

## **EVALUATION OF DEVELOPMENT PLANNING POLICY IN ANAMBAS ISLANDS REGENCY**

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### **ABSTRACT**

The purpose of this research is to find out the result of Kepulauan Anambas policy evaluation and also the dimension of planning development in 2022. This research was used William N Dunn evaluation criteria (2003) as the theory. Case study was used as observation approach. Data and information were collected from observation, interview, documentation, and literature study. All data were analyzed by using qualitative technique. Based on the result of this research, the conclusion is in the effectivity dimension, contribution of HDI (Human Development Index) indicator (12.11%), poverty (-110.47%), and gini ratio (-20.00%) were not effective for the Mid-Term Regional Development Plan (RPJMD). The efficient dimension reach 105% which is in the range of not efficient. Adequacy dimension, poverty level reach 7.51% and became the year of the highest poverty level. To decrease unemployment our government was recruiting the temporary workers massively. The equity dimension, development planning policies are not evenly distributed due to the lack of synchronization of data on the results of regional development control and evaluation, programs/activities are not aligned with regional strategic targets. For responsiveness dimension, there are only 6 (six) proposals accommodated in the Regional Budget (APBD). In the dimension of appropriateness, development planning policies are not appropriate due to inconsistencies, the formulation of strategic targets is not yet results-oriented, and the low value of the planning and budgeting area. Recommendations for improvement include adjusting targets and reformulating policies, prioritizing creative financing, encouraging ease of business and access to capital, compiling Standard Unit Price (SSH) and Standard Spending Analysis (ASB) at the planning stage, accommodating sub-district development planning deliberations (musrenbang) proposals, and formulating policies by paying attention to applicable regulations.

**Keyword:** Policy Evaluation, Planning Development.

### **INTRODUCTION**

As a regency once crowned the most beautiful tropical island in Asia by CNN in 2013, Anambas Islands Regency, formed under Law Number 33 of 2008, is required to continuously improve itself to overcome various basic problems. Various issues concern suboptimal education and health, environmental damage, weak waste management, lack of clean water availability, scarcity and price stability of basic goods, vulnerability to illegal fishing, deficit and dependence on oil and gas, and other archipelagic or border issues. This also causes all regional potentials, such as fisheries and tourism results, to not be managed optimally. Based on regional problems and strategic issues, the operationalization of the second year of the Anambas Islands Regency Mid-Term Regional Development Plan (RPJMD) for 2021-2026, established through Anambas Islands Regent Regulation Number 13 of 2021 concerning the Regional Government Work Plan (RKPD) for 2022, carries the theme: "Strengthening the Health System, Economic Recovery, Human Resource and Effective Bureaucracy Development, and Regional Connectivity" with a focus on 5

(five) priorities (Affandi Nur, 2021:226-227), namely: 1. Quality education and a resilient health system!; 2. Social welfare and superior human resources with noble character; 3. Fisheries and tourism based on people's economy with a sustainable environment; 4. Connectivity and regional infrastructure supporting economic growth and investment; and 5. A serving and innovative bureaucracy, and competitive village autonomy.

Regional development priorities were then prepared using a money follow program approach and elaborated into flagship programs of regional apparatuses based on the criteria of highest realization or those providing a significant impact on achieving regional development targets in 2022. This series of programs can be interpreted as successful if, based on the measurement results of regional goal (impact) performance, the macro performance indicator targets set can be achieved. Therefore, the role of evaluation is very important to assess the achievement of policy, program, or activity goals, and analyze problems occurring in the implementation process to provide feedback for performance or development execution improvement. For clarity, the macro performance indicator targets of Anambas Islands Regency in 2022 can be seen in the table below.

Table 1. Macro Performance Indicators of Anambas Islands Regency for 2022

No	Indicator	Unit	Target
1.	Human Development Index (HDI)	Index	71,57
2.	Economic Growth	%	3,73
3.	Poverty Rate	%	6,15
4.	Open Unemployment	%	3,46
5.	Gini Ratio	Index	28

Source: RKPD of Anambas Islands Regency 2022

Starting from pre-research results, the author found several interesting phenomena regarding the development planning process of Anambas Islands Regency. The phenomena found are: First, the development planning process is only interpreted as a government agenda. This argument is not without reason because the determination of the theme and development priorities for 2022 was formulated unilaterally by officials within the Regional Development Planning Agency (Bappeda) of Anambas Islands Regency without going through the public consultation stages as regulated in Article 179 of Minister of Home Affairs Regulation Number 86 of 2017. However, as is known, public consultation is a means to gather community aspirations and stakeholders' input at the initial stage to collect aspirations and expectations regarding priorities and development targets for the planned year. This practice certainly sets a bad precedent in governance as it indirectly sidelines community involvement and participation in the public policy process. Second, the absence of alternative regional development funding sources besides the Regional Budget (APBD). From observations, it is known that in the preparation of the RKPD of Anambas Islands Regency for 2022 and in desk/group meetings discussing alternative funding sources to finance proposed project plans, programs, or activities. Ideally, with limited financial capacity and the experience of delayed government project payments in recent years (Rp.44,472,744,433 in 2021), this should be a turning point for realizing a transformation of creative, innovative, and collaborative governance. Third, the Development Planning Deliberation (Musrenbang) has not yet become a container for gathering community aspirations to voice their interests. From exploration results, it is known that the number of community proposals approved at the Musrenbang for the RKPD of Anambas Islands Regency 2022 was 54 proposals spread across 10 sub-districts in the Anambas Islands Regency area with a budget of

Rp.34,509,364,000. However, in the Revised APBD of Anambas Islands Regency for Fiscal Year 2022, only 6 (six) of these community proposals were accommodated, implemented by 2 (two) regional apparatuses with a budget allocation of Rp.6,987,274,966, or 20.25% of the total initial proposed budget. Based on the phenomena, arguments, and facts regarding development planning as described above, the author is interested in conducting in-depth research on the evaluation of development planning policy in Anambas Islands Regency for 2022. Thus, the main research problem is: Was the development planning of Anambas Islands Regency in 2022 able to produce the expected development goals?

## **METHOD**

The research method used is qualitative, namely describing or explaining something as it is, the data obtained will be analyzed and described based on the discovery of facts in the field. The tools used in the research were a camera, recorder and in-depth interview guide sheet (Creswell & Creswell, 2018). The most relevant research design for this study is using a case study approach. Through a case study, the author believes they will obtain a picture of the reality in the field, especially concerning the evaluation of development planning policy in Anambas Islands Regency in 2022. This research was conducted at the Bappeda of Anambas Islands Regency, located at Jl. Jembatan Selayang Pandang-Tarempa. The key informant in this research is the Regional Secretary of Anambas Islands Regency. Furthermore, to deepen the information, this research will also obtain information regarding the evaluation of development planning policy in Anambas Islands Regency for 2022 from 9 (nine) supporting informants from different backgrounds. The nine supporting informants are: Member of the DPRD (Regional Legislative Council) of Anambas Islands Regency, Head of Bappeda of Anambas Islands Regency, Head of the Regional Financial and Revenue Management Agency (BPKPD) of Anambas Islands Regency, Head of the Economy and Natural Resources Division of Bappeda of Riau Islands Province, Researcher at the Center for Regional Planning and Development Studies (P4W)-Institute for Research and Community Service (LPPM) Bogor Agricultural University (IPB), Director of the Non-Governmental Organization (NGO) Sebor, and a community leader.

In this research, data collection was conducted in a natural setting (natural conditions), using primary data sources, and data collection techniques focused more on observation (participant observation), in-depth interviews, and documentation. Then, in qualitative research, data is obtained from various sources using multiple data collection techniques (triangulation). Qualitative data analysis involves the process of searching for and systematically arranging data obtained from interview results, field notes, and documentation by organizing data into categories, breaking them down into units, synthesizing, arranging into patterns, selecting what is important and what will be studied, and drawing conclusions so that it is easy to understand (Miles, Matthew B., A. Michael Huberman, and Johnny Saldana, 2014).

## **RESULTS AND DISCUSSION**

This research uses evaluation criteria proposed by William N. Dunn (2003): effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness as research instruments (Arie, Rahman, Harry Nenobais, Adi Jaya 2024; Harry Nenobais, Budihardjo, Mamujaja, Nugroho, 2023).

### **a. Effectiveness**

The evaluation criteria concerning the effectiveness of development planning in Anambas Islands Regency for 2022 will be analyzed based on its contribution to the final achievements of the RPJMD of Anambas Islands Regency for 2021-2026. The analysis conducted on the midterm achievements of the macro performance indicators of Anambas Islands Regency in the RPJMD for 2022 uses \*gap expectation\* analysis. Through this analysis, the performance of each indicator will be presented, allowing conclusions to be drawn about which indicators have performed well according to target, which tend to be slow and need acceleration, and even which have been achieved by the mid-period of the RPJMD. The following is an overview of the \*gap expectation\* analysis of the macro performance indicators of the RPJMD of Anambas Islands Regency for 2021-2026.

Table 2. Target and Realization of Macro Performance Indicator Achievements of Anambas Islands Regency 2021-2022 Against Final RPJMD Target 2025

No	Macro Performance Indicator	Unit	Initial Performance Condition RPJMD 2020	2021		2022		Final Performance Condition RPJMD 2025	Achievement Level Against Final RPJMD Target
				Target	Achievement	Target	Achievement		
1	Human Development Index (HDI)	Indeks	68.80	70.21	69.23	71.57	69.61	75.49	12.11
2	Economic Growth	%	(3.30)	3.61	2.75	3.73	3.62	4.09	93.64
3	Poverty Rate	%	6.56	6.29	7.09	6.15	7.51	5.70	(110.47)
4	Open Unemployment	%	3.40	3.5	1.27	3.46	2.15	2.42	127.55
5	Gini Ratio	%	0.30	0.28	0.3	0.28	0.31	0.25	(20.00)

Source: Processed Research Data, 2023

Reviewing the data above, it is known that out of a total of 5 (five) macro performance indicators of Anambas Islands Regency, there are 2 (two) indicators whose achievements exceeded the normal target of 40% of the final RPJMD achievement. For example, economic growth achieved performance reaching 93.64% of the total RPJMD performance or 3.62% in its achievement in 2022. Although the economic growth achievement in 2022 compared to the set target of 3.73% was not achieved, generally, in the effort to reach the final RPJMD target, Anambas Islands Regency has obtained a very significant performance surplus. The same applies to the Open Unemployment Rate (TPT), which achieved performance reaching 127.55% or 2.15% in its achievement in 2022. Looking back at the TPT indicator, it can be concluded that the 2022 achievement has actually exceeded the final RPJMD target of 2.42%. However, behind the success of these two indicators whose achievements exceeded 80% in the second year of RPJMD implementation, the author believes that the Anambas Islands Regency Government actually has a weakness in setting planning targets, or in other words, the targets set are moderate targets, and indirectly, this performance gives the impression that efforts to improve the economy and unemployment are no longer important issues

in the region. The follow-up effort that must be done is to review the planning targets so that the government does not appear to have no performance left to achieve by 2025.

Unlike the previous 2 (two) indicators that experienced a performance surplus, underachievement occurred in the Human Development Index (HDI) indicator, whose performance achievement only reached 12.11% or 69.61 in 2022. This achievement will certainly make it difficult to reach the final RPJMD target of 75.49. As discussed earlier, each indicator in 2022 should have performed at least 40% of the final RPJMD performance. Therefore, it can be concluded that the Anambas Islands Regency Government did not perform/was unable in its efforts to improve the welfare and quality of life of its people. A more concerning condition actually occurred in the other 2 (two) indicators, namely the poverty rate and the Gini index, which experienced negative performance. First, the poverty rate indicator experienced negative performance reaching -110.47% or an achievement of 7.51% in 2022. This negative performance means that the performance in 2022 by the Anambas Islands Regency Government was worse than the initial condition in 2020, so instead of performing, it even seemed like a performance deficit. For example, the poverty rate of Anambas Islands Regency, which was 6.56% in 2020, dropped to 7.51% against a target of 6.15% in 2022. Through this research, it is also known that the poverty rate indicator is categorized as the indicator with the worst contribution. Second, the Gini index indicator also experienced negative performance reaching -20.00% or an achievement of 0.31 in 2022. Therefore, what needs to be considered with these two macro performance indicators is to prepare an accelerative strategy to catch up on the performance deficit by 2025.

#### b. Efficiency

Based on the Budget Realization Report data of revenue and expenditure of Anambas Islands Regency above, it is known that in the 2022 fiscal year, the realized revenue was Rp.824,553,991,952.51 and the realized expenditure was Rp.865,797,979,709.20. If the Regional Financial Efficiency Ratio (REKD) is calculated, the following result is obtained :  $105\% = 865,797,979,709.20 / 824,553,991,952.51 \times 100\%$ . Through the calculation of the REKD for the fiscal year above, it is known that the financial efficiency ratio of Anambas Islands Regency in the 2022 fiscal year was 105%, which can be categorized as inefficient because this result exceeds 100%. From this calculation, it can be concluded that the cost incurred by the Anambas Islands Regency Government to obtain its revenue is still quite large. It can be said that the financial performance of the Anambas Islands Regency Government is still not good enough because it has not been able to suppress the amount of regional expenditure. Therefore, in the future, it is hoped that the Anambas Islands Regency Government can minimize its expenditure by adjusting to revenue, so that regional expenditure efficiency can occur in the future.

With this inefficiency, the Anambas Islands Regency Government must realize that in implementing development, it is certainly not enough to rely only on internal capacity. The limitations of resource capabilities and networks that support the implementation of a program or policy encourage the government to cooperate with various parties, both with other governments, private parties, and the community and civil society communities, so that collaborative cooperation can be established in achieving program or policy goals. The problem of inefficiency in development implementation in Anambas Islands Regency also actually occurs, especially in rural areas. The existence of Village Funds (DD), Special Allocation Funds (DAK), and development funds causes development objects in villages to have the same location. Meanwhile, on the other hand, there are villages or parts of villages that are completely undeveloped. Even though the purpose of village funds is to support development and improve the quality of life at the village

level. The division of roles, financing, and scale of development priorities at the village and regency levels through policies for drafting regent regulations should be a crucial thing to do. If the above can be implemented well by prioritizing collaboration patterns, it will impact the recovery of regional financial health and reduce the efficiency ratio, which is currently categorized as inefficient.

### c. Adequacy

First, HDI provides a more comprehensive development measure because it does not only measure economic achievements but also includes the basic essence of humans about a healthy life, long life, and the opportunity to improve knowledge. In 2022, the HDI achievement of Anambas Islands Regency reached 69.61. The description of the HDI of Anambas Islands Regency in 2022 from various dimensions will be explained as follows. Education dimension, children aged 7 (seven) years in Anambas Islands Regency have the expectation to enjoy education for 12.89 years (almost equivalent to Diploma I), 1.62 years longer compared to the initial condition when this region was formed, which was only 11.27 years, or it can be categorized as not yet successful in implementing the 12-year compulsory education program. The School Operational Assistance (BOS) policy has given schools the opportunity to waive education fees, while the Family Hope Program (PKH), the Smart Indonesia Program (PIP), and scholarship programs from various institutions have guaranteed that every child in Anambas Islands Regency from underprivileged families can enjoy education. Synergy with the Ministry of Education and Culture (Kemendikbud) to improve education quality is also implemented in several programs/activities, namely the driving school program, driving teacher education, and the implementation of the independent curriculum.

Furthermore, the population aged 15 years and over on average in 2022 had attended education for 7.38 years or equivalent to the 8th-grade education level. The average years of schooling in Anambas Islands Regency increased by 1.27 years compared to the figure in 2011. The increase in the average years of schooling is an achievement and at the same time an irony for Anambas Islands Regency because the figure of 7.38 years describes the majority of the current workforce quality. With an average schooling like this, is it possible for the workforce in Anambas Islands Regency to compete in the current era of the industrial revolution 4.0? Health dimension, every baby born in 2022 has the expectation to live until 67.73 years. This figure increased by 2.08 years compared to the condition in 2011. The National Health Insurance (JKN) program, with all the service and financial problems faced, has contributed greatly to the increase in life expectancy. It must be acknowledged that the JKN program has improved access, especially for the poor, to health services, which ultimately improves health status and reduces mortality rates. This is shown by the commitment to the coverage of Universal Health Coverage (UHC) of Anambas Islands Regency, which almost reached 100% in 2022, allowing this region to again receive the UHC award.

Long life expectancy should be accompanied by improving the quality of physical growth and child development through adequate nutrition. Therefore, a number of policies to prevent and reduce the prevalence of stunting have been allocated by the Anambas Islands Regency Government with a total budget of Rp.33,063,388,036. This policy is implemented by 3 (three) regional apparatuses, namely the Health Office, the Public Works Office, and the Food Office. The policies in efforts to prevent and reduce the prevalence of stunting include: i). management of health services for pregnant women, ii). management of community nutrition health services, iii). management of health services for toddlers, iv). management of environmental health services, v). management of community health insurance, vi). management of health surveillance, construction and improvement of piped network drinking water supply systems (SPAM) in rural areas, vii). construction/provision of centralized settlement-scale wastewater management

systems, ix). construction/provision of centralized settlement-scale wastewater management systems, and x). improving family food security. Thanks to these policies, the Anambas Islands Regency Government in 2022 succeeded in reducing the stunting rate to 6.46% from the previous period of 9.67%.

Economic dimension, in 2022 the average per capita expenditure adjusted (purchasing power parity) was Rp.12.13 million per year, an increase of Rp.1.75 million (equivalent to 16.90%) compared to the condition in 2011. The significant increase in expenditure indicates an increase in income and the community's ability to meet decent living standards. With the 2022 achievement considered not yet optimal, the Anambas Islands Regency Government must develop strategies to improve HDI achievements in the future. With improved HDI achievements, it is hoped to increase the region's fiscal capacity in development financing. As is known, HDI is strategic data because besides being a measure of Government performance, HDI is also used as one of the allocators for determining the General Allocation Fund (DAU). Second, economic growth. The economic growth of Anambas Islands Regency based on constant price GRDP (Gross Regional Domestic Product) without oil and gas has always fluctuated from 2011 to 2022 (Figure iv.7) and is now on an increasing trend post-Covid-19 pandemic. As presented earlier, 2012 was the year with the highest economic growth achievement at 7.36%, while 2020, when the world was hit by the Covid-19 pandemic, was the lowest point for the economy of Anambas Islands Regency, so its growth was corrected to -3.30%.

Trying to rise from the slump that occurred, in 2022 the Anambas Islands Regency Government, in its efforts to improve the economy and community welfare, implemented various effective development policies. Slowly but surely, this effort yielded positive results, marked by regional economic growth reaching 3.62% or an increase of 0.87% compared to 2021. Although the economy has managed to grow and is on an increasing trend, the economic growth rate of Anambas Islands Regency is still always below the growth rate of Riau Islands Province. Therefore, the author believes that there needs to be a strategy or plan to encourage and increase economic growth in Anambas Islands Regency. With a good economic development planning strategy that suits regional conditions, it will imply an increase in the economic growth rate.

Third, poverty rate. As explained earlier, the suboptimal performance of leading sectors in the region in creating economic sources for Anambas Islands Regency has impacted the low creation of new jobs and increased regional poverty. It was recorded that in 2022 the poverty rate in Anambas Islands Regency reached 7.51% and became the year with the highest poverty rate. This is also exacerbated by the phenomenon found that most of the community in Anambas Islands Regency is highly dependent on jobs in the government sector, namely as Non-Permanent Employees (PTT) with relatively low wages. Fourth, TPT. Although statistically the 2022 achievement yielded satisfactory results with an achievement of 2.15%, from the research results, the author found the phenomenon that the policy intervention used by the Anambas Islands Regency Government to suppress unemployment was carried out without paying attention to applicable regulations. As outlined earlier, in recent years until 2022, there has been a phenomenon of the proliferation of recruitment/acceptance of honorary workers/Non-Permanent Employees (PTT) within the Anambas Islands Regency Government. It is recorded that the number of honorary workers/PTT in 2022 was 3,992 people spread across 34 regional apparatuses. With that number, the Anambas Islands Regency Government in 2022 allocated a budget of Rp.108,981,600,000 or 11.89% of the total APBD for the 2022 fiscal year to finance this policy. Until now, this recruitment policy is still ongoing and shows no signs of ending. Fifth, Gini index. In this indicator, the income inequality of Anambas Islands Regency in 2022 reached 0.31 or in the low category. From the research results, information was obtained that the inequality

experienced by Anambas Islands Regency at least stems from 3 (three) aspects: first, from the high dependence of the economy on the oil and gas sector; second, from the underdevelopment of potential sectors; and third, influenced by the populist policy of the Anambas Islands Regency Government with massive honorary/PTT recruitment, so that people's income is at the same standard.

#### d. Equity

Equity means public accountability. Public accountability is a measure that shows whether the activities of a person or institution can be accounted for according to applicable norms and values. Several phenomena in the public policy formulation process can be categorized as not yet meeting the principles in implementing performance accountability. Some phenomena found include: i). the absence of synchronization of data from regional development control and evaluation results, ii). the preparation of programs/activities/sub-activities is not done through alignment with regional strategic targets, iii). the unavailability of Standard Unit Price (SSH) and Standard Spending Analysis (ASB) as expenditure formers in preparing the work plans of regional apparatuses, iv). the absence of a policy mechanism for evidence-based planning (based evidence), and v). the absence of impact from bureaucratic simplification to realize an agile bureaucracy. The description of the phenomena found will be explained by the author as follows.

First, the absence of synchronization of data from development control and evaluation results. As known in the public policy process, monitoring and evaluation play a very significant role, especially in ensuring the benefits of a policy. The assessment and identification of problems found in this process become recommendations for subsequent policy improvements. Similarly, a development policy must be interpreted comprehensively by eliminating the assumption that a development program stands alone and has no correlation with policies before or after it. Second, the preparation of programs/activities/sub-activities is not done through alignment with regional strategic targets. In this case, the cascading method in development planning preparation has also not become a tool to guarantee performance distribution based on the portion of each regional apparatus. However, as is known, the current development paradigm prioritizes "joint outcome" which does not allow for the creation of silos, demanding the contribution of each regional apparatus in achieving regional strategic targets. The advocacy role of Bappeda of Anambas Islands Regency to each regional apparatus by conveying that what they do may not create a "quick win" is something that must be done. Preparing performance cascading at the regency level is the best tool for internalization efforts. This agenda certainly has a close relationship with the process of periodic monitoring and evaluation to ensure development progress and updating of cascading material as input for future development planning preparation. Third, the unavailability of SSH and ASB as expenditure formers in preparing the work plans of regional apparatuses. With the absence of SSH and ASB in the planning process, the author found a number of phenomena occurring, including: i). potential for unreasonable workload and cost disparities between regional apparatuses in conducting similar activities, ii). the regional budget has not been compiled effectively and efficiently because the prepared budget is not formed objectively or is unreasonable, and iii). the prepared budget is not yet based on clear performance benchmarks. Therefore, with the absence of these, the concept of money follow program also cannot be implemented properly.

Fourth, the absence of a policy mechanism for evidence-based planning (based evidence). In preparing the development planning policy of Anambas Islands Regency for 2022, efforts to strengthen evidence as a development evaluation tool have actually been carried out by the government through several evaluation initiatives such as Government Institution Performance Accountability Report (LKjIP), audit by the



Supreme Audit Agency (BPK), audit by the Government Internal Supervisory Apparatus (BPKP), evaluation of Government Institution Performance Accountability (AKIP), and evaluation of Bureaucratic Reform (RB) by the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB), to evaluation of public service delivery by the Ombudsman. However, the evaluation results of these regional apparatuses have not become a reference (e.g., in giving reward or punishment) for the following year's planning and budgeting. For example, the budget of regional apparatuses on average increased by 10% without considering the results of AKIP evaluation, BPK audit, and Ombudsman evaluation of those regional apparatuses. Fifth, the absence of impact from bureaucratic simplification to realize an agile bureaucracy. President Joko Widodo during the MPR-RI session at the presidential inauguration for the 2019-2024 period stated that one of his development agendas was bureaucratic simplification to cut long and convoluted procedures. The phenomenon found is that sectoral egos still emerge in policy formulation, namely planning preparation that refers to the structure before the implementation of bureaucratic simplification, thus giving the impression of dividing the "pie" of programs/activities/sub-activities. Even though significant simplification has occurred in Anambas Islands Regency. The number of structures, originally 370 and now simplified to 170, apparently has not impacted the ease, effectiveness, and efficiency of policy making, specifically development planning policy.

#### e. Responsiveness

From the research results as discussed earlier, information was found that participation from the community and stakeholders in the development planning of Anambas Islands Regency in 2022 is still not optimal. As is known, community and stakeholder involvement is explicitly contained in Law Number 25 of 2004 concerning the National Development Planning System, which emphasizes that their role is very important in the regional development planning process. Planning cannot produce good development if it does not optimize the participation of the community and community elements such as stakeholders. Without good and directed utilization of participation, the prepared planning will likely not align with the aspirations and desires of the community. This condition has implications for the level of community satisfaction with the results of the Musrenbang for the RKPD of Anambas Islands Regency in 2022, which is still considered less satisfactory. This is backgrounded by the community not yet feeling the output of the Musrenbang that has been held. Furthermore, the fact that not all community needs and desires can be accommodated and implemented in the planned year, along with the lengthy stages of program/activity selection to be proposed as priority scales, become the most significant factors affecting community satisfaction in development planning.

This is reinforced again as the author discussed earlier in the background of the problem that at the Musrenbang for the RKPD of Anambas Islands Regency in 2022, the number of community proposals contained in the minutes was 54 proposals spread across 10 sub-districts, with a budget of Rp.34,509,364,000. However, it turns out that only 6 (six) of these community proposals were accommodated, implemented by 2 (two) regional apparatuses with a budget allocation of Rp.6,987,274,966, or 20.25% of the total initial proposed budget. Given the too large gap between the number of community proposals and the number accommodated in the budget document, the author concludes that the implementation of development planning policy taken by the regional government of Anambas Islands Regency has not been responsive to the preferences or inputs from the "grassroots," thus impacting the community's reluctance to participate in the development planning process. The occurring phenomenon certainly cannot be taken lightly; strategic steps from regional leaders and their ranks are needed to create

conducive interaction between the government, community, and private sector. Especially for the government, the momentum for improving responsive development planning policy must be used as a means to regrow trust within the community (stocks of social trust).

f. Appropriateness

A number of notes from various sources regarding the evaluation of development planning policy in Anambas Islands Regency for 2022 are stated as not entirely appropriate. The findings obtained are as follows. First, the evaluation results of the Anambas Islands Regency Regional Regulation Draft (Ranperda) concerning the Amendment of the APBD for F.Y. 2022 and the Anambas Islands Regent Regulation Draft (Ranperbup) concerning the Elaboration of the Amendment of the APBD for F.Y. 2022. At this stage, the author found inconsistencies in the planning and budgeting preparation process. In this document, the expenditure of Anambas Islands Regency in the 2022 fiscal year was allocated to finance 119 programs implemented by 34 regional apparatuses. It turns out that the number of programs set is fewer compared to the total number of programs for 2022 mandated by the RPJMD of Anambas Islands Regency for 2021-2026, which is 141 programs. Inconsistency also occurred in the sub-activities set, which numbered 703 sub-activities. This number is actually more than the number of sub-activities set in the RKPD of Anambas Islands for 2022, which numbered 701 sub-activities. With this result, the Governor of Riau Islands also gave a recommendation for the Anambas Islands Regency Government to be consistent in preparing planning and budgeting documents.

Second, the results of the AKIP evaluation for 2022. There are still formulations of strategic targets and indicators that are not yet results-oriented in regional apparatuses and do not sufficiently represent the strategic issues of the regional apparatuses, among others at the Education Office in the form of indicators of the percentage of construction carried out and the percentage of renovation/rehabilitation carried out, the Public Works Office in the form of an indicator of the percentage of organized settlements, and the Health Office in the form of an indicator of the percentage of family planning guidance carried out. Furthermore, the determination of programs and activities for 2022 is considered not fully focused on achieving strategic targets and not entirely relevant to achieving regional development priorities. Next, the implementation of monitoring and evaluation is limited only to budget absorption, not including organizational performance achievements. Finally, the performance reports of most regional apparatuses do not yet present adequate analysis of driving or inhibiting factors relevant to performance achievements and do not yet present the problems or constraints faced with strategies that must be undertaken for performance planning improvement. Third, the results of the evaluation of Bureaucratic Reform (RB) implementation for 2022. In order to realize governance capable of providing excellent service, the development planning policy of Anambas Islands Regency received improvement notes as follows. First, the business process maps prepared do not fully describe the process of achieving the organization's main performance, so the interconnection of performance between regional apparatuses in supporting organizational performance achievements is not yet visible. Second, monitoring and evaluation of follow-up on public satisfaction survey results are not yet maximal. Given these fundamental notes, it is only natural that Kemenpan RB only gave a score of 57.01 or category "CC" for Anambas Islands Regency. Fourth, the results of the Monitoring Center for Prevention (MCP) of the Corruption Eradication Commission (KPK) for 2022. Through this agenda, the KPK encourages regional governments to transform regional government values and practices to realize \*good governance\* and as an effort to prevent corrupt criminal acts with the aim of

encouraging system and regulatory improvements. One area of concern in this agenda is planning and budgeting.

From the evaluation results of the planning and budgeting area, it is known that the value of the planning and budgeting area of Anambas Islands Regency is 71.43 or in the medium category. This value is obtained from the assessment of 7 (seven) indicators, namely: i). availability of planning documents, ii). quality of planning documents, iii). availability of budgeting documents, iv). quality of budgeting documents, v). implementation of planning and budgeting, vi). implementation of planning and budgeting supervision, and vii). planning and budgeting innovation. From the 7 (seven) indicators, the indicator with the lowest value is the quality of planning documents, which is 60.00. This indicator is assessed based on the quality of the RPJMD, RKPD, and Renstra (Strategic Plan) documents. The low value of this indicator is due to the quality of the RPJMD, RKPD, and Renstra documents that are not yet optimal. The RPJMD document is considered not yet optimal because the formulation of the vision and mission is not yet in line with the strategic issues, the formulation of the vision and mission is not yet in line with the regional potential and advantages, the formulation of the vision and mission is not yet in line with the national and provincial development directions, the formulation of the vision and mission is not yet in line with the principles of sustainable development, and the formulation of the vision and mission is not yet in line with the principles of good governance. Meanwhile, the RKPD document is considered not yet optimal because the formulation of the RKPD document is not yet in line with the RPJMD, the formulation of the RKPD document is not yet in line with the regional potential and advantages, the formulation of the RKPD document is not yet in line with the national and provincial development directions, the formulation of the RKPD document is not yet in line with the principles of sustainable development, and the formulation of the RKPD document is not yet in line with the principles of good governance. Finally, the Renstra document is considered not yet optimal because the formulation of the Renstra document is not yet in line with the RPJMD, the formulation of the Renstra document is not yet in line with the regional potential and advantages, the formulation of the Renstra document is not yet in line with the national and provincial development directions, the formulation of the Renstra document is not yet in line with the principles of sustainable development, and the formulation of the Renstra document is not yet in line with the principles of good governance.

## CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn: First, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the effectiveness dimension shows that the contribution of the HDI indicator (12.11%), poverty (-110.47%), and gini ratio (-20.00%) was not effective for the RPJMD. Second, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the efficiency dimension shows that the Regional Financial Efficiency Ratio (REKD) reached 105%, which is in the inefficient range. Third, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the adequacy dimension shows that the poverty rate reached 7.51% and became the year with the highest poverty rate. To reduce unemployment, the government recruited temporary workers massively. Fourth, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the equity dimension shows that development planning policies are not yet evenly distributed due to the lack of synchronization of data on the results of regional development control and evaluation, programs/activities are not aligned with regional strategic targets, the unavailability of SSH and ASB at the planning stage, the absence of a

policy mechanism for evidence-based planning, and the absence of impact from bureaucratic simplification. Fifth, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the responsiveness dimension shows that there were only 6 (six) proposals accommodated in the APBD. Sixth, the evaluation of the development planning policy of Anambas Islands Regency for 2022 based on the appropriateness dimension shows that development planning policies are not yet appropriate due to inconsistencies, the formulation of strategic targets is not yet results-oriented, and the low value of the planning and budgeting area.

Based on the research results, the following recommendations are proposed: First, for the effectiveness dimension, it is recommended to adjust the targets and reformulate policies for the HDI, poverty, and gini ratio indicators. Second, for the efficiency dimension, it is recommended to prioritize creative financing. Third, for the adequacy dimension, it is recommended to encourage ease of business and access to capital. Fourth, for the equity dimension, it is recommended to compile SSH and ASB at the planning stage. Fifth, for the responsiveness dimension, it is recommended to accommodate Musrenbang proposals. Sixth, for the appropriateness dimension, it is recommended to formulate policies by paying attention to applicable regulations.

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