

# **JURNAL ILMIAH**

## **IMPLEMENTATION OF REGIONAL PLAN INFORMATION SYSTEM IN THE REGIONAL DEVELOPMENT PLANNING AGENCY OF ROKAN HILIR REGENCY**

**Diajukan Sebagai Salah Satu Syarat Untuk  
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PEKANBARU  
2022**

**IMPLEMENTATION OF REGIONAL PLAN  
INFORMATION SYSTEM IN THE REGIONAL DEVELOPMENT  
PLANNING AGENCY OF ROKAN HILIR REGENCY**

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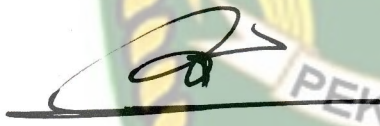
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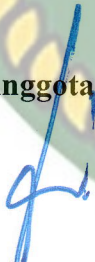
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**IMPLEMENTATION OF REGIONAL PLAN  
INFORMATION SYSTEM IN THE REGIONAL DEVELOPMENT  
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# Information Governance System

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# IMPLEMENTASI SISTEM INFORMASI PERENCANAAN DAERAH PADA BADAN PERENCANAAN PEMBANGUNAN DAERAH KABUPATEN ROKAN HILIR

Hendrawan Saputra

## Abstrak

Penelitian ini bertujuan untuk menganalisis implementasi Sistem Informasi Pemerintah Daerah (SIPD) pada Badan Perencanaan Pembangunan Daerah Kabupaten Rokan Hilir. Kebijakan SIPD di Kabupaten Rokan Hilir merupakan sistem yang dapat mendokumentasikan dan mengadministrasikan data pembangunan daerah menjadi informasi yang dapat dijadikan kepada masyarakat dalam rangka perencanaan, pelaksanaan, dan evaluasi kinerja pemerintah. Penelitian ini menggunakan metode penelitian Kualitatif dengan tipe penelitian deskriptif. Informan utama dalam penelitian ini adalah pejabat di lingkungan Badan Perencanaan Pembangunan Daerah Kabupaten Rokan Hilir. Pemilihan Sampel dilakukan secara (purposive sampling). Berdasarkan Hasil penelitian dan analisis data menunjukkan bahwa: (1) Dasar penerapan SIPD pengelola keuangan di Pemerintah Kabupaten Rokan Hilir adalah Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 70 Tahun 2019 Tentang Sistem Informasi Pemerintahan Daerah, (2) Permasalahan yang terjadi dalam penerapan SIPD pada BAPPEDA Kabupaten Rokan Hilir ditinjau melalui model pendekatan implementasi kebijakan oleh Van Meter dan Van Horn (1975) berupa permasalahan Standar dan sasaran kebijakan, Sumber Daya, Komunikasi antar organisasi terkait, Karakteristik organisasi pelaksana, Lingkungan sosial, ekonomi dan politik, dan Sikap Pelaksana.

**Keyword:** *SIPD, Badan Perencanaan Pembangunan Daerah, Implementasi, Kabupaten Rokan Hilir*

# IMPLEMENTATION OF REGIONAL PLAN INFORMATION SYSTEM INTHE REGIONAL DEVELOPMENT PLANNING AGENCY OF ROKAN HILIR REGENCY

Hendrawan Saputra

## ABSTRACT

This study aims to analyze the implementation of the Regional Government Information System at the Regional Development Planning Agency of Rokan Hilir Regency. The Local Government Information System policy in Rokan Hilir Regency is a system that can document and administer regional development data into information that can be used as information for the community in the context of planning, implementing, and evaluating government performance. This research uses a qualitative research method with a descriptive research type. The main informants in this study were officials within the Regional Development Planning Agency of Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of research and data analysis, it shows that: (1) The basis for implementing Local Government Information System for financial management in the Rokan Hilir Regency Government is the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 70 of 2019 concerning Regional Government Information Systems, (2) Problems that occur in the application of Local Government Information System A Rokan Hilir Regency was reviewed through the policy implementation approach model by Van Meter and Van Horn (1975) in the form of problems of Standards and policy objectives, Resources, Communication between related organizations, Characteristics of implementing organizations, Social, economic and political environment, and Implementing Attitudes.

**Keyword:** Local Government Information System, Regional Development Planning Agency, Implementation.



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Penulis dengan segala keterbatasan ilmu dan pengalaman sudah berupaya semaksimal mungkin untuk menyusun setiap lembar Jurnal ini sesuai dengan kaidah penelitian ilmiah dan ketentuan yang ditentukan oleh fakultas. Walaupun demikian penulis menyadari bahwa pada lembar tertentu dari naskah Jurnal ini mungkin ditemukan berbagai kesalahan dan kekurangan. Untuk membenahi hal itu penulis berharap kemakluman serta masukan dari pembaca. Sehubungan dengan itu secara khusus pada lembaran ini penulis mengucapkan terima kasih kepada:

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Pekanbaru, Februari 2022

Penulis,

Hendrawan Saputra



## **IMPLEMENTATION OF REGIONAL PLAN INFORMATION SYSTEM IN THE REGIONAL DEVELOPMENT PLANNING AGENCY OF ROKAN HILIR REGENCY**

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### **ABSTRACT**

This study aims to analyze the implementation of the Regional Government Information System at the Regional Development Planning Agency of Rokan Hilir Regency. The Local Government Information System policy in Rokan Hilir Regency is a system that can document and administer regional development data into information that can be used as information for the community in the context of planning, implementing, and evaluating government performance. This research uses a qualitative research method with a descriptive research type. The main informants in this study were officials within the Regional Development Planning Agency of Rokan Hilir Regency. Sample selection is done by (purposive sampling). Based on the results of research and data analysis, it shows that: (1) The basis for implementing Local Government Information System for financial management in the Rokan Hilir Regency Government is the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 70 of 2019 concerning Regional Government Information Systems, (2) Problems that occur in the application of Local Government Information System A Rokan Hilir Regency was reviewed through the policy implementation approach model by Van Meter and Van Horn (1975) in the form of problems of Standards and policy objectives, Resources, Communication between related organizations, Characteristics of implementing organizations, Social, economic and political environment, and Implementing Attitudes.

**Keyword:** Local Government Information System, Regional Development Planning Agency, Implementation.

### **1. Introduction**

Regional autonomy gives authority to local governments to be able to manage their government affairs. This indicates that there is a transition or transfer from the authority of the central government to local governments. Regional autonomy provides a new way in the local government process by assigning responsibility or authority to local governments. The granting of this authority is expected to be able to increase the capacity of local governments to be able to integrate development in the region so that it is more competitive compared to other regions in the context of development. Regional autonomy is one of the alternatives in the study of State Administration which is an instrument for realizing the welfare of local communities through optimizing the management of potential regional (government) resources with the division of authority. According to Yusri Munaf in the book of state administration law that State Administration is a social science discussion that studies three important elements of state life which include the legislative, judicial, and executive institutions as well as matters relating to the public include public policy, public management, administration. development, state goals, and ethics governing state administrators (Yusri Munaf: 2015: 21).

One important aspect of the success of development in the era of regional autonomy, it is necessary to plan development. Regional development planning is very important in the process of achieving the regional vision and mission because in the planning there are stages and strategies in achieving regional development targets that have been stated in the regional vision and mission. Good development planning will be able to guarantee the realization of a comprehensive, targeted and integrated development. The planning must be adjusted to the objectives to be achieved so that what has been implemented can be realized properly. As explained by Tjokroamidjojo, planning is a process of systematically preparing activities to be carried out to achieve a certain goal. (Pati, 2021)

Furthermore, the regional development planning process is carried out by the regional development planning agency or BAPPEDA in charge of monitoring and evaluating the performance of regional development plans implementation. This agency has the main task of assisting governors/regents/mayors in administering local government in the field of research and regional development planning. This agency is also tasked with coordinating the control, preparation, implementation/implementation and evaluation of regional development implementation.

Implementation is an action taken by individuals/officials/government/private groups directed at achieving the goals that have been described in policy decisions. Implementation is also a network building that allows the realization of public policy objectives through the activities of government agencies involving several relevant stakeholders. Classification of policies according to the characteristics of implementation objectives, namely: 1. Implementation is influenced by



deviant policies, 2. The implementation process is influenced by the number of changes in the organization (program failures increase demands so that they must immediately create new policy structures and implementations. (Bunker, 2010).

In development planning, the Regional Development Planning Agency/Bappeda must be capable of controlling, compiling and evaluating the implementation of Development Planning based on information systems. The use of information systems is sought to optimize the performance of development planning to produce good quality. In regional development planning, the interests of data and information are accurate, fast and fulfill the interests of various aspects and existing stakeholders, can produce quality regional development plans, meaning that all sides of development interests can be fulfilled, the involvement of many parties is increasingly prioritized and can achieve the goal of "inclusive democracy. ", in the process of seeking and finding various development problems, determining the carrying capacity and capacity of the region, critiquing various existing development factors, in a short and accurate time, it is very possible with adequate information technology.

The Regional Government Information System or abbreviated as Local Government Information System is an information system that contains the regional development planning system and regional financial system, including the guidance and supervision system of the regional government. The Local Government Information System functions as a medium for public accountability that allows the public to evaluate government performance, development planning, development programs and at the same time evaluate the achievements of these development programs. The Local Government Information System also functions as a chain mapping in collecting data in an integrated, online and real-time manner both at the central and local governments using information technology. This system can be used as an integration of data utilization related to development developments in each government agency. (Putri, 2021) The basis for regional development planning must be based on the Regional Planning Information System are: first, realizing regional development as an internal part of development. Second, increasing interactive relationships in strengthens the government's ability to compete and change for the better. Third, facilitating integrative planning as well as the strategy of public accountability instruments in supporting good governance. Fourth, as an instrument in creating adaptation as a government mission in the form of implementing an e- government system. Fifth, as the establishment of communication mechanisms and channels with state institutions and as an alternative to providing facilities for public dialogue between the government and the community. (Setianingsih et al., 2019)

The Regional Government Information System has a stronger function, and the data presented is more accurate, after involving the carrying capacity of information technology, which is

packaged in e-government. E-government can present an inclusive democracy at the same time so that many parties can be involved in development planning with governance in the form of a connected information system, with various Penta helix stakeholders consisting of elements of the government, private sector, NGOs, academics and the community. E- government can provide learning process capabilities by providing intelligent features and having electronic components. Things that became a problem with the previous Regional Government Information System were due to delays in achieving development goals. The classical model implemented without the support of information technology will result in development inequality because the entire budget is not available openly and transparently.

1. The implementation of the Local Government Information System application in Indonesia is still experiencing various problems and obstacles. Some of the problem phenomena found were the security system that was still not good, the system often experienced delays in updating reports, the lack of interaction in inter-regional cooperation member forums and facilitators which caused the intergovernmental network in development planning based on the Regional Government Information System not to run optimally according to data and the information needed, as well as the lack of updating of census data by Central Statistics Agency so that these obstacles cause the Regional Development Planning Agency to experience difficulties in the process of collecting development planning data from each Regional Apparatus Organization. This problem phenomenon is caused by the lack of intensive coordination between OPD and the Regional Development Planning Agency, not to mention the problem of lack of funding and limited human resources in the process of identifying development data. Thus the lack of political capacity from regional heads and additional instruments to determine targeted development measures by community needs and the substantive achievements of development programs carried out by regional governments. The phenomenon described is the same as found in the Development Planning Agency in Rokan Hilir Regency.
2. Therefore, there are several problems in the implementation of the Regional Planning Information System at the Regional Development Planning Board of Rokan Hilir Regency, namely, as follows:
  - a. Dissemination of the Regional Government Information System program has been carried out by the Ministry of Home Affairs to all Regency Governments, but so far this activity has not been carried out optimally, mainly due to the Covid-19 condition in which the socialization activity has not been carried out properly because the socialization is still limited to online.



- b. The problem of implementing human resources from the implementation of the Regional Planning Information System at the Regional Development Planning Agency of Rokan Hilir Regency is also still minimal, especially in carrying out facilitation and socialization to Regional Apparatus Organization.
- c. The attitude of the Regional Development Planning Agency employees in the implementation of the Regional Government Information System in Rokan Hilir Regency is still not implemented optimally, especially in understanding the basic rules and regulations of the technical rules of the Regional Government Information System to be socialized to all Regional Apparatus Organization in Rokan Hilir Regency.

## **2. Research Methods**

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 Analysis of the Implementation of the Regional Planning Information System at the Regional Development Planning Board of Rokan Hilir Regency.

In the details of this study, use 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 review originating from various electronic media, journals, books, scientific articles and trusted websites that can support the acquisition of additional data such as Van Meter concepts and theories in formulating the policy implementation process with variables -variables such as 1) Standards and policy objectives, 2) resources, 3) characteristics of implementing organizations, 4) attitudes/dispositions of implementers, 5) communication between organizational members regarding implementation activities, and 6) economic, social and political environment. in the field of development along with some information related to research writing.

## **3. Literature Review**

Various findings resulting from other studies that discuss related issues such as research by Muhammad Irfan Nasution and Nurwani with the research title "Analysis of the application of local government information systems at the regional financial and asset management agency

Medan City". Local Government Information System to carry out various activities related to improving development programs as a regional development planning system, regional financial system and other government systems. In this study, the implementation of the Local Government Information System in the city of Medan has not been realized properly because the quality of the system is still inadequate. Other weaknesses are analyzed using the Van Meter and Van Horn approaches so that this research becomes one of the references and has relevance to the author's research. (Nasution & Nurwani, 2021)

Another study was conducted by Citta Nadya Celine Wurara, Alfon Kimbal and Neni Kumayas with the research title "Implementation of Manado City Government Information Systems". This study explains that the Local Government Information System is a system used as an alternative to the regional development planning system and regional financial system. In this study, the implementation of the Local Government Information System in Manado City is not optimal due to lack of efficiency in terms of time, this is because there are still many human resources who are incompetent in operating data and information systems, which ultimately causes delays in inputting data. Another thing that was found was the lack of technical guidance on existing resources so that many operators experienced problems in running the Local Government Information System. In policy implementation, this study uses Edward III's theory which seeks to explain the weak points of the research from the aspect of Resources, member communication, related stakeholder attitudes, and the Manado city bureaucracy. (Wurara et al., 2020)

Furthermore, research by Frans Dione and Utami Faradina with the research title "Implementation of Local Government Information in improving development coordination in the regions (Study on the application of Local Government Information Systems at the Bengkulu City Regional Development Planning Agency)" in his writings In this case, the researcher tries to explain that the success of the development is determined by coordination between the central and local governments and is supported by accurate information. In the results of the study, this study tries to explain that the Local Government Information System in its implementation is following applicable regulations, but there are obstacles related to the lack of awareness of stakeholders or implementing devices for the Regional Government Information System, where the implementing regulations related to administrative sanctions are not maximal. Local Government Information System to improve compliance in data entry. The negligence of the implementers causes the non-optimal performance of the Local Government Information System in the Bengkulu City Planning and Development Agency. (Dione, 2020)

Then research by Budhi Setianingsih, Endah Setyowati and Siswidyanto with the research title "Effectiveness of the Regional Development Planning System (Study at the Regional Development Planning Agency of Malang City) this study explain regional development



planning as a guide in implementing development and becoming a benchmark for the success of development blood. The author mentions that there are important aspects in the success of regional development planning, namely the existence of a good work unit and a supporting information system. Information System-based Applications that are suspected of being used in Regional Development Planning are believed to be able to create accountability and transparency in optimal development realization. However, in this study, the implementation of the Regional Development Planning System in Malang City has not been realized properly. In the research analysis, this is caused by the lack of efforts to identify regional development problems due to the limited capacity of human resources in the Malang City Work Unit which in this case is the Regional Development Planning Agency. (Setianingsih et al., 2019)

#### **4. Result and Discussion**

##### **a. Local Government Information System**

Demands The development planning process mandated by Law no. 25 of 2004 concerning the National Development Planning System and the disclosure of public information has motivated the government to innovate in development planning. Therefore, issued by the Minister of Home Affairs No. 70 of 2019 concerning the Regional Government Information System which regulates the technical management of the Regional Government Information System by the current needs of the government, industry and society. The issuance of the Minister of Home Affairs Regulation also regulates the types of Local Government Information Systems that can be developed by local governments, which are divided into:

- a. Regional Development Information, where a government system that can manage data and information related to regional development planning involving relevant stakeholders and a system that can facilitate the preparation of the Regional Long-Term Development Plan, Regional Medium-Term Development Plan, Strategic Plan, Local Government Work Plan, Work Plan.
- b. Regional Financial Information, which is a government information system capable of managing regional budgets/finances through various elements that pay attention to aspects of transparency and accountability. The financial management process in question consists of 1) budget planning, 2) implementation and administration of regional finances, 3) accounting and reporting, 4) accountability for regional finances, 4) accountability for regional property, 5) other regional financial information. Regional financial management is considered important to prevent the practice of abuse of authority, especially in the aspect of regional budgets. (Wartini & Yasa, 2016)



- c. Other local government information, apart from development and financial information, the Regional Government Information System can provide other general information related to government administration in the form of a one-year report on the administration of local government, Regional Regulations, and other information managed by Related Regional Apparatus Organization.(Nasution & Nurwani, 2021)

The Local Government Information System will be very well implemented because it can contain all development plans that encourage the realization of transparent and accurate data/information. In increasing the commitment of local governments to build work patterns based on valid data and information, the government must be able to prepare regional work units both from facilities/infrastructure, human resources and adequate bureaucratic structures.

#### **b. Implementation of Local Government Information System Rokan Hilir Regency**

The quality of development planning is strongly supported by the availability of data and information regarding development support resources, both regarding human resources, natural resources, and existing energy resources, as well as various problems that can be put forward as an agenda in the development planning process. Equally important is related to sources of state income, both those that are usually obtained through taxes, foreign investment, as well as potential new sources of income. (Sudianing & Seputra, 2019).

To explore the various potentials and problems that exist in this digital era, it is not enough to explore through manual data, which of course is very limited, and requires a long time, so that development programs that require quick and precise action cannot be realized properly, therefore, we need a more precise way, namely through electronic data presentations, which can be trusted and managed by official and authorized institutions, and can present and analyze various electronic data presentations, whether provided by government agencies themselves, private sector, investors, as well as findings that are professionally managed from the community, as important supporters in the development planning process and information disclosure to the public.

Supporting information disclosure to the public Minister of Home Affairs Regulation Number 70 of 2019 concerning Regional Government Information Systems is the management of regional development information, regional financial information, and other interconnected Regional Government information to be utilized in the implementation of regional development. In other words, Minister of Home Affairs Regulation Number 70 of 2019 is the basis for implementing the synchronization of development planning and regional development budgeting. For its implementation, a web-based application is made called the Local Government Information System application.

Local governments are expected to use the Local Government Information system to realize good governance and create transparency in financial aspects. The benefits of implementing this Local Government Information System will be felt in various ways, first, the transparency of information will increase public trust as a result of good development results. Second, it makes it easier for Regional Apparatus Organization as a sample or stakeholder to collect data quickly and accurately. Third, the formulation of policies on the use of the Local Government Information System as an instrument will facilitate daily activities. Before the implementation of this Local Government Information System, this became an important concern because previously most local government information systems were done manually, making it difficult to integrate local government data.

The implementation of the Local Government Information System at the Regional Planning and Development Agency of Rokan Hilir Regency is motivated by quite complicated conditions, for example, development data tends to be incomplete and scattered in each Regional Apparatus Work Unit and is also rarely updated based on the latest census by the Central Agency. Statistics Rokan Hilir. Another condition is that the Regional Development Planning Agency faces obstacles in collecting data from the Regional Apparatus Work Units due to the weak coordination between the Regional Development Planning Agency and the Regional Apparatus Work Units, the lack of human resources and funding at the Rokan Hilir Regional Development Planning Agency to process data are also problems that cannot be ignored. there is an end. Not to mention the process of formulating strategies, policies and development programs that were previously not fully supported by the availability of accurate data and information. Whereas the data and information used in the preparation of planning documents must be data that has been inputted into the Local Government Information System. Based on the author's research, the weakness of government guidance through planning programs and activities for technology guidance and socialization is an influential aspect. The lack of socialization causes the process of implementing the Local Government Information System in Rokan Hilir Regency not to run optimally, even though it has been mandated that the Regional Government Information System plays an important role in efforts to achieve the development process and increase the effectiveness of local government. 95 of 2018 concerning the Electronic-Based Government system, states that the implementation of an electronic-based government that utilizes information and communication technology needs to be applied as a form of support in the context of developing public services to the community. This Local Government Information System is very well implemented because it can contain information on regional development planning, financial planning information and information that includes guidance and supervision of local governments. However, behind it all, in reality, there is no perfect system, there are still many shortcomings in this Local Government Information System so that many work processes and inputs experience obstacles and delays.



To find out the extent of the implementation of the Local Government Information System or Local Government Information System, the researchers analyzed the inhibiting factors in the analysis of the Implementation of the Local Government Information System in Rokan Hilir Regency.

**c. Inhibiting factors in the implementation of the Local Government Information System in Rokan Hilir Regency**

To explore the various potentials and problems that exist in this digital era, it is not enough to explore through manual data, which of course is very limited, and requires a long time, so that development programs that require quick and precise action cannot be realized properly, therefore, we need a more precise way, namely through electronic data presentations, which can be trusted and managed by official and authorized institutions, and can present and analyze various electronic data presentations, whether provided by government agencies themselves, private sector, investors, as well as findings that are managed professionally from the community, as important supporters in the development planning process.

In its implementation, the Local Government Information System in Rokan Hilir Regency has not run optimally. This is due to the lack of interaction in inter-regional cooperation member forums. So this causes the data on regional development to pay less attention to the problems experienced and the solutions needed by the community. Not to mention due to the infrequently updated data by the data that has been censused by the Central Statistics Agency. So that the implementation of development planning is constrained because the data do not show actual results.

While the cause of problems in the Local Government Information System system at the Regional Planning and Development Agency of Rokan Hilir Regency is the application of the Regional Government Information System for development and financial management is not perfect and is still in the development stage, communication transmission constraints due to the dissemination of information regarding the Regional Government Information System application there are obstacles, policy implementers do not understand the existing authority, there is no incentive for implementing the Local Government Information System application which is expected to stimulate enthusiasm for work, there is no Standard Operational Procedure in the application of the Regional Government Information System for regional financial management in the Rokan Hilir Regency Government ; The Government of Rokan Hilir Regency in overcoming problems with the implementation of the Regional Government Information System, namely using the old Financial System (Backup System) and coordinating with the Central Regional Government Information System Team.



In addition, to find out more about the extent of problem analysis and performance measurement of the implementation of the Local Government Information System, the authors use the research focus according to the theory or model of the policy implementation approach formulated by Van Meter and Van Horn called the A Model of the Policy Implementation (1975), which are as follows:

### **1. Policy standards and objectives/policy measures and objectives**

Policy standards and objectives must be clear and measurable so that they can be realized. If standards and policy targets are blurred, there will be multiple interpretations and it is easy to cause conflict between implementation agents (Van Meter and Van Horn in (Alamsyah, 2016) The performance of policy implementation can be measured by the level of success of the measures and policy objectives that are realistic with the socio-cultural existing at the level of policy implementers. When the size and policy objectives are too ideal (utopian), it will be difficult to realize it. (Agustino, 2016)

According to van Meter and van Horn in (Widodo, 2007), This variable is based on the main importance of the factors that determine policy performance. The identification of performance indicators is a crucial stage in the analysis of policy implementation. These indicators are assessed in terms of baseline measures and overall policy objectives. In addition, measures and objectives are self-evident and can be measured easily in some cases. Van Meter and Van Horn in (Widodo, 2007) suggest that to measure the performance of policy implementation, it certainly emphasizes certain standards and targets that must be achieved by policy implementers, policy performance is an assessment of the level of achievement of these standards and targets.

Respondents Response: "Although the authority of the Regional Government Information System implementation policy has become a rule that requires all regions to use an Information System based on PEMDAGRI No. 9, regarding the standards and targets in the implementation of the Regional Government Information System it is still unclear and optimal. Local government information in the Planning and Development Agency of Rokan Hilir Regency is still not mapped. Moreover, some employees do not know whether or not there are Standard Operating Procedures from the implementation of the Regional Government Information System policy so that the performance measure of the implementation of the Regional Government Information System policy can be said to be not optimal."

### **2. Resources**

Van Mater and Van Horn assert that: "Policy resources are no less important than communication. These policy resources must also be available to facilitate the administration of

the implementation of a policy. These resources consist of funds or other incentives that can facilitate the implementation (implementation) of a policy. Lack of or limited funds or other incentives in policy implementation is a major contribution to the failure of policy implementation." (Widodo, 2007). George C. Edwards III (in Subarsono, 2005) although the contents of the policy have been communicated clearly and consistently if the implementor lacks the resources to implement it, the implementation will not be effective. These resources can be in the form of human resources, namely the competence of the implementor, and financial resources. Resources are an important factor for effective policy implementation. Without resources, policies only remain on paper as documents. In addition to the basic measures and policy objectives that need to be obtained in the policy implementation process are the available resources.

These sources are very supportive of the successful implementation of the policy. The sources in question include funds or incentives to encourage and facilitate the implementation of the policy (van Meter and van Horn in Winarno (2007)) Respondents' responses to the aspect of HR/Human Resources provided in the implementation of the Regional Government Information System at the Regional Planning and Development Agency of Rokan Hilir Regency "on average they give answers that are not entirely good, this is because some human resources are not competent in applying the Regional Government Information System by procedures and still require technical guidance (technological guidance) and socialization related to Local Government Information Systems"

### **3. Communication between related organizations and implementation activities**

Van Mater and Van Horn (in subarsono, 2005) In many programs, the implementation of a program needs support and coordination with other agencies. For this reason, coordination and cooperation between agencies are needed for the success of a program. Implementation will run effectively if the parties carry out the measures and goals that are understood by the parties involved in the implementation. The better the communication coordination between the parties, the very small errors will occur and vice versa (Winarno 2007).

According to Van Horn and Van Mater in (Widodo, 2007), what is the standard goal must be understood by individuals (implementors) Those who are responsible for achieving the standards and objectives of the policy, therefore the standards and objectives must be communicated to the implementers. Communication within the framework of delivering information to policy implementers about what are the standards and objectives must be consistent and uniform (consistency and uniformity) from various sources of information.



Respondents' responses regarding "Each employee communication in implementing the Regional Government Information System policy is quite well-coordinated, however the understanding of the pattern of implementing the Regional Government Information System has not been optimally implemented due to the lack of knowledge from several employees who are directly involved in the implementation of the Regional Government Information System in Indonesia. Planning and Development Agency for Rokan Hilir Regency". From this description, it is known that there is a fairly rapid change in community dynamics, so local governments are required to develop potential in improving their performance. Therefore, in response to this, the development planning process must be further improved. Changes in patterns and community dynamics require aspects of development planning to change in planning development so that this transition process requires adaptation, communication and guidance between SKPDs. One way that can be taken to overcome this is the holding of socialization and training related to the implementation and realization of this Regional Planning Information System by the Development Planning Board of Rokan Hilir Regency.

The Government of Rokan Hilir Regency through the Regional Development Planning Agency has conducted observation and socialization activities for the Regional Government Information System. This activity is carried out by officials within the Regional Development Planning Agency to ensure that all employees are aware of the management of the Information System, which is an electronic-based government administration that utilizes information and communication technology implemented in Rokan Hilir Regency in the context of developing services to the community. However, these activities are not yet fully optimized so they need to be strengthened and improved in terms of Technical Guidance.

#### **4. Characteristics of implementing organizations**

Van Meter and Van Horn (in Winarno, 2007) argue that: "Each component of the previously discussed model must be filtered through perceptions of implementation from the jurisdiction in which the policy is produced. They then identified three elements of implementers' responses that might affect their ability and willingness to implement the policy, namely: cognition, (comprehension of understanding) about the policy, the type of response to it (acceptance, neutrality, rejection) and the intensity of the response. Organization in administration as a science is one of the fields of study whose discussion is always related to management. This can be understood logically that, in essence, the meaning of rational cooperation carried out by people in achieving their goals can only be understood when studying organization and management are inseparable (Tachjan 2006).

In looking at the characteristics of implementing agencies, it cannot be separated from the bureaucratic structure. The bureaucratic structure is defined as the characteristics, norms and



patterns of relationships that occur repeatedly in the executive bodies that carry out these policies. This component consists of the formal structural characteristics of the organization and the informal attributes of their personnel (Winarno 2007). Respondents' responses regarding the organizational structure and service standards resulted in a lack of understanding regarding the implementation of the Regional Government Information System by several regional apparatuses causing the Rokan Hilir regional government to carry out program socialization, but the visible problem was the socialization activities and technological guidance on the bureaucratic structure of the Regency Planning and Development Agency employees. Rokan Hilir has not been implemented optimally, mainly due to the Covid-19 condition in which the socialization activities have not been carried out properly.

### **5. Social, economic and political environment**

According to Van Metter and Van Horn in Subarsono (2005): This variable includes environmental economic resources that can support the success of policy implementation; the extent to which interest groups provide support for policy implementation; the characteristics of the participants, namely supporting or rejecting; what is the nature of public opinion in the environment; and whether the political elite supports policy implementation. The impact of economic, social and political conditions on public policy is the extent to which the external environment contributes to the success of the public policies that have been set. Economic, social and political conditions that are not conducive can be the cause of the failure of policy implementation performance. Therefore, efforts to implement policies must also pay attention to the conduciveness of the external environment (Winarno 2007).

The extent to which the external environment supports the success of the public policies that have been established, the external environment is economic, social, and political (Meter and Horn in Agustino, 2006). Respondents' responses to carry out management in the areas of administration, planning and regional finance, the government utilizes technological developments in the form of Regional Government Information Systems. The application of the Local Government Information System is important because the main purpose of its application is to improve and facilitate acceleration in the implementation and evaluation of public services. So that this policy encourages the establishment of development, financial, and other government information data system that can not only improve the performance of employees in each Organization but also increase public confidence in good and transparent government. The implementation of this policy will greatly facilitate the public service system by increasing public participation in the external environment to find out the results of the implementation of the Local Government Information System program so that the process combines several actors, organizations, procedures and the community to work together to implement policies to achieve

goals. The output that will be achieved is that within the Planning and Development Agency of Rokan Hilir Regency, it can produce harmony in social, political and economic conditions. So that this harmony will later be a reflection that the Regional Development Planning Board of Rokan Hilir Regency is professional in carrying out its duties and functions in terms of budget monitoring and evaluation, development and others as a form of public service for the community.

#### **6. The disposition or attitude of the implementers**

According to the opinion of Van Metter and Van Horn in Agustinus (2006): "the attitude of acceptance or rejection of the policy implementing agency greatly affects the success or failure of public policy implementation. This is very likely to happen because the policies implemented are not the result of the formulation of residents who are well acquainted with the problems and problems they feel. But public policies are usually top-down in nature, where it is very possible that decision-makers do not know or even can touch the needs, desires or problems that must be solved. According to George C. Edwards III in Subarsono (2005): Disposition is the character and characteristics possessed by the implementor, such as commitment, honesty, democratic nature. if the implementor has a good disposition, then he or she will be able to carry out the policy well as the policymakers want. When the implementor has a different attitude or perspective from the policymaker, the policy implementation process also becomes ineffective. Various development experiences in third world countries show that the level of commitment and honesty of the apparatus in implementing development programs.

The attitude of acceptance or rejection of the implementing agency will greatly affect the success or failure of the implementation of the policy. This may happen because the policies implemented are not the result of the formulation or the form of people who are directly related to the policy who know the problem very well and how they feel (Winarno 2007). In the opinion of Van Metter and Van Horn (in Agustino 2006): "the attitude of acceptance or rejection of the policy implementing agency greatly affects the success or failure of public policy implementation. This is very likely to happen because the policies implemented are not the result of the formulation of residents who are well acquainted with the problems and problems they feel. But public policies are usually top-down in nature, where it is very possible that decision-makers do not know or even can touch the needs, desires or problems that must be solved.

Respondents' responses regarding employee attitudes/dispositions in understanding technical rules. Implementation of the Local Government Information System is considered good and follows the instructions and regulations that have been instructed so that in implementing the Local Government Information System the implementing elements and OPD of the Planning and



Development Board of Rokan Hilir Regency are quite capable of carrying out policies by the concept of public service.

To answer several problems related to the implementation of the Regional Government Information System at the Regional Planning and Development Agency of Rokan Hilir Regency, some actions need to be taken by the Rokan Hilir Regency Government because the Regional Government Information System application has not been able to run perfectly, and regional development and financial management can run and does not violate the regulations that have been set. The implications of the conclusions above are (a) Technical and technical activities carried out using the Local Government Information System at the Planning and Development Agency of the Rokan Hilir Regency Government are easier to understand and apply, (b) the Rokan Hilir Regency Government needs to send a team to conduct special training on Information Systems. Local Government, the training is expected to be thoroughly understood, and the application of the Regional Government Information System application is fully functional as an application for managing regional development and regional finance, (c) the Regional Government Information System Team The Rokan Hilir Regency Government needs to coordinate with the center. The coordination is expected to make the Government of Rokan Hilir Regency get the latest and foremost information, regarding developments and solving problems faced regarding the Regional Government Information System, Management of Regional Development and Regional Finance, (d) Improvement of Human Resources needs to be improved in the implementation of the Local Government Information System in the Government. Rokan Hilir Regency is mainly the technical implementer in the preparation of the SSH and the information system implementer of the Regional Government Information System for regional financial management.

## **5. Conclusion**

Based on the research that has been done, it can be concluded that the Local Government Information System is an application that contains a development planning system and a regional financial system that functions to carry out supervision and evaluation in the process of implementing government to produce good government performance. The basis for implementing the Regional Government Information System for financial management in the Rokan Hilir Regency Government is the Home Affairs Minister No. 70 of 2019 concerning Regional Government Information Systems. The results of the study indicate that the Regional Development Planning Board of Rokan Hilir Regency has carried out the necessary policies in the implementation of the Regional Government Information System. However, based on the analysis, there are still problems that occur, as described based on the approaching model of policy implementation approach by Van Meter and Van Horn (1975) in the form of problems



Standards and policy objectives, Resources, Communication between related organizations, Characteristics of implementing organizations, Social environment, economics and politics, and the attitude of the implementer. In producing problem-solving, the local government of Rokan Hilir Regency must coordinate with the central government in the implementation of Bimtek activities (technical guidance) and socialization related to the Regional Government Information System to the Apparatus or regional apparatus in each agency.

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