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Exploring the role of regional capacity in human resource development in Indonesia

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The role of local government in regional development planning is an essential topic in the context of sustainable local development. This study aimed to analyze the role of local governments in regional development planning and their impact on the effectiveness and sustainability of development at the local level. The research method used is a qualitative approach with data collection techniques through in-depth interviews, participatory observation, and document analysis related to regional development policies and regulations. This research was conducted in several districts/cities in certain regions, considering diverse geographical, social, and economic contexts. The results showed that the role of local governments in regional development planning is vital in coordinating various interests, resources, and related actors. Local governments act as regulators, facilitators, and implementers in determining the direction, policies, and allocation of development resources. In addition, community and private-sector involvement is also recognized as an integral part of democratic and inclusive planning processes. The impact of the role of local governments in regional development planning can be seen in increasing the effectiveness of development programs, increasing community participation, reducing regional disparities, and improving the community's quality of life. Nevertheless, challenges such as corruption, lack of interagency coordination, and political uncertainty remain obstacles that must be overcome. This study concludes that the role of local governments in regional development planning is a critical factor in achieving sustainable regional development. Therefore, measures are needed to strengthen institutional capacity, increase transparency, and strengthen public participation to ensure sustainable and inclusive development planning at the local level.

KEYWORDS

regional capability, development, sustainable, governance, human resource

1 Introduction

Indonesia is a unitary state in the form of a Republic. The system of implementation of state government based on Article 18 of the 1945 Constitution is decentralization. Article 18 reads that the state government is divided into provinces, and the provinces are divided into districts and cities, each of which has a regional government that is regulated by law. The central government's policy stipulates that government administration should be based on a village system. The implementation of regional autonomy has implications for the development of the regions from the regions to the villages. Building a region is not easy, requiring policies

and concepts that can provide direction and development goals to be achieved. Therefore, the development carried out in the regions is closely related to the concept of decentralization of government because, with decentralization, the regions can determine the direction and objectives of the implementation of government and development (Muin, 2014).

According to Rasyid (1998), the primary purpose of forming a government is to maintain order so people can live reasonably. Government is essentially a service to society. It is not held to serve itself but to serve the community and create conditions that allow each community member to develop their abilities and creativity to achieve expected progress. Decentralization policy to support the implementation of development cannot be separated from political and social issues that develop in society. Because, after all, the aspect of political interests is closely related to the policies that will be formulated by the local government, which are stipulated as local regulations. Local regulations are a community need that needs to be legitimized. According to Koswara (1998), the face of fundamental basic needs is the realization of opportunities for the community to be better able to develop its creativity in various aspects of life so that the community can develop its creativity in various aspects of life. Communities can better develop themselves as self-sustainable human resources without relying too much on the government.

The concept of regional autonomy, in essence, implies the freedom of regions to make decisions, both political and administrative, according to their initiative (Romli, 2007). While the views of Chema and Rondinelli link regional autonomy with the devolution of power, Romli (2007, p. 7) states that the birth of regional autonomy is none other than to emphasize the efficiency of implementing state governance. The state organization is a complex entity in which many problems must be resolved. To solve these problems, a clear division of tasks is needed. The state, which is the center of power, certainly requires precise authority arrangements at the level of state government organization. The clarity of the system in managing the authority can streamline the implementation of state government. One system that is considered reasonable by experts is the decentralization of power. Decentralization has been a feature of government reform over the last three decades. This reform aims to increase the government's effectiveness in overcoming development problems by transferring the central government's authority to regional governments (Setiawan et al., 2022).

According to Smith, decentralization policy has clear objectives: first, decentralization is applied to political education and political leadership training; Second, to improve the quality of public services; third to maintain political stability. Fourth, to prevent the concentration of power in the center; fifth, to strengthen public accountability; and sixth, to increase elite sensitivity to the community's needs (Romli, 2007). The state is a large organization with smaller organizations ranging from regions to villages. To carry out their duties, each of these organizations requires clear authority from the state. According to Liang Gie (1968), if there is no division and delegation of authority, the failure of the implementation of regional autonomy will occur if the autonomous region cannot carry out its duties or authorities properly. Finally, achieving the nation's goals will be further away due to the implementation of decentralization with a vague concept and authority transfer system (Nawawi, 2013).

Compared to centralization, decentralization constantly impacts governance, such as stimulating competition between regional

governments, increasing accountability, and overcoming social conflicts and separatist movements (Bardhan, 2002). Several studies also note the positive impact of decentralization in developing countries, such as increasing local government responses to physical and health infrastructure problems (Kis-Katos and Sjahrir, 2017), health development results (Apriliani and Khoirunurrofik, 2020), and equalizing education (Wirandana and Khoirunurrofik, 2022).

2 Literature review

2.1 Decentralization and regional autonomy

Various experts express the concept of decentralization, but the concept has similarities. In the Indonesian dictionary, decentralization means a way of government that gives more power to local governments (Poerwadarminta, 1985). Furthermore, in the view of Koesoemahatmadja (1979) what is meant by decentralization is the delegation of Government power from the Center to the Regions that manage their household affairs. (Autonomous Regions). Decentralization is also a way or system to realize the principles of democracy, providing opportunities for the people to participate in state government." Furthermore, according to Suryaningrat (1980), the word decentralization is the means of moving away from something seen as central. This movement can take the form of delegation, fading, giving, handing over, dividing and distributing expenses, revocation, and other terms (Djaenuri and Enceng, 2014).

According to Kauneckis and Anderson (2006), the successful implementation of decentralization in developed countries, such as the United Kingdom, New Zealand, Australia, the United States, and Canada, has convinced us that decentralization improves government performance and public welfare. Many people hope that decentralization can improve the quality of the environment and public service delivery and increase public accountability (Keban, 2008). Some experts share the same view on the benefits of decentralization, such as Osborns and Gaebler (1992), Pollitt et al. (1998), that decentralization has many advantages; with decentralization, the community in the region will be more quickly realized because local governments will be more flexible in responding to changes. In addition, according to Treisman (2000) and Oyono (2004), although much of the literature relies on decentralization, the reality, and empirical experience do not always provide such a picture, as local government performance does not improve, participation and democratization do not always provide such a picture, such as local government performance does not improve, participation and democratization do not always provide such a picture. In addition, according to Treisman (2000) and Oyono (2004), although many literatures rely on decentralization, the reality and empirical experience do not always give such a picture, such as local government performance does not increase, participation and democratization also do not improve. Instead, decentralization has increased opportunities for rent-seeking and corruption (Keban, 2008).

Paul Appleby stated that once a deputy minister of agriculture stated that nothing can be decentralized properly before we can centralize perfectly (Nigro and Nigro, 2012). Centralization and decentralization arrangements are set out in the 1945 Constitution. Centralization of state government power is in the hands of the

president, regulated in Article 4, paragraph 1. The President of the Republic of Indonesia holds government power according to the Constitution. Meanwhile, Article 18 of the 1945 Constitution, paragraph 1, regulates the decentralization of state power. The unitary state of the Republic of Indonesia is divided into provincial regions, and the provincial regions are divided into regencies and cities, each of which has a regional government regulated by law. The laws governing local government in Indonesia since the beginning of independence have been made by the central government, but the local government laws are constantly being changed by following the development and dynamics of society (Rachmad, and Ismoyowati, 2017). In Law Number 23 of 2014 concerning regional government, explained in Article 1, paragraph 2, Regional Government is the administration of government affairs by local governments and regional people's representative councils according to the principles of autonomy and assistance tasks.

With the principle of the broadest possible autonomy within the system and principles of the Unitary State of the Republic of Indonesia as referred to in the 1945 Constitution of the Republic of Indonesia. The classic study of Hoggart (1981) states that autonomy must be understood as an interaction between the government in a higher position and the government below it. In this context, autonomy must be understood as the independence of localities impermeable to government interference at the top (Agustino, 2014). The administration of regional government in Indonesia is based on regional government laws because the regions have autonomy. What is meant by regional autonomy in Article 1, paragraph 6 is the right, authority, and obligation of autonomous regions to regulate and manage their own Government Affairs and local interests.

Communities within the system of the Unitary State of the Republic of Indonesia. Furthermore, in Article 1, paragraph 7, the principle of autonomy is referred to as the basic principle of organizing regional government based on regional autonomy.

In connection with the explanation above, in the implementation of regional government, some principles are used as a basis. The principles referred to are the principle of decentralization, the principle of deconcentration, and the principle of assistance. Law Number 23 of 2014 in Article 1, paragraph 8 explains that decentralization is the transfer of Government affairs from the Central Government to autonomous regions based on the principle of autonomy. Deconcentration, explained in Article 1, paragraph 9 is Deconcentration is the delegation of part of the Government Affairs, which is the authority of the Central Government to the governor as the representative of the Central Government, to vertical agencies in certain areas and/or to the governor and regent/mayor as the person in charge of general government affairs. Furthermore, Article 1, paragraph 11 explains that assistance tasks are assignments from the Central Government to autonomous regions to carry out part of the Government Affairs, which are the authority of the Central Government or from the provincial Regional Government to districts/cities to carry out part of the Government Affairs which are the authority of the provincial Region.

According to Prianto (2015) group concentration is divided into four types, namely:

- 1 Political decentralization, transferring political power and authority to sub-national levels such as elected village councils and state agencies, where such transfers are made to local levels

of public authority that are entirely autonomous and independent of the devolving authority, devolution occurs.

- 2 Fiscal decentralization, where some level of resource reallocation is made to enable local governments to function well, with resource allocation arrangements usually negotiated between local and central governments.
- 3 Administrative decentralization involves the transfer of decision-making authority, resources, and responsibility for providing certain public services from the central government to other lower levels of government, agencies, and regional offices of the central government's vertical institutions. There are two basic types; namely, deconcentration is the transfer of authority and responsibility from one level of central government to another with local units responsible to central government ministries or agencies that have been decentralized. Delegation, on the other hand, is the redistribution of authority and responsibility to local units of government or agencies where it is not always necessary; local branches or offices delegate authority, with most remaining accountable vertically to the delegating central unit.
- 4 Divestment or market decentralization that transfers public functions from government to voluntary, private, or non-governmental institutions through contracting out partial services or administrative functions, deregulation, or full privatization.

Implementing decentralization requires the division of government affairs between governments and regional governments (Fakhtul, 2014). The division of authority in administering central and regional government shows the relationship between central and regional government (Abdullah, 2016). The relationship between the central and regional governments has gone through various models and forms according to regulations set by the government as the basis for administering government in the regions (Dudung. Government offices and institutions). The office becomes the smallest unit before moving to an Agency or Department. At the provincial level in Indonesia, as a tool for central government offices in the region, such as regional offices (regional offices) and departments (kandep). Meanwhile, the term of office at the district and city levels of government is part of the regional government unit under the department. In centralized administration, central government instruments can reach down to the lowest level of government (deconcentration). In contrast, a government with a democratic nuance usually places control at a certain level of government to carry out more functional supervision (decentralization) (Labolo and Indrayani, 2017).

2.2 Institutionalization of government bureaucracy and public services

Institutions consist of culture and structure. Culture is a combination of values, beliefs, and habits believed to be true to fight for. This culture will form a boundary that distinguishes one government from another. Organizational culture is a pattern of actions that a form of organization has proven to be good and taught to new members regarding how they understand, think, and feel (Martinez et al., 2015). Meanwhile, a solid organizational culture will

significantly influence employees more than a weak culture. Culture must strongly and positively influence employee behavior (Prajogo and McDermott, 2011). The structure is a framework used as a process flow system for how the culture can be applied and realized in a government. The culture in government institutions often appears and is used to guarantee the habit of origin of the father's pleasure (ABS). A culture that familiarizes people's participation and guarantees democratic and responsive habits (Thoha, 2009).

In the context of Indonesia, which is a country whose territory is divided into several provinces (Labobar, 2020). This province is further divided into districts and regions. Every province, district, and city has laws and regulations regarding regional government (Hakim, 2020). In this case, the regional government is the executive and legislature's administration of government affairs based on autonomy and assistance duties. Law Number 23 of 2014 concerning Regional Government. Thus, decentralization realizes the autonomy of local communities to solve various problems and provide welfare services for the communities concerned. The role of regional government is vital in accelerating the development of underdeveloped regions (Jenar, 2021).

Bureaucracy or state administration in the implementation of government and development is greatly influenced by the direction, ideals, and goals each country wants to achieve in advancing the welfare of its people. In carrying out its duties, the state government bureaucracy is required to provide good service to the community, namely having services that are beneficial to people's lives. According to Haryatmoko (2011, p. 13), three characteristics mark public services namely: (a) there is a qualitative difference between activities recognized as public services and activities that come from private or private initiatives and goals; (b) this difference in public services means that it is more important than other similar activities, so it is explicitly regulated; (c) public services have public legitimacy attached to state power. The state civil apparatus as a public servant has the legitimacy established by legislation. In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 36 of 2012 concerning Technical Guidelines for the Preparation of Determination and Implementation of Service Standards, it is explained that what is meant by public service is an activity or series of activities in order to fulfill service needs following statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers. The public service providers are every institution of state administrators, corporations, independent institutions established under the law for public service activities, and other legal entities established solely for public service activities.

Prasojo and Kurniawan (2008) explain that in most developing countries that have undergone transformation into developed countries, state administration reform is the first and priority step in development. State administration becomes a development sector (administrative development) and an important development instrument (development administration). State administration reform in these countries is generally carried out through two strategies, namely (1) revitalizing the position, role, and role of the government. Furthermore, public administration is often identified with public policy analysis (Sansri et al., 2022). The classical paradigm of public administration introduced by Woodrow Wilson has the premise that public administration is outside the realm of politics; that administrative problems are not the same as political problems; and

that although politics determines administration, politics should not manipulate administration (Nugroho, 2007). In contrast to Frederickson in dividing the development of state administration into six models, namely (1) classical bureaucracy, (2) neo-classical bureaucracy, (3) institutions, (4) human relations, (5) public choice, and (6) New State Administration Rakhmat (2009, p. 15). Public demands for the quality of public services realize good and trustworthy governance. According to Thoha (2008, p. 91), good governance (good government) is realized by the birth of a democratic governance order and is organized in a good, clean, transparent, and authoritative manner. Democratic governance emphasizes that the locus and focus of power are not only in the government but also in the hands of the people. Good governance is implemented in how far the constellation between the three components of the people, government, and business runs cohesively in harmony, congruent, and comparable. Changing the balance system between the three components can give birth to all kinds of irregularities, including corruption, collusion, and nepotism, along with not enforcing the law consequently (Prasodjo, and Teguh, 2008). Public service is the provision of services, either the government, private parties on behalf of the government, or private parties to the community, with or without payment to meet the community's needs and or interests. Public services carried out by the government have a socio-political motive, namely carrying out their primary duties and seeking vote support. Meanwhile, public services by the private sector have an economic motive, namely seeking profit (Santosa, 2008, p. 57). Public services are products of the public bureaucracy that users, citizens, and society accept at large. Therefore, public services can be defined as a series of activities carried out by the public bureaucracy to meet the needs of user citizens, and users here are citizens who need public services (Subarsono, 2006, p. 136). Similarly, Rasyid (2000, p. 13) states that government services are one of the objectives of government formation in order to serve the community.

Public services hierarchically managed by the government tend to be characterized as being too bureaucratic, bloated, wasteful, and performing poorly (Flynn, 2017). These facts are more due to the government paradigm, which has not yet undergone fundamental changes. The behavior of state officials in a bureaucratic environment who still place themselves to be served rather than served should no longer be relevant in the current era of democratization and decentralization. Apart from that, there is a tendency for bureaucrats who provide public services to abuse their power, and patron-client relationships emerge in implementing public services (Saggaf et al., 2018). About public services in order to realize people's welfare, public bureaucracy certainly makes a huge contribution because everything included in the scope of state administration cannot be separated from the context of public service and public affairs (Fukuyama, 2017; Needham and Dickinson, 2017; Burhanuddin, 2018).

Furthermore, Miles (1975) suggests two popular paradigms in service: the normative paradigm and the new public management paradigm. In the normative management paradigm, three streams have different orientations toward employees. The first normative paradigm flow is classical management which views employees as a production factor (economic man model) that can be manipulated.

The implication is that performance evaluation is a tool to determine the type of manipulation that should be given (Tell and Sell model), in the form of either incentives or punishment. The second stream is human relations management, which sees employees as

social beings (Social Man Model) whose social needs must be met (Keban, 2008, p. 215). Meanwhile, according to Rhodes (1994), public management is characterized by an output-oriented management style, the shortest way, the use of monetary incentives, and freedom of management (Purbokusumo, 2005, p. 77). One aspect of management that needs to be built in implementing public services is performance management. Bacal (1999) in Dharma (2009, p. 18) defines performance management as a continuous communication process in partnership between an employee and his immediate supervisor. This process includes activities to build clear expectations and understanding of the work. It is a system, which means that it has some parts that must all be included, if the performance management system is to add value to the organization, which is where the performance management system comes in. Furthermore, Miles (1975) suggests two popular paradigms in service: the normative paradigm and the new public management paradigm. In the normative management paradigm, three streams have different orientations toward employees. The first normative paradigm flow is classical management, which views employees as a production factor (economic man model) that can be manipulated. The implication is that performance evaluation is a tool to determine the type of manipulation that should be given (Tell and Sell model), in the form of either incentives or punishment. The second stream is human relations management, which sees employees as social beings (Social Man Model) whose social needs must be met (Keban, 2008, p. 215). Meanwhile, according to Rhodes (1994), public management is characterized by an output-oriented management style, the shortest way, monetary incentives, and management freedom (Purbokusumo, 2005, p. 77).

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Bureaucratic reform has become fundamental in improving the quality of public services in order to realize good governance. This is clearly illustrated by the many changes in the hierarchical structure of the public administration system, which are increasingly echoed in various regions to share and collaborate, especially those related to direct services to the community (Damanhuri and Jawandi, 2017). Zuhro (2016) stated that realizing good governance is closely related to bureaucratic performance. The two have a positive correlation: in this case, the sense of mutual influence on bureaucratic performance and community empowerment, the better the positive impact on development.

Public services in the current context require innovation. This aligns with the World Bank (2018) stating that improving public sector performance can be done through innovation. Sihombing (2016) stated that in order to improve public services and improve local governance, the policies taken by leaders must support innovation and the implementation of bureaucratic reform. With the development of public service innovation, the government issued the Republic of Indonesia Government Regulation Number (PP) 38 of 2017 concerning Regional Innovation (2020), which is a policy

instrument aimed at all provincial, district, and city governments to implement regional innovation. Innovation in the public sector cannot be carried out haphazardly, and its success must be measurable by indicators that have been adjusted to the direction of government policy. The successful development of innovation in the public sector must use existing measures relevant to the stated policy objectives (Arundel et al., 2019), namely improving performance services. In the public sector, service performance is characterized by high-quality information, financial transparency, efficiency, and effectiveness and is also used to eliminate distrust in service quality (Coste and Tudor, 2013).

3 Methods

The research method used is a qualitative approach with data collection techniques through in-depth interviews, participatory observation, and document analysis related to regional development policies and regulations. Analysis in this view includes three activity streams: data reduction, data presentation, and drawing conclusions (Miles et al., 2018). This is in line with the opinion of Sugiyono (2018), regarding qualitative data analysis, the process of systematically searching and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood and the findings can be informed to others.

4 Results and discussion

4.1 Overview of Pamboang sub-district

4.1.1 Administrative area of government

Pamboang sub-district is one of the sub-district areas in Majene Regency. Geographically, the Pamboang sub-district area in the west is directly adjacent to the Makassar Strait, which extends from north to south. The capital of the Pamboang sub-district is Lalampanua village, which has an area of 70.19 km², while the boundaries of the Pamboang sub-district area administratively are as follows:

- North: Mosso Dhua village, Sendana sub-district
- South: Soreang village, Banggae sub-district
- West Side: Makassar Strait
- East: Totallu sub-district, Polewali Mandar district

Pamboang sub-district has a government area divided into two villages and 13 villages. The village government areas include North Bonde village, Bonde village, Lalampanua village, Tinambung village, Sirindu village, Balombong village, North Bababulo village, Bababulo village, Adolang Dhua Banua Adolang village, Betteng village, Pesuloang village, Buttu Pamboang village, Simbang village, and Adolang village.

4.1.2 Apparatus resources in Pamboang sub-district

One of the main tasks of the regional work unit in the sub-district is to support the implementation of the main tasks and functions of the cama. Pamboang sub-district has a State Civil Apparatus (ASN) or work unit employees totaling 37 people. These civil servants are spread

across the sub-district offices, sub-districts, and villages. In carrying out government and development in the Pamboang sub-district, there are 37 civil servants who work in sub-district offices and villages. Of this number, civil servants who work at the sub-district office are quite a large number, totaling 20 people. In the sub-district office, there are seven people working in the Lalampanua sub-district, eight people working in the Sirindu sub-district, and two people working as secretaries in the villages. For more details, see the following table (Table 1).

4.1.3 Population situation

Pamboang sub-district, which is spread across villages and sub-districts, has a population of 22,134 people consisting of 10,709 men and 11,425 women. Of this number, the female population is greater than the male population, totaling 716 people (6.3%). The distribution of the population is not evenly distributed between villages. When viewed from the distribution of the total population based on each Kelurahan and village, it is not evenly distributed. There are villages and sub-districts that have dense populations, and vice versa, there are villages that are not densely populated. The

village with the densest population is Bones Utara, and the smallest is Adolang.

Based on data obtained from the Pamboang sub-district office, the village with the densest population is North Bonde village with a population of 2,645 people, followed by Bonde village totaling 2,402 people, Lalampanua village 2,155 people, Tinambung village 2,149, Sirindu village 1,983, Balombong village 1,444, North Bababulo village 1,419, Bababulo village 1,415, Adholang Dhua village 1,189, Buttu Pamboang and Simbang villages 878, Banua Adolang village 971, Betteng village 968, Pesuloang village 894, and Adolang village 744. For more details, see Table 2.

4.2 Development strategy plan in Pamboang sub-district

Pamboang sub-district, which is an area of Majene Regency, carries out its development based on Majene Regency Regional Regulation Number 9 of 2012 concerning the Regional Long-Term Development Plan (RPJPD). Majene Regency 2005–2025 has mandated that each

TABLE 1 Number of civil servants by class in Pamboang sub-district.

No.	Office/Job	Class rank			Amount
		Gol. II	Gol. III	Gol. IV	
1	Sub-district office	10	8	2	20
2	Lalampanua Village Office	1	6	0	7
3	Sirindu Village Office	3	5	0	8
4	Village Secretary	2	0	0	2
Amount		16	19	2	37

Source: Pamboang Sub-district Office.

TABLE 2 Population in Pamboang sub-district broken down by sub-district and village.

No.	Village/Ward	Gender		AMOUNT
		Male	Female	
1	Bonde Utara village	1.295	1.350	2.645
2	Bonde village	1.199	1.203	2.402
3	Lalampanua ward	997	1.158	2.155
4	Tinambung village	1.031	1.118	2.149
5	Sirindu ward	959	1.024	1.983
6	Balombong village	672	772	1.444
7	Bababulo Utara village	687	732	1.419
8	Bababulo village	659	756	1.415
9	Adolang Dhua village	585	604	1.189
10	Buttu Pamboang village	423	445	878
11	Simbang village	437	441	878
12	Banua Adolang village	496	475	971
13	Betteng village	464	504	968
14	Pesuloang village	438	456	894
15	Adolang village	367	377	744
Amount		10.709	22.134	

Source: Pamboang District Office.

Regional Work Unit (SKPD) (Badan Pusat Statistik, 2005) must prepare SKPD strategic plans in a systematic, directed, integrated, and responsive to change, with medium-term (5 years) and short-term (1 year) planning levels. Based on this, each SKPD must develop a Strategic Plan (Renstra) and an Annual Work Plan (Renja).

The Pamboang Sub-district Development Strategic Plan 2016-2021 refers to the vision, mission, and programs of the Regent and Deputy Regent of Majene. The implementation of this development is realized within a period of office. Preparing the Draft Renstra for the development of Pamboang sub-district in 2016-2021 is guided by the Regional RPJP of Majene Regency 2005-2025 (Badan Pusat Statistik, 2005).

In order to prepare the Regional Medium-Term Development Plan (RPJMD) of Majene Regency for 2016-2021, it refers to Law Number 25 of 2004, Government Regulation Number 18 of 2016, and Minister of Home Affairs Regulation 54 of 2010 (Majene Regency Central Statistics Agency, 2019).

Considering the role and function of the Pamboang Sub-district Development Plan is very important for the community, the preparation of the Pamboang Sub-district Development Plan is carried out transparently and participatory to produce a comprehensive and sustainable planning document. The Renstra of Pamboang Sub-district, Majene Regency 2016-2021, contains the vision, mission, objectives, policies, and development programs to be implemented by the Pamboang sub-district accompanied by an indicative activity plan and funding framework.

4.3 Development program and activity plan in Pamboang sub-district

The plan of development programs and activities in the Pamboang sub-district for 5 years, from 2016 to 2020, is directed to achieve the objectives as stated in the vision and mission of the Pamboang sub-district. The vision and mission of Pamboang sub-district support the implementation of the vision and mission of the district.

The planned development program is a systematic collection of activities that are elaborated from the vision and mission that have been determined previously. The determination is based on the vision and mission and elaborated through the district development program. The elaboration of the regency program is the responsibility of each regional apparatus, which includes regional offices, regional agencies, and sub-districts.

The synergy of regional institutions in programming development activities is carried out by one or several local government agencies or the community. To achieve synchronization of activities, coordination is needed between one government agency and another to achieve the development goals and objectives of the Majene Regency. To implement and carry out the development program policies that have been determined, they are outlined as development program activities.

Determining district development programs, in addition to regional apparatus as much as possible, involves sub-district stakeholders down to villages and sub-districts because each development program activity is mostly carried out in remote villages. Therefore, the development program plan translated into

various development activities can be measured by the officials' performance. Thus, the goals and direction of development in the Pamboang sub-district can be achieved (Haryanto and Sari, 2020).

The development activity program plan in Pamboang sub-district, which will be implemented in remote villages, includes the following activities:

- 1 Office Administration Services;
- 2 Improvement of Apparatus Facilities and Infrastructure;
- 3 Improvement of Apparatus Discipline;
- 4 Increased Capacity of the Apparatus;
- 5 Improved Reporting System, Performance, and Finance;
- 6 Improvement of General Public Services;
- 7 Religious Development Program;

4.4 Implementation of development programs and activities in Pamboang sub-district

4.4.1 Office administration services

Office administration services in the Pamboang sub-district greatly determine the smooth running of development programs that will be implemented. The office administration services are as follows:

- a Provision of correspondence services.
- b Provision of communication services, water, and electricity resources.
- c Provision of maintenance and licensing services for official/operational vehicles.
- d Provision of financial administration services.
- e Provision of office cleaning services.
- f Provision of work equipment repair services.
- g Provision of office stationery.
- h Provision of electrical installation components/office building lighting.
- i Provision of office equipment and supplies.
- j Provision of reading materials and laws and regulations.
- k Provision of food and beverages.
- l Coordinate and hold consultation meetings outside the region.
- m Provision of office administrative/technical support services.
- n Provision of Office Security Services.
- o Coordinate and hold consultation meetings within the region.

4.4.2 Improvement of apparatus facilities and infrastructure

Facilities and infrastructure in every government office are needed to facilitate the implementation of government and development programs. The facilities and infrastructure implemented in Pamboang sub-district include the following:

- a Procurement of service/operational vehicles.
- b Construction of office buildings.
- c Procurement of computer, PC/notebook, and other equipment.
- d Procurement of furniture.
- e Routine/periodic maintenance of sub-district office house.

- f Routine/periodic maintenance of office buildings.
- g Routine/periodic maintenance of official/operational vehicles.
- h Routine/periodic maintenance of office building equipment.

4.4.3 Improvement of apparatus discipline

The work discipline of each apparatus dramatically determines the performance of development activities carried out. As for improving the discipline of the apparatus in the Pamboang sub-district, in addition to work discipline, uniformity of dress is also required. The purpose of uniformity is to avoid jealousy in dress, to create cohesiveness, and to increase unity because there is no difference in clothing between one apparatus and another. This condition can create employee cohesiveness at work. The activity program implemented in the Pamboang sub-district includes procuring official clothing and equipment and unique clothing on certain days.

4.4.4 Improvement of reporting systems, performance, and financial achievements

Every development program activity requires a good report as a form of public accountability. Accountability is a measure that shows whether the activities of employees or apparatus in providing services to the community are by the provisions of predetermined rules because deviation from the rules violates organizational norms and ethics. Rules are guidelines that officials must follow in their work. Deviating from the rules is an offense. Committing a violation has consequences for the law. The reporting of activities carried out by sub-district officials includes reporting on performance.

achievements and performance realization, in addition to preparing SKPD documents and DPAs.

4.4.5 Improvement of community services

Government officials are essential in providing services to the community. However, sometimes the service is not by the provisions and has many irregularities. The improvement of community services in the Pamboang sub-district will be coordinated between the government and stakeholders. This is done to create synchronization between the government and the community.

4.4.6 Religious development program

- a Ramadan Safari
- b Musabaqah Tilawatil Quran

4.5 Performance indicators of development activity programs

The performance of the activity plan program must have evident achievements. Measurement of performance indicators is instrumental as a guideline for monitoring the success and performance of development activities. Based on performance indicators, the management and control of activities will be more focused, and if problems are encountered, it will be easier to formulate solutions. The measurement of performance indicators of Pamboang sub-district is based on the guidelines for measuring key performance indicators by Kepmenpan No. 009 of 2007, which explains that at the echelon III level, work units/SKPD/independent work units at least use output indicators. In connection with this,

the performance indicators of the Pamboang sub-district are limited to using output indicators.

The target group of activities managed by the Pamboang sub-district includes internal sub-districts and elements of society involved and interested in the planning of Musrenbang Kelurahan and Kecamatan. By the vision and mission of Pamboang sub-district, one of the crucial points is to foster community participation and transparency in the Musrenbang process, and then, increasing participation and commitment to the Musrenbang system and procedures is also significant in the 2016-2021 Sub-district Strategic Plan. Funding for development activities in the Pamboang sub-district is sourced from the Majene Regency Regional Budget (APBD). The implementation of activities in the Pamboang sub-district, together with activities carried out by Agencies/UPT/UPTD, is expected to support one of the regional development goals for 2016-2021, which is the realization of a professional, productive, and proactive Majene. Governance is realized through optimizing the implementation of regional autonomy in various fields to provide optimal community services and increasing accountability and transparency in the implementation of regional autonomy local governance to create a good and democratic governance system.

5 Conclusion

Pamboang sub-district is an area of Majene Regency whose development implementation is based on Majene Regency Regional Regulation Number 9 of 2012 concerning the Regional Long-Term Development Plan (RPJPD). The development strategic plan of Pamboang sub-district in 2016-2021 refers to the vision, mission, and programs of the Regent and Deputy Regent of Majene. In order to prepare the Regional Medium-Term Development Plan (RPJMD) of Majene Regency for 2016-2021, it refers to Law Number 25 of 2004, Government Regulation Number 18 of 2016, and Minister of Home Affairs Regulation 54 of 2010. Considering that the role and function of the Pamboang Sub-district Development Strategy Plan is vital for the community, the preparation of the Pamboang Sub-district Strategic Plan was carried out transparently and participatory. The objective is to produce a comprehensive and sustainable planning document. Therefore, the strategic plan (Renstra) of Pamboang sub-district, Majene Regency 2016-2021, contains the vision, mission, objectives, policies, and development programs to be implemented by Pamboang sub-district accompanied by an indicative activity plan and funding framework. The purpose and objective of preparing the Strategic Plan for the development of Pamboang sub-district, Majene Regency in 2016-2021, is to provide direction and guidance for all sub-district government apparatus in carrying out tasks/programs/activities. In addition, the strategic plan can provide a clear direction in the implementation of development and can also improve the orderly administration of government, development, economy, society, peace, and order.

Therefore, the development strategy plan in Pamboang sub-district can realize the improvement of excellent service to the community. With excellent service, public satisfaction with government services in Pamboang sub-district is created, and with the creation of services, community peace, and order can

be realized. The realization of community cleanliness and comfort. The availability of data and information services in the sub-district area. The availability of a forum for channeling aspirations for community needs.

Data availability statement

The datasets presented in this study can be found in online repositories. The names of the repository/repositories and accession number(s) can be found in the article/supplementary material.

Author contributions

BB: Conceptualization, Data curation, Formal analysis, Funding acquisition, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing. SS: Conceptualization, Data curation, Formal analysis, Funding acquisition, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing. AA: Conceptualization, Data curation, Formal analysis, Funding acquisition, Investigation, Methodology, Project administration, Resources, Software, Supervision, Validation, Visualization, Writing – original draft, Writing – review & editing. HH: Conceptualization, Data curation, Formal analysis, Funding acquisition, Investigation, Methodology, Project administration,

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Conflict of interest

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