Evaluation Model of Sustainable Development Planning in Regional Policy Implementation and Local Government Administration

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Abstract

Evaluation Model of Sustainable Development Planning in Regional Policy Implementation and Local Government Administration. This study's primary focus is the significant discrepancy between the planning and execution of development initiatives in the fields of education, health, and the environment. The method used was a descriptive qualitative approach with data collection through observation, in-depth interviews, and Focus Group Discussions (FGDs) with various stakeholders, including government officials and community leaders. The results showed that low inter-organization Regional Apparatus (OPD) coordination and minimal community participation hindered the success of development programs. Furthermore, performance metrics are not achieved evenly due to a mismatch between the budgeting and planning documents. This study suggests a more flexible and empirically supported strategy for evaluating development planning incorporating improved data management, community involvement in Musrenbang, and OPD performance analysis. The establishment of a Regional Development Evaluation Team (TEPD) is also recommended to conduct periodic evaluations. It is expected that with the application of this model, the effectiveness of development in Dairi Regency can increase, and support the achievement of sustainable development goals optimally.

Keywords: *Development Planning Evaluation, Regional Policy, OPD Coordination, Community Participation, Dairi.*

Introduction

The reform of the government system in Indonesia was marked by four constitutional amendments that lasted almost two decades (Wiratraman, 2022). It is anticipated that both the central and regional levels of national growth will be stimulated by this fundamental shift in the constitutional framework. The concept of decentralization of power, which grants regions the ability to govern and manage their government affairs by the principles of autonomy and co-administration, is specifically regulated by the Second Amendment, which is found in Article 18 paragraph (2) of the 1945 Constitution (Purwanto & Pramusinto, 2018).

Local governments are empowered by regional autonomy to control their affairs by their plans, which are founded on the desires of the community. The Regional Government Law Number 23 of 2014 governs this delegation of power. Improving the quality of public services, democratizing the economy, balancing central and regional authority, and speeding up the improvement of people's welfare are the primary goals of putting the decentralization principle into practice (Lele, 2019). Therefore, decentralization not only increases local communities' independence in resolving issues but also in delivering improved social services.

It is crucial to remember that the local government's willingness to make data and information available to the public is crucial to the process of accelerating development, particularly in underprivileged areas. Local governments must create a Regional Government Work Plan (RKPD), which is an extension of the Regional Medium-Term Development Plan (RPJMD), for one year, according to Law No. 25/2004 on the National Development Planning System and Law No. 23/2014. The RKPD refers to the Government Work Plan (RKP) and includes a proposed regional economic framework, development priorities, work plans, and funding that promotes community involvement.

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Development planning can be classified into two main topics: planning as a development tool and planning as a measure of development success(Bryson et al., 2018). According to Law No. 25/2004, the national development planning system includes five approaches: political, technocratic, participatory, top-down, and bottom-up. Market failure, future uncertainty, and the need to give development actors better direction and coordination are the three primary reasons why development planning is still frequently utilized (Florini & Pauli, 2018).

Global issues like sustainable development necessitate an integrated approach to public policy planning and implementation, particularly in emerging nations like Indonesia (Rahma et al., 2019). Even while local governments have the power to create and carry out programs based on community needs, many areas, like Dairi Regency, nevertheless struggle to meet sustainable development objectives. A common barrier to attaining the desired outcomes is the disconnect between program design and execution.

North Sumatra Province's Dairi Regency boasts a wealth of natural resource potential, however development is fraught with difficulties. Performance metrics across a range of industries continue to fall well short of expectations, according to data. As an illustration of unequal access to education, the Junior High School (SMP) level's Gross Participation Rate (APK) dropped to 45.3% in 2020. In the health sector, 14.72% of investment licenses have not been awarded in compliance with standard operating procedures (SOPs), and only 96% of the population possesses a Family Card. Furthermore, there is an alarming trend in environmental management, as the extent of critical land has grown from 10 hectares to 1,241 hectares, indicating ineffective management (*RPJMD Dairi 2019-2024*, n.d.).

Poverty is a significant concern as well; in 2020, the percentage of the population living in poverty increased from 7.7% to 8.04%, demonstrating the ineffectiveness of current initiatives to reduce poverty. A mismatch between government programs and community demands has resulted from the low level of community participation in the development planning process, as evidenced by attendance at the Development Planning Meeting (Musrenbang). The significance of a thorough assessment of the development planning model used in Kabupaten Dairi is shown by this circumstance.

In its execution, the RKPD of Dairi Regency refers to the RKP and RKPD in 2024, particularly when it comes to coordinating and integrating national and regional development plans and activities. Ex-ante evaluation, or evaluation during the planning stage, is another type of evaluation that is done to ascertain the priority scale of different possibilities. It is necessary to evaluate regional development to determine whether it has met its objectives and whether the community has profited from it. Stakeholders and policymakers can comprehend and enhance the application of earlier breakthroughs by carrying out methodical assessments (Moullin et al., 2020).

The primary focus of development evaluation must be on good governance principles, particularly development performance accountability. Activities related to development evaluation must be conducted with diligence, concentration, honesty, and efficiency, and they must make use of current planning documents. Planning documents must be written properly and efficiently since their quality will dictate the course of future development. For the development management cycle to function well, the planning, budgeting, implementation, monitoring, and evaluation phases must be interconnected and sustainable (Suomalainen et al., 2015). To guarantee the success of the developed programs, coordination is necessary during the planning and implementation phases of development (Valente et al., 2015a).

The Regional Planning, Development, and Research Agency of Dairi Regency is one of the regional planning and development agencies, and it plays a crucial and strategic role in the execution of development. Coordinating and universally integrating the Dairi Regency's regional development planning strategies with all regional apparatus is the agency's job. In the field, there are still several issues and obstacles with the development planning assessment model, such as gaps between planning and implementation, poor sectoral cooperation, environmental issues, and unmet performance metrics. Improving planning evaluation that is more participative, integrated, and founded on reliable data from all relevant sectors is required to address these issues.

The purpose of this study is to assess the sustainable development planning model in Dairi Regency's local government management and policy execution. This study used a descriptive qualitative and quantitative methodology to gather data from a range of stakeholders, including academics, community leaders, and government representatives, through focus group discussions (FGDs), in-depth interviews, and observation. To comprehend the relationships between policy planning, implementation, and assessment, an analysis of planning documents such as the Regional Medium-Term Development Plan (RPJMD) and the Regional Government Work Plan (RKPD) will also be carried out.

Finding evidence-based ways to close the gaps between planning and execution and enhancing the efficacy of development initiatives are the main contributions of this research. It is anticipated that this research will greatly aid in improved decision-making and enhancements to the current assessment system by putting forth a more flexible and data-driven planning evaluation model. Furthermore, it is anticipated that the findings of this study will promote greater inter-OPD collaboration and community involvement in development planning, thereby facilitating the most efficient attainment of sustainable development objectives in Dairi Regency.

Greater benefits for the welfare of Dairi residents and the accomplishment of sustainable development goals are anticipated as a result of this research, which aims to establish a strong synergy between the community and the local government in the planning and implementation of development.

Literature Review

Decentralization and Regional Autonomy

The use of decentralization as a tactic to increase the efficacy and efficiency of government has been made possible by the restructuring of Indonesia's governance system, which was characterized by four constitutional amendments (Hidayat, 2017). In line with the concepts of autonomy and co-administration, Article 18(2) of the 1945 Constitution allows for the decentralization of power, allowing regions to oversee their own governmental issues (Balaguer-Coll et al., 2010).

It is anticipated that regional autonomy, which transfers power to local governments, will improve local responsiveness and boost community involvement in the decision-making process (Beeri & Zaidan, 2023). However, there are still issues with decentralization's implementation, such as disparities in local government capacity and unequal resource management (Smoke & Lewis, 1996). Another crucial element in the development process, particularly in impoverished areas, is the willingness of local governments to make data and information available to the public (Bonsón et al., 2012).

This research highlights the distinct setting of Dairi Regency, a trailing region, in contrast to earlier studies that concentrate on decentralization strategy and implementation in large provinces like Java and Bali. This method emphasizes the need for more targeted and flexible approaches to deal with the particular issues at hand.

Regional Development Planning

Law No. 25/2004 on the National Development Planning System highlights the significance of a comprehensive approach in planning, which is a crucial component in the implementation of regional autonomy (Talitha et al., 2020). The two primary areas of development planning are planning as a tool for development and planning as a gauge of development success (Ioppolo et al., 2016). The development planning system uses five different approaches: participative, top-down, bottom-up, technocratic, and political. Although many areas, including Dairi Regency, have difficulties implementing this strategy, it is anticipated to overcome the shortcomings of market systems and future uncertainties (Jones, 2017). According to research, there is still a lack of community involvement in the planning process, which causes a gap between government initiatives and the actual needs of the community.

In order to increase the efficacy of development initiatives in underprivileged areas, this research makes a contribution by putting forth a more responsive, data-driven, and participatory planning model. This is in contrast to many studies that just use traditional methods without taking local community input into account.

Sustainable Development

In the framework of both local and global development, sustainable development has emerged as a key concern. Sustainable development is development that satisfies current needs without endangering the capacity of future generations to satisfy their own (Yodha et al., 2018). There are still many barriers to sustainable development in Indonesia, particularly when it comes to implementing policies by planning. Despite having a wealth of natural resource potential, Dairi Regency struggles to meet sustainable development objectives because of the disconnect between program planning and execution (*RPJMD Dairi 2019-2024*, n.d.). Numerous projects have failed to produce the desired outcomes, according to performance measures in a number of sectors, including education, health, and the environment. As an illustration of unequal access to education, the Junior High School (SMP) Gross Enrollment Rate (APK) dropped to 45.3% in 2020 (PERUBAHAN RENCANA STRATEGIS SEKRETARIAT DAERAH KABUPATEN DAIRI, n.d.). This indicates the need for an in-depth evaluation of the planning and implementation model.

This study offers a novel perspective on the difficulties encountered in rural regions, demonstrating that the same policies are not always successful when implemented without local adaptation, even though many earlier studies have concentrated on sustainable development in urban areas. It sheds light on how crucial community involvement and the local context are to the achievement of sustainable development.

Development Evaluation

An essential component of regional development planning is development evaluation. The Dairi Regency's RKPD is intended to coordinate regional and national development initiatives and carry out an ex-ante assessment to establish priority levels (Asefi et al., 2020). These assessments are necessary to make sure that people benefit from development as well as to determine whether it has met its intended objectives (Steiss, 2003). Planning, budgeting, implementation, monitoring, and evaluation are all interconnected and ongoing components of the development management cycle, according to Steiss A. Walter. Avoiding gaps that impede the attainment of anticipated outcomes is crucial.

In order to get more contextual and pertinent input on development projects, this study emphasizes the value of a more participatory evaluation strategy in which communities are included in the evaluation process.

Principles of Good Governance in

Development

Development evaluation greatly benefits from the implementation of good governance principles, particularly development performance accountability. Evaluation tasks must be completed with diligence, honesty, and attention while making use of the planning papers already in place. The direction and success of development are greatly influenced by the caliber of planning papers (Badewi, 2016). To guarantee the program's success, coordination should also be improved during the planning and execution phases of development (Valente et al., 2015b).

This study connects the concepts of good governance to particular issues in Dairi Regency, showing how their application can increase the efficacy of development initiatives, in contrast to many other studies that look at the concepts from an administrative standpoint. Numerous obstacles still stand in the way of Dairi Regency's development and planned evaluation execution, including gaps between planning and realization, a lack of sectoral collaboration, and urgent environmental concerns. Thus, the goal of this study is to create

an evaluation paradigm that is more data-driven, interactive, and integrated. This study offers a novel approach for evaluation that includes communities in setting development priorities and assessing their results. By fostering collaboration between communities and local governments, this strategy seeks to raise the caliber and efficacy of development initiatives.

The literature analysis as a whole indicates that although regional autonomy and decentralization can offer chances for better local development, the difficulties facing Dairi Regency necessitate a more flexible and responsive approach to planning and assessment. By putting forth a data-driven and participatory evaluation strategy, this study aims to close this gap in the literature and should greatly aid in the attainment of sustainable development objectives in underserved areas.

Method

The design of this study used a descriptive qualitative methodology (Merriam & Tisdell, 2016) to assess the model of construction based on kelanjutan in the implementation of local government policies and kebijakan in the Dairi Province of Sumatra Utara. Because Dairi Regency is an impoverished area that experiences numerous obstacles while executing development programs, it was selected as the research location. Given this context, the study's objectives are to highlight theoretical and practical deficiencies and present a comprehensive picture of the dynamics of planning and implementation.

Three major categories comprised the research subjects. First, representatives of the local government actively participate in the formulation and execution of policies. Second, local leaders who are interested in and knowledgeable about regional development. Third, scholars who can offer critical analysis and theoretical viewpoints on Dairi Regency's development planning. It is anticipated that by including a range of stakeholders, this study will encompass a variety of perspectives and yield more precise findings.

The data collection process is carried out through various methods that complement each other (Bowling & Ebrahim, 2005). First, to observe how development projects were being implemented in the field, direct observation was done. In addition to identifying problems that might not be apparent in the written data, this observation enables researchers to comprehend the current social and cultural environment. Second, 20 informants including academics, community leaders, and government officials were interviewed in-depth. Using a guide created by the study's goals, the interviews in this study focused on the participants' expectations, difficulties, and experiences with development planning and execution in the various regions.

Furthermore, Focus Group Discussion (FGD) (Scheelbeek et al., 2020), was conducted with different stakeholders in three sessions. The purpose of the talks was to examine important problems that arise during the design and execution of development initiatives and to gather opinions on potential fixes. Researchers were able to investigate community perspectives and have direct conversations about the difficulties in this way.

An essential component of the data collection process was document analysis. To comprehend the current framework and evaluate the fit between planning documents and actual implementation, researchers examined a variety of planning documents, including the Regional Medium-Term Development Plan (RPJMD) and the Regional Government Work Plan (RKPD). This analysis helped researchers identify potential gaps that need to be filled and evaluate the efficacy of the programs that have been put in place.

The information gathered via the different techniques was then thoroughly examined. After transcribing the interviews and focus group discussions, the researcher coded the qualitative data to find recurring themes and trends. Following coding, analysis was done to classify themes according to categories that were pertinent to the study's goals. In order to guarantee the authenticity and dependability of the study findings, triangulation was also carried out by contrasting data from several sources and methodologies (Fusch et al., 2018).

This research also adheres to the principles of research ethics (Aluwihare-Samaranayake, 2012). Before conducting interviews and discussions, researchers secured agreement from all informants and approval

from the appropriate institutions. To preserve their privacy, informants' secrecy and anonymity were rigorously upheld over the entire study. It is anticipated that the findings of this study will give policymakers insightful suggestions for enhancing the efficacy of development planning and execution in the Dairi Regency. Furthermore, it is anticipated that the results of this study will be used as a guide for future investigations into the assessment of growth in other areas dealing with comparable difficulties.

Results and Discussion

Implications of Good Governance

To increase the efficacy and efficiency of public services in Dairi Regency, good governance the foundation for managing public affairs is a crucial idea. The ten primary characteristics of good governance are as follows: participation, law enforcement, transparency, equality, responsiveness, accountability, efficiency and effectiveness, consensus oriented, and interdependence, according to the United Nations Development Programme (UNDP) (Governance of United Nations Development: Recharging Multilateral Cooperation for the Post-2015 Era, n.d.). In order to accomplish sustainable development goals, Dairi Regency must give careful consideration to the opportunity and challenge of implementing good governance principles. Two principles community involvement and transparency in budget management and development planning are the primary focus of this study. Transparency in the dissemination of information about governmental policies and planning documents, as well as community and private sector involvement in development planning, especially through the Development Planning Consultation (Musrenbang), are important metrics to evaluate the efficacy of governance.

Participation

The participation concept urges all citizens to use their right to voice their thoughts in decisions that directly or indirectly affect the community's interests (Fung & Kennedy, n.d.). The following indicators can be used to assess how well the Regional Development Planning and Research Agency of Dairi Regency is implementing the principle of participation: the presence of a forum that can accommodate the aspirations of a representative community; clear, controllable, and open direction; the government's emphasis on giving direction and inviting community participation; the community's capacity to participate in the public service process; and public access to voice opinions.

Development planning, from a dialectical perspective, is a participatory arena that is crucial in illustrating future actions that will be taken with restricted resources (Gaber, 2019). By giving local initiatives more weight and guaranteeing their involvement in the conception, planning, execution, and monitoring of development, local governments are attempting to manage development as one of the endeavors of regional independence. Accordingly, by creating more opportunities for communities to participate directly in the development process, the government should work to encourage community involvement in development through the Participatory Development Planning (PPP) program.

Musrenbang is an illustration of an actor-to-actor forum used in the creation of the National Development Plan and the Regional Development Plan. Musrenbang is a multi-tiered community engagement platform designed to balance the "top-down" and "bottom-up" planning methods. A consensus on the priorities of regional development programs, activities, and finances is reached after different stakeholders in this forum negotiate, balance, and harmonize their disparate interests and demands in development.

According to the theory, the Dairi Regency Government has adopted participatory development planning, according to study findings from the Regional Development Planning and Study Agency of Dairi Regency. This is in line with the National Development Planning System's Law Number 25 of 2004 mandate, which calls for community involvement in development planning through the musrenbang forum.

Musrenbang is a crucial tool for creating APBD and RKPD (Regional Government Work Plan) that take community interests and goals into account. Producing RKPD and APBD that satisfy community

expectations requires musrenbang that adheres to good governance principles and community involvement in planning and budgeting decision-making. Involving all facets of society in participatory planning and budgeting is one way to maintain local government accountability and openness (Albisu et al., 2019). The implementation of musrenbang in Dairi Regency is carried out annually, according to the findings of key informant interviews. To create regional and national development strategies, actors gather at Musrenbang. To aspire to what the community needs, the community has the right to participate in the implementation of musrenbang, which is carried out in stages beginning with the Village musrenbang, District musrenbang, SKPD musrenbang, and Regency musrenbang.

Every year, stakeholders at the village/sub-district level convene at Village/Sub-district Musrenbang to debate and decide on the activity plan for the upcoming fiscal year. The Village/Sub-district Head is in charge of implementing the Village/Sub-district Musrenbang, and the Head of BAPPEDA coordinates with the relevant sub-district head to support and oversee its implementation. A venue for development discussions with sub-district stakeholders is the Sub-district Musrenbang. The Head of BAPPEDA of Dairi Regency coordinates its execution, which is the duty of the appropriate Sub-district Head. By discussing and coordinating the development activities prioritized by the Sub-district Musrenbang with the draft Renja SKPD derived from the Renstra SKPD, the Musrenbang SKPD serves as a forum for program and activity consolidation and discussion to reach a mutual agreement on programs and activities to be implemented in the planned year, including priorities and how to handle them. The Regency Musrenbang, on the other hand, is a discussion among Regency/Regency level stakeholders to finish the draft RKPD Regency/Regency based on the Renja-SKPD that was produced by the SKPD forum. The outcomes of this discussion are utilized to update the draft RKPD.

Musrenbang can be put into effect if the Minister of National Development Planning/Head of Bappenas and the Minister of Home Affairs have jointly issued a circular letter outlining the steps and timeline for doing so. The Dairi Regency Regional Development Planning and Research Agency, which facilitates regional development planning, is authorized by the Joint Circular Letter to send an invitation letter on behalf of the Regent regarding the implementation of Village/Sub-district musrenbang and Sub-district musrenbang. The invitation will be sent to the Sub-district, which will then send an invitation letter to the Village/Sub-district regarding the implementation of Village/Sub-district Musrenbang. Additionally, qualified representatives of the local community are directly invited by the Village to take part in the musrenbang forum. The public can easily obtain information about the implementation of musrenbang since qualified individuals are directly invited by the media through invitation letters.

The Sub-district Musrenbang, in which one of the participants serves as the delegate of the Village Musrenbang outcomes, will be implemented no later than the third week of February following the implementation of the Village Musrenbang. The SKPD Musrenbang will be implemented in the first week of March, and community representatives are welcome to attend. This SKPD Musrenbang is a venue for strategic discussion that combines participatory and bottom-up methods with technocratic and top-down methods. There is occasionally little community involvement at the Regency Musrenbang stage. The community is reluctant to attend since local government authorities, including the Regent, SKPD, DPRD, and representatives of the North Sumatra Provincial Government BAPPEDA, predominate among the participants.

Dialectically, the primary objective of community involvement in development is that involvement improves performance, results, and satisfaction. This implies that performance, outcomes, and pleasure will all rise in proportion to the amount of participation employed or practiced. Building public trust also requires participation. The community will believe that the government is trustworthy, near to them, and not hiding anything if they are given the chance to engage. At the same time, their interests are taken into consideration because they are allowed to freely express different viewpoints, grievances, and so forth. Participation is also necessary for the community's benefit for them to acquire new knowledge (learning process) and skills (gain skills). Additionally, the government needs participation to persuade the community, establish credibility, ease anxiety, form strategic partnerships, and acquire legitimacy (Emery & Flora, 2006).

According to the Dairi Regency's Regional Development Planning and Research Agency apparatus, community participation is crucial to development because it makes the program more effective and targeted by taking into account the needs of the community rather than just its desires. Additionally, since the community is one of the stakeholders with the same rights and responsibilities in development activities, community participation is essential. Furthermore, respondents believe that by involving the community, their objectives will be understood, demonstrating that the community is both a subject and an object of development. Participation from the community will also foster a sense of belonging to the development's outcomes, which has consequences for the community's involvement in preserving those outcomes.

From an idealistic point of view, the three main areas of decision-making in which citizens participate in the administration of regional government are operational procedures, budgetary decisions, and policy-making (Kim & Lee, 2019). Given that decisions about financing operational operations at the budget level are necessary to achieve some strategic goals that must be made at the policy-making level, these three decision-making areas are essentially intimately related. Therefore, citizen power in operational procedures necessitates budgetary power. The level of engagement in a government is greatly influenced by the power of the people in all areas of decision-making. These three areas of decision-making allow for the division of citizen participation into several degrees, ranging from the simple provision of information to consultation, partnership, and citizen control.

However according to the research findings, community involvement only takes place at the operational level that is, during the development planning phase. Direct community input is absent throughout the budget decision stage; instead, the DPRD serves as the sole representative. This suggests that the government continues to control the budgeting and development planning processes, thereby dominating the connection between local government and citizens in the execution of government. Only at the very beginning of the program planning process is the community involved, and it is never easy to track the progress of their goals to the next level, even after they have been turned into a budget sheet. The only way to access budget documents is through "back door" activities. Following participation in the Musrenbang Forum's program planning process, community goals must yield to regional government units' work plans under the names of Renstra, RPJMD, and RPJPD, as well as financial constraints, at the program plan's finalization stage (which serves as the foundation for budget preparation).

Real citizen participation is hampered by many structural issues. Since the established kind of involvement is merely symbolic, it is not deserving of the term participation. There is no need or desire to include the community and give careful consideration to its desires and aspirations in the budget because the local government still believes that the community is not a significant part of the planning and budgeting process and is already represented in the DPRD.

The Regional Development Planning and Research Agency of Dairi Regency's apparatus believes that pure participation only leads to increased expenses and time for policy formulation, destabilization of political power, is too ideological, and burdens the poor, which is why there is a lack of community involvement in all stages of governance. The community's apathy, the presence of an attitude of indifference, the community's lack of interest in or comprehension of political issues, and the perception that their attempts to influence government policy are futile are further barriers to community involvement in development planning, according to respondents and key informants.

Transparency

Being open to all government actions and policies is what is meant by transparency. By providing information, the principle of transparency fosters reciprocal trust between the people and the government and guarantees that access to sufficient and correct information is simple (Murmann & Fischer-Hübner, 2017). Providing clear information about procedures, costs, and responsibilities; establishing a complaint mechanism if regulations are broken; increasing the flow of information through collaboration with the media or non-governmental organizations; increasing the number of people involved in regional development; decreasing violations of laws and regulations; ensuring that the public has access to information so that they can learn about all facets of government policy; and implementing the principle of

checks and balances between the legislative and executive branches are some indicators that can be used to gauge transparency.

Transparency throughout the entire governance process is necessary for good governance practices. Regarding the public policy process, budgetary allocation for policy implementation, and monitoring and assessment of policy implementation, the government must be transparent and guarantee that stakeholders have access to a variety of information. According to the findings of the study, BAPPEDA Dairi Regency has been very transparent about the implementation of musrenbang, which serves as a platform for community involvement in development planning. The Regency frequently updates the Village and District on the implementation schedule and makes it clear that qualified community representatives must be involved in the process. The community can readily access this musrenbang forum, which is likewise conducted openly.

According to the survey given to participants, who were staff members of the Dairi Regency's Regional Development Planning and Research Agency, BAPPEDA consistently informs the community on the Musrenbang implementation timetable. Following the release of the Joint Circular of the Minister of National Development Planning/Head of Bappenas and the Minister of Home Affairs, which outlines the procedures and schedule for implementing the musrenbang and serves as the legal foundation for doing so, BAPPEDA sends an invitation letter to the sub-district outlining the schedule for implementing the musrenbang. The sub-district then sends an invitation to the Village outlining the schedule for implementing the musrenbang, and the Village will extend a direct invitation to the community (youth organizations, neighborhood leaders, PKK, community leaders, and so forth) to attend the musrenbang. In order to carry out socialization, BAPPEDA sends an invitation letter to the sub-district, which in turn sends an invitation to the Kelurahan/village that includes the timeline for implementing the musrenbang. The public can also get the timeline for the musrenbang's implementation through the media and by visiting the Dairi Regency website at https://dairikab.go.id/.

When it comes to budget allocation, dialectically, the community and stakeholders also have the right to know how much money has been set aside for a specific activity and why. The degree to which the government attends to the needs and interests of the community must be communicated to the community and stakeholders. They can determine how much of the government's resources are utilized to address the needs and interests of the larger community by having access to information about budget allocation. The public can determine if government spending serves the interests of the people or just its leaders.

In reference to the budget allocation policy, the government frequently lacks transparency and fails to foster an open dialogue about budget allocation. Whose interests should take precedence when there is a restricted budget? How much money is set aside for this? Why are some stakeholder groups or activities given priority funding? Why does the same budget allocation not prioritize other groups or activities? The rise of these inquiries suggests that budget transparency issues exist.

According to the findings of interviews conducted with BAPPEDA personnel in Dairi Regency, the RKPD's development program is always created in collaboration with community members. The insider claims that the musrenbang stage is the method used to prepare the RKPD. Under the direction of the Head of BAPPEDA, the annual regional musrenbang serves as a forum for consultation with development stakeholders to discuss development plans and assign these activities based on their priorities to the parties authorized or responsible for the activities or who are dedicated to carrying them out.

When creating the first draft of the RKPD, the Dairi Regency's BAPPEDA always considers community needs first. That the RKPD's development program is in line with community development needs. Because the RKPD's development program is the outcome of gathering community expectations in the musrenbang, not all of these goals are fulfilled because of the restricted funding and the development activities' priority list. The RKPD always accommodates musrenbang, and based on the interview findings, the community's ambitions that are accommodated align with the development activities' priority list. The development programs suggested in the musrenbang, particularly those about public and community interests, are always taken into consideration when creating the final draft of the RKPD.

New programs or activities that do not follow the musrenbang process are not allowed to be included in the final draft of the RKPD unless there is an urgent need for them following the implementation of the RKPD musrenbang, such as in the event of a riot, epidemic, or natural disaster that requires immediate attention. A discussion and agreement with the Musrenbang delegation are therefore required. After going through several synergy and harmonization procedures using different planning methodologies (technocratic, political, democratic/participatory, bottom-up, and top-down), the RKPD's final draft is the result.

The RKPD's development program is carried out within the allotted time, which is one year. This is a result of the APBD's limited government funding; nevertheless, if a development program is not implemented within the allotted year, it will be re-proposed for the APBD amendment (PAPBD) or the subsequent regional development planning.

Good Governance's Effect on

Development Planning's Effectiveness

The community can now take part in the development process thanks to the good governance model. Participatory planning is therefore necessary to lower the likelihood of conflict between the people and the government and to make planning genuinely relevant and legitimate in the eyes of the public. Planning must therefore be viewed as a platform to unite the government's overarching vision and mission with the community's goals and activities, rather than as a Dairi conflict. Planning is now a shared arena to forge partnerships between the government and the community, rather than a political choice made by the ruling party to be applied to the governed. Government policies and community activities must undoubtedly be combined in meaningful development planning.

Because participation serves as a link between community interests and governmental policy, regional planning must be done using a bottom-up planning methodology, also known as participatory development planning (Fung & Kennedy, n.d.). However, involving the public in participatory planning will have three significant effects: (1) preventing the possibility of manipulation; (2) enhancing the legitimacy of planning formulations; and (3) raising people's political consciousness and proficiency. As a result, it is anticipated that community involvement will result in successful development planning, which in this context refers to planning that can precisely identify options that are modified to fit current circumstances. Development planning must therefore take into account several connected policies, such as the needs of the populace as determined by needs analysis, the capacity of the local government, the social context and conditions, and the externalities (impacts) of policies.

The efficacy of development planning is significantly impacted by the application of the good governance principle in Dairi Regency's administration, as described in the 2019–2024 RPJMD document. In addition to accountability and openness, good governance also addresses how development strategies can react to changes in the community in a timely and effective manner. Good governance's effects on development planning's efficacy are evident from a number of angles, including:

Planning's accountability and transparency. The public's access to information about the objectives, targets, and tactics of regional development is a component of transparency in the Dairi Regency RPJMD preparation process. The way the data from the development performance review is presented reflects this. For instance, the 2020 GDP growth rate fell by -0.94% from the objective of 5.13%, and the poverty rate was realized at 8.04% instead of the aim of 8.14% (Dairi RPJMD 2019-2024). According to this data, the government publicly discloses both performance accomplishments and difficulties encountered, allowing stakeholders and the community to comprehend the overall state of regional development. The assessment of development planning performance, which displays program achievement indicators, is another way accountability is shown. In this instance, development planning has been executed with high accountability, as seen by the approximately 75% of regional goal performance indicators that met the objective in 2020. Furthermore, Dairi Regency has demonstrated sound and responsible financial management by successfully

retaining the Wajar Tanpa Pengecualian (WTP) predicate from the BPK for five years in a row (*RPJMD Dairi 2019-2024*, n.d.).

Planning Participation and Responsiveness. One tangible example of the application of the participation principle in good governance is the community's and stakeholders' involvement in the RPJMD's preparation. The community, local leaders, and civil society organizations are among the parties involved in the preparation of the RPJMD paper. By using a participatory approach, regional development planning can take into account community needs and ambitions, resulting in more contextual and locally relevant policies (Dairi RPJMD 2019–2024). The modifications made to the RPJMD document also demonstrate how responsive local governments are to social, economic, and environmental dynamics. The Dairi Regency RPJMD, for instance, was modified in response to the effects of the Covid-19 pandemic, which led to a drop in performance across a number of areas, including the economy and community welfare (Dairi RPJMD 2019–2024). This demonstrates how local governments can modify development plans and initiatives to address new issues as they arise.

Efficiency of Development through putting good governance into practice. The efficiency of regional development planning is positively impacted by the application of good governance. Indicators of development achievement indicate growth in a number of areas, including the Human Development Index (HDI), which rose from 69.61 in 2016 to 71.57 in 2020, and the anticipated length of education, which increased to 13.1 years in 2020. The rise in these metrics shows that development planning grounded on good governance principles has been successful in raising the standard of living for residents of Dairi Regency. Strategic initiatives like expanding access to clean water and maintaining infrastructure also demonstrated noteworthy results. For instance, the percentage of irrigation land in good condition achieved 124.58%, and the percentage of people with access to clean water reached 120.78% of the goal (*RPJMD Dairi 2019-2024*, n.d.). This accomplishment demonstrates that more optimal and focused results can be obtained when the concepts of good governance are applied to development planning.

Obstacles to putting good governance into practice. Nonetheless, there are also issues with the application of good governance, particularly with regard to the uniformity of performance outcomes across sectors. The public satisfaction score for public services, which only achieved 98.68% of the aim, and the adoption of the Electronic-Based Government System (SPBE), which only reached 17.5% of the target of 100% in 2020, are two examples of sectors that exhibit less than ideal results (*RPJMD Dairi 2019-2024*, n.d.). This demonstrates that in order to achieve improved governance, institutional capacity and public service quality must be raised.

Considering the aforementioned factors, it can be concluded that the efficacy of regional development is significantly impacted by Dairi Regency's adoption of good governance in development planning. Planning for development can be made more targeted, effective, and sustainable by implementing the concepts of transparency, involvement, accountability, and responsiveness. To achieve equitable and sustainable community welfare, more work must be done to guarantee that each development sector can meet the goals that have been established.

The author concludes that the Dairi Regency Regional Government Work Plan is effective based on the data and information gathered about the research on "Effectiveness of Development Planning (2024 Regional Government Work Plan)" and connected to indicators of development planning effectiveness. With justification, the 2024 RKPD's development priorities and policies have been aimed at the community's interests, including meeting residents' basic needs in the areas of infrastructure, employment opportunities, health, education, and poverty alleviation. The basic needs of these people are determined by the results of a needs analysis, and the RKPD document forbids or permits the inclusion of new programs or activities that do not follow the musrenbang process. The musrenbang, which serves as the forum for community participation in defining their needs, and the Dairi Regency BAPPEDA's openness in disseminating the musrenbang implementation schedule are the logical outcomes of the 2024 RKPD document, which is thought to be in line with community preferences.

Development Planning Evaluation Model in Dairi Regency: Adaptive and Evidence

Based Approach

Dairi Regency must use an evidence-based and flexible evaluation strategy to increase the efficacy of regional development. This assessment model is intended to address issues that the community faces, including resource limitations, the effects of the COVID-19 pandemic, and socioeconomic inequalities. According to the findings of the study, this strategy should produce a learning mechanism that is adaptable to changes in the local environment. The CIPP (Context, Input, Process, Product) model is one of the suggested models; it was created by Stufflebeam (Stufflebeam, 1971). This model provides a thorough framework for assessing all elements, from development strategy to execution. In order to determine if the set development vision is still relevant, the review process in Dairi Regency starts with a context analysis.

"Dairi Unggul that Prosper the Community in Harmony of Diversity" is the primary tenet of the Regional Medium Term Development Plan (RPJMD) document for the years 2019–2024. The findings of the Focus Group Discussion (FGD) showed that while this vision remains important, it is imperative to adapt to local and global dynamics, particularly regional inequality.

Subsequently, the evaluation at the input stage concentrates on the distribution of resources required to accomplish development objectives. According to research, the central government provides the majority of development funds through the Special Allocation Fund (DAK) and the General Allocation Fund (DAU). Limited Regional Original Income (PAD) is a major obstacle, nevertheless. The importance of expanding underutilized local sectors, like tourism and agriculture, was expressed by FGD participants during the discussion. It is envisaged that a policy of diversifying regional income will lessen reliance on central funds.

The evaluation's goal during the process stage is to gauge how well development programs are being implemented in the field. Programs to improve infrastructure, including building roads and bridges, have made great strides, but there are still obstacles to overcome. The Human Development Index (HDI) increased from 69.61 in 2016 to 71.57 in 2020, which is a good accomplishment. The pandemic's detrimental effects on the local economy, which shrank by -0.94% in 2020, are a major worry, though. The discussion's findings demonstrated that while the physical development accomplishments were commendable, there were shortcomings in the accessibility and resource distribution, particularly for rural areas. Therefore, to make sure that the program operates as intended and offers the community the greatest possible advantages, it is necessary to regularly evaluate how the program is being implemented.

Based on predetermined metrics, the assessment will gauge product development accomplishments. The results demonstrate that even with advancements in health and education, more work is still needed to address the problems of ending poverty and income disparity. The significance of recognizing and resolving structural obstacles that impede the accomplishment of development objectives was emphasized by FGD participants. To guarantee that all opinions are heard and taken into account throughout the planning and execution of development projects, the CIPP model emphasizes the necessity of improved cooperation between the public and private sectors.

A number of suggestions can be implemented to enhance development planning and execution in Dairi Regency in light of the evaluation's results and the conversations that have taken place. In order to maximize regional potential, the local government must first concentrate on growing industries like UMKM, tourism, and agriculture. In order to appropriately meet local needs and goals at every stage of planning, it is crucial to increase community engagement. To make sure the program is operating as intended and offering fair benefits to the whole community, regular monitoring and assessment must also be enhanced. Last but not least, enhancing infrastructure in isolated locations ought to be a top focus in order to facilitate easier access to public services, agricultural distribution, and economic activity.

All things considered, Dairi Regency's evidence-based and adaptive development planning assessment approach offers a thorough framework for assessing and enhancing development efficacy. It is envisaged

that Dairi Regency would be able to overcome current obstacles and achieve the established development vision by putting the CIPP model into practice. More sustainable development that benefits the welfare of the community can be accomplished by enhancing stakeholder engagement, transparency, and community participation.

Conclusion

The study's findings on the Sustainable Development Planning Evaluation Model in the Implementation of Regional Government in Dairi Regency lead to the conclusion that, despite the development planning framework's clear establishment, there are still a number of major obstacles to its implementation and evaluation that reduce the policy's efficacy. First, performance metrics in the environmental, health, and education sectors demonstrate poor success, highlighting a stark discrepancy between planned goals and actualization in practice. This is impacted by inadequate coordination among regional apparatus organizations (OPD) and underutilized, scarce resources. Second, a lack of synchronization in program implementation results from suboptimal coordination between sectors and OPDs, which leads to inefficiency and budget duplication. Third, a lack of community involvement in the creation and assessment of policies indicates that development initiatives fall short of community needs and goals. This state is brought on by the government's lack of socialization efforts and the absence of inclusive structures to accommodate community input. Fourth, planned projects are frequently not supported by sufficient financial allocations due to discrepancies between budget documents (APBD) and planning documents, such as the Regional Government Work Plan (RKPD). This illustrates how poorly planning and budgeting are coordinated. Fifth, data validity and quality are frequently uneven, and data management in development planning is subpar. This prevents evidence-based decision-making from being more thorough and accurate. A more flexible and evidence-based assessment methodology, more sectoral coordination, and active community participation at all phases of policy planning and evaluation are required to boost the efficacy of development planning in Dairi Regency. It is anticipated that the study's recommendations for the policy assessment model will be implemented into regional policy products that support sustainable development.

Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

Muhammad Arifin Nasution has contributed ideas, concepts, frameworks, and research ideas.

Wiro Oktavius Ginting for describing social facts and literature facts, and generalising research findings.

Erika Revida has collected various policy documents and research literature.

Februati Trimurni has conducted observations and is responsible for grammar and social academic analysis.

Conflict of Interest

The authors have no conflicts of interest to declare.

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