not defined as concrete funds (money), but all aspects that can enable activities to be carried out in achieving the goals and targets that have been set. The carrying capacity is very dependent on: (1) the problems faced, (2) the goals to be achieved, and (3) the activities to be carried out. Clarity about these aspects will be very helpful in understanding what is owned by the community. The carrying capacity referred to in this problem can have two meanings: (1) concrete, actual, available carrying capacity and (2) potential carrying capacity (will exist or can be cultivated). An understanding of this carrying capacity is needed so that the work plan that is prepared is not arbitrary, but is the result of a mature calculation.

b. Formulation of Program Objectives.

The purpose of the formulation of program objectives is to find out the state or condition of the goals to be achieved/expected. Therefore, there are several efforts to achieve this goal by carrying out activities that include various parties, both stakeholders and the community. One of these activities is in the form of a Development Plan Deliberation (Development Plan Deliberation). (Manar, 2014)

2. Effectiveness of Implementation of Development Plan Deliberations

The development planning process in the regions, especially in Rokan Hilir Regency, should ideally be carried out starting from the development planning deliberation stage at the village or sub-district level, moving up to the sub-district level and ending with the discussion of the Development Plan Deliberation at the Regency level. In the process of deliberation on the development plan, the development process in Rokan Hilir Regency is focused on the development of facilities and infrastructure in the area that is adapted to the conditions and needs of each village or sub-district and even sub-districts in Rokan Hilir Regency.

Based on the author's observations or observations in the field, that the results of the Development Plan Deliberation can become a development planning document or the Regional Government Work Plan Local Government Work Plan of Rokan Hilir Regency if there are similarities with programs owned by the Regional government. From the observations of the authors who participated in the Development Plan Deliberation Process in several sub-districts in Rokan Hilir Regency, the Development Plan Deliberation only contained activities in the form of exposure from Regional Government Work Units (REGIONAL WORK UNITS) such as DEVELOPMENT PLANNING AGENCY AT SUB-NATIONAL LEVEL, Public Works Office, Health Office and Youth and Sports Education Office regarding activities to be carried out in the

following year. Therefore, the effectiveness of the implementation of the Development Plan Deliberation in Rokan Hilir Regency If viewed from the criteria of Wicaksono and Sugiarto in (Suwandi & Rostyaningsih, 2012), the description of the development planning process is as follows:

1. Planning Focus (Focused on Community Interest)

The process of extracting information on community needs related to the implementation of development planning is carried out formally, meaning that these activities are still focused on activities in the form of discussion forums, seminars, webinars, observations and dialogues. However, empirically, the implementation of the Development Plan Deliberation is better done informally to seek effective absorption. In addition to the phenomenon that occurred, participants in the development plan deliberation were only allowed to ask questions about activities that were not included in the results of discussions and negotiations between the Regional Government and the Participants regarding issues or problems as well as problem-solving. Participants do not have complete data in preparation for the implementation of the Development Plan Deliberation which ideally should be owned a week before the implementation of the activity. Dominant in the preparation of development planning formulations in Rokan Hilir Regency is the executive or local government, not the people of Rokan Hilir. Therefore, the focus of development planning in Rokan Hilir Regency related to the interests of the community has not been optimal.

2. Participatory

In Rokan Hilir Regency, the Development Plan Deliberation is held every year. However, the implementation has not been optimal, this can be seen from the involvement of the community which has not massively represented the entire community. So the trend is that the Development Plan Deliberation forum does not become a forum for community proposals based on real needs in the field. Implementation of the Development Plan Deliberation opens a partnership space for district and sub-district governments and the community to share responsibilities in providing program initiation in regional development. The reality that is still happening is that the person in charge, as well as the implementor of the Development Plan Deliberation activities, is only carried out by the government. This is one of the triggers for the disharmony of relations between the government and the community in regional development because the implementation of development is not by the objectives so that it is not on target.

Development Planning Agency at Sub-National Level as the leading sector implementer of the Development Plan Deliberation and LOCAL GOVERNMENT WORK PLAN Preparation activities has not been able to provide adequate information on the priority outcomes that are

accommodated in the development planning document. In addition, the lack of socialization and community participation has not been fully implemented. Thus, the credibility of the Development Planning Agency at the Sub-National Level of Rokan Hilir Regency has not been able to increase public trust, not only related to the participatory planning process but also the results of the planning Deliberation process that have not massively involved the community.

3. Synergy

Planning synergies can be seen when development planning emphasizes cooperation between administrative areas and interactions between stakeholders. To find out whether a proposal is related to the direction of development policy, the interaction between all participants is needed. At the interaction point, there are weaknesses in development planning and the Development Plan Deliberation in Rokan Hilir Regency where priority determination is not carried out in the Development Plan Deliberation forum but only carried out by a few people who are considered important. This is what causes the existing participants and human resources to be unable to understand the discussion and standard procedures by the direction of development policies. Based on the results of the research, the Development Plan Deliberation in Rokan Hilir Regency is sufficient to meet the criteria for planning synergy, although its implementation has not been effective. This can still be seen from the unmanaged list of priority resources based on interactions between stakeholders, the government, NGOs and the community itself, so the reality is that the government is the most dominant party in determining policy so that the implication is that there are still proposals from stakeholders, NGOs and people who are not accommodated. (Ma'rif et al., 2018)

4. Legality

Legality here means that the Development Planning Deliberation held in Rokan Hilir Regency is by existing regulations and can then be accounted for. Development Planning in Rokan Hilir Regency itself refers to the applicable regulations based on Law no. 25 of 2004 concerning the National Development Planning System and Permendagri No. 66 of 2007 concerning the Implementation Mechanism of Village Development Planning.

5. Dynamic

In the dynamic aspect, it is intended that planning reflects the interests and needs of all parties and the planning process takes place sustainably and proactively.

6. Feasibility (Realistic)

The feasibility here means that planning must be specific, measurable, workable, and consider time. Based on the data obtained by researchers from interviews and literature studies, the results of development activities and programs are by what has been planned but this is not accompanied by a structured work plan schedule. So several Development Plan Deliberations are not following the predetermined schedule.

3. Factors that affect the effectiveness of the implementation of Development Plan Deliberation in Rokan Hilir Regency

Some factors affect the effectiveness of Development Plan Deliberation implementation in Rokan Hilir Regency which are divided into 2 (two), namely: External Factors and Internal Factors. (Heldan et al., 2021)

1. External Factors

a. Society participation

In the implementation of the Development Plan Deliberation there is a list of priorities for the needs of the community, therefore to find out what the needs of the community are, it is necessary for the participation of the community itself in the process of implementing the Development Plan Deliberation in Rokan Hilir Regency.

2. Internal Factors

a. Resource

Human resources in government institutions are important. The availability and competence of employees in understanding the tasks assigned can determine the success of policy implementation.

b. Budget

The priority of the LOCAL GOVERNMENT WORK PLAN is very much needed to support the effectiveness of the Development Plan Deliberation implementation in the preparation of the LOCAL GOVERNMENT WORK PLAN. Because this will greatly affect the quality of development results in the following year. It is necessary to review the budget allocation for both implementation and proposals from the discussion of the results of the Development Plan Deliberation so that the Development Plan Deliberation is not merely a formality program. Because what is happening today is that the implementation of the Development Plan

Deliberation cannot be used as a benchmark for participatory planning and prioritizes transparency or openness so that the output of the Development Plan Deliberation implementation is not by the expected goals and objectives. (Ma'rif et al., 2018)

c. Communication

Communication is one of the factors that affect the effectiveness of the Development Plan Deliberation implementation in the preparation of the LOCAL GOVERNMENT WORK PLAN in Rokan Hilir Regency. The Development Planning Agency at Sub-National Level of Rokan Hilir Regency carried out stages by stages starting from the preparation of the draft decision of the Regional Head regarding the formation of the LOCAL GOVERNMENT WORK PLAN drafting team, preparing the work agenda of the LOCAL GOVERNMENT WORK PLAN drafting team, preparing data and information on Regional development planning based on SIPD, then proceeding with conducting Development Plan Deliberation at the City level before the final determination process was carried out. and the promulgation of the LOCAL GOVERNMENT WORK PLAN which is then used as a guideline for the formulation of the final draft of the Regional Apparatus Renja and as a guideline for the preparation of the APBD General Policy Draft and the Regional Government Priority and Temporary Budget Ceiling Plan which will later be discussed as the basis for the preparation of the APBD draft.

d. Disposition

Disposition in this research is about commitment and responsibility. The Regional Planning Board must pay attention to the government's commitment to implementing the Development Plan Deliberation policy in the preparation of this LOCAL GOVERNMENT WORK PLAN. In its implementation, the Development Plan Deliberation in Rokan Hilir Regency has been carried out although it has not been fully optimal this is due to the weak participation of collaboration between the government and the community, budget problems and internal OPD resources in Rokan Hilir Regency. In addition, there is a discrepancy between the programs being implemented and the commitments of interested parties. Such as placing the results of the recess of the main ideas of DPRD members which should have been listed during the District LOCAL GOVERNMENT WORK PLAN Development Plan Deliberations in the District and the District LOCAL GOVERNMENT WORK PLAN Development Plan Deliberations in the Districts. On the one hand, this activity has been programmed, but in its implementation, it cannot be separated from the political promise of the regional head.

Conclusion

Based on the research results, it can be concluded that the Effectiveness of the Implementation of the Development Plan Deliberation in Rokan Hilir Regency is not effective enough because in its implementation it is still in the form of a public consultation forum, besides that the implementation of cross-sectoral coordination must be further improved, such as community participation in the Development Plan Deliberation process as well as increasing competence and the quality of development planning apparatus or employees through technical guidance and periodic socialization. This is because the success of the series of implementation of the LOCAL GOVERNMENT WORK PLAN Development Plan Deliberation is the responsibility of various related parties, for that the participation of all elements is highly expected. After all, no matter how small the participation is, it will provide enormous benefits for the future and continuity of development in the Rokan Hilir Regency. Furthermore, some factors influence the effectiveness of the Development Plan Deliberation implementation of LOCAL GOVERNMENT WORK PLAN preparation in Rokan Hilir Regency which is divided into 2 (two) namely from external factors, community participation and from internal factors namely; Resources, budget, communication, and disposition. These factors are expected to increase the effectiveness of the implementation of development planning so that it is timely, appropriate and on target in Rokan Hilir Regency.

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