Technical Capability of Regional Development Planning Bodies in Absorbing Community Aspirations in Development Programs: Local Development Planning Perspectives

Franky Djafar[1]; Sumartono[2]; Choirul Saleh[2]; Abdullah Said[2]

[1] Public Administration Doctoral Program student, Brawijaya University, Indonesia

[1] Public Administration Lecturer, Brawijaya University, Indonesia

Abstract

The Regional Development Planning Agency as a regional technical institution in the field of development planning is demanded for its technical capabilities in accommodating and accommodating the aspirations of the community in order to realize community welfare. This study aims to find out the organizational Ability of the Regional Development Planning Agency in absorbing the aspirations of the community in development planning and factors support and hinder the Organizational Ability of the Regional Development Planning Agency to absorb the aspirations of the community in Regional Development Planning. This research uses qualitative research by taking the setting or research location in Gorontalo District. The data collection technique is done by using interview, observation and documentation methods. Data analysis in this study used an interactive pattern analysis technique. Data collection, data condensation, data presentation, drawing conclusions or verification. The results showed that the Development Planning Agency Organization is still having difficulties in accommodating and accommodating people's aspirations through the development planning system so that the results have not been able to fulfill all existing aspirations, this is triggered by the ability of the apparatus owned by the Regional Development Planning, Research and Development Agency (BAPPEDA) either Technically, administrative, conceptual and communication have not been able to support the management of community aspirations running well. As for the supporting and inhibiting factors of the Regional Development Planning Agency in absorbing the aspirations of the community, namely as a Supporting Factor, there is extensive authority owned by Bappeda in coordinating, the availability of information technology, the presence of stakeholder participation, while the Inhibiting Factors are the ability and skills of officials, political intervention from authorities, as well as the low ability of Bappeda to identify quality proposals.

Keywords: *Development Planning; Technical Capability; Community Aspirations*

Technical Capability of Regional Development Planning Bodies in Absorbing Community Aspirations in Development Programs: Local Development Planning Perspectives

131

Introduction

In the last few decades, planning organizations are facing a wave of demands that development planning that is made must be aspirational and accommodating to the needs and potentials of local communities. The size of the demands as a logical consequence of the reform era which demands that organizations continue to make changes. The pressure and demands that come from various parties are caused by the desire of the community that Bappeda always improves its performance in providing its services to the community. The increasing demand is due to the low conformity of community demands with the quality of the plans produced due to weak management and coordination functions in the regional development planning mechanism so that the development that has occurred does not reflect the demands of the needs and aspirations of the community. In the context of regional development, the aspirations of the community will not be accommodated just like that, but through various stages of planning discussed through stakeholder elements.

Therefore, the Bappeda organization becomes very important in order to bridge the various elements of stakeholders in order to achieve equality and neatness as well as the linkages of each step and activity for the realization of community welfare, in this case Theresia (2014) said that in implementing development, an organizational forum is needed who can manage the planning field to produce development in accordance with the aspirations of the community. Referring to what Theresia said above, now the Gorontalo District Government has appointed the Regional Development Planning Agency as a technical institution that is responsible for development planning. The appointment of a Bappeda organization as a community agent in bridging, developing and increasing people's aspirations does not necessarily run smoothly. A number of problems still surround the Regional Development Planning Agency (Bappeda) in implementing development planning. The main focus of the community at the Regional Development Planning Agency is the ability of its officials who have not shown a good portrait, where the officials in developing public service programs that are in accordance with the aspirations of the community are deemed unable to accommodate community suggestions.

Therefore the demand for organizational capacity is a must, as stated by Sjafrizal (2014) that in the context of regional development, government organizations are a community forum to serve the community, all kinds of demands that arise from the community are none other than the slow response of government organizations to identify community needs. The weak ability of Bappeda apparatus in analyzing and identifying people's aspirations according to their needs, makes the people's aspirations do not have a high breakthrough power in overcoming community problems, as stated by Saleh et al (2013) that as civil servants, officials who have credibility are not only able to provide services to the community, but an apparatus must have technical, analytical, administrative, and communication skills.

A number of reasons put forward by Saleh et al (2013) above that technical, analytical, administrative, and communication skills are the personal supporting potential needed by an officer as a civil servant officer, because the apparatus has an intensive interactive relationship with the community, this is clearly very relevant. strong with the practice of regional development planning, because in fact the skills of these officials are needed to bridge the coordination and mediation process between stakeholders in composing development programs, therefore the ability of the development administration apparatus has a strong relationship with the organizational capacity of the Regional Development Planning Agency in order to accommodate the aspirations of the community.

As mentioned above that in fact the survival of modern society depends on the organization, weaknesses in developing public service programs in accordance with the aspirations of the community are partly rooted in weak administrative conditions in the planning process, weak administrative conditions. -Administrative problems that usually arise during implementation are problems of personnel and financial types, while Graeme and, David, (2003) stated that development will not run smoothly, partly rooted in human resource capabilities, technological capabilities, and financial capabilities.

Technical Capability of Regional Development Planning Bodies in Absorbing Community Aspirations in Development Programs: Local Development Planning Perspectives

132

Therefore, in implementing development planning, an organization that can manage it is needed, because without organization and administration a plan will only be seen as an empty concept, which incidentally has nothing to do with the existing reality. Likewise for the community that organizations are a forum for them to achieve their goals, the importance of this organization as stated by Keith & Frederick (2011) that society must understand the organization and make good use of it, because organizations are needed to achieve the benefit of civilization, organizations are needed to create peace.

Taking into account the various problems above related to the successful absorption of community aspirations in development planning, this is clearly very much determined by the ability of the Bappeda organization to carry out its functions so that real organizational action is needed in proper coordination to obtain optimal results in its implementation.

Departing from the above. Conditions like this must be taken seriously because if they are allowed to drag on, it will stimulate inconsistencies between planning, implementation and the needs of regional development. From the description and explanation above, these phenomena and assessments may be true in general that occur in Gorontalo District. However, research is needed to find the actual facts that occur in Gorontalo Regency regarding the ability of the Bappeda organization to absorb community aspirations, so that preventive actions can be taken. improvement as soon as possible or if deemed necessary, a new, better (participative) and applicable planning mechanism can be drawn up that is more able to accommodate the aspirations of the community.

Based on the description in the background and the formulation of the problems mentioned above, This study aims to find out the organizational Ability of the Regional Development Planning Agency to absorb the aspirations of the people in Gorontalo District and factors affect the absorption of community aspirations in development planning in Gorontalo District.

Basic Theory Framework

Regional Development Concept

Development in general can be interpreted as an effort to improve people's lives in a better direction by continuously analyzing regional development. Anggara (2014) defines development as a process in which members of a community increase their individual and institutional capacity to mobilize and manage resources to produce sustainable improvements in the quality of life according to their own aspirations. Basically regional development is a development. everything is prepared and implemented by the region, starting from planning, financing, implementation to accountability. In this regard, regions have autonomous rights (Mahi, 2017).

Regional Development Planning

Planning is an activity that is very important in the development process. Winston Churchiil, the strategist in World War II said that "if you fail to plan, you pls not to fail". Failure to plan is the same as we plan as well as we plan for failure itself Nugroho (2011). Rational planning In the view of Faludi (2013), which consists of procedural and substantive theories. Where the procedural theory should have a larger portion in carrying out its function. Meanwhile, substantive theory supports procedural theory. But in reality, substantive theory plays a bigger role through analytical methods that are absorbed by procedural theory. Faludi considers substantive theory to be a concern that can be seen directly from social science where the role of community participation is prioritized, because what has happened in society is included in planning theory.

From the thinking above Faludi (2013) that in its development planning theory often tends to be procedural rather than supportive. Planners among the government are not aware that many are influenced by procedural or technocratic theories which often ignore substantive planning. This condition will have an impact on the content of planning that does not respond to and touches the real needs of the community, in its implementation it also does not involve community participation. Therefore, in practice, it should not be separated. Jusru is expected to form an elaboration which Faludi (2013) calls effective planning.

The emergence of the idea of regional development planning originates from the viewpoint (1) which considers that national development planning is not effective enough to understand the needs of citizens who live in an administrative area in the context of regional development. According to this view, regional development is only developed by the central government in the regions so that people in the regions are unable to access public decision-making processes for self-determination and (2) the emergence of national government policies that give wider authority to local government administrators in the context of implementing decentralization policies. Sjafrizal (2014: 26).

In the Regional Development Planning Training Module published by the Ministry of Home Affairs (2007), regional development planning defines its planning spectrums. The core community or the source of the entire spectrum of development planning. The three major categories within the scope of regional development are Social Development, Economic Development, related to all building activities to improve the feasibility of their place of life with the spectrum of development planning everything about them, including: clean water, clean air, clean environment, facilities / technology, health, cleanliness, pollution, vulnerability to disasters, global warming, climate change, and so on.

Regional Development Planning Agency Organization

The Regional Development Planning Agency (Bappeda) as a technical institution for regional development planning, has a very important role in every development planning. In addition, as for the main tasks and functions of the Regional Development Planning Agency (Bappeda) after the revision of Law Number 22 of 1999 to Law Number 32 of 2004 and the issuance of Law Number 25 of 2004 concerning the National Development Planning System, among others, is to carry out coordination and synchronization of development planning. districts / cities, especially across borders to achieve harmony in regional development in accordance with long-term, medium and annual development plans. In accordance with Law No. 25 of 2004 concerning the National Development Planning System, National Development Planning aims to: 1. Support coordination among development actors, 2 Ensuring the creation of integration, synchronization and synergy between regions, between spaces, between time, between government functions and between the Central and Regional Governments. 3. Ensure linkages and consistency between planning, budgeting, implementation and supervision. 4. Optimizing community participation, and 5. Ensuring the achievement of efficient, effective, equitable and sustainable use of resources. To carry out the main tasks as mentioned above, based on their functions based on domestic material regulation no 86 of 2017, namely: 1. Build a planning mechanism that is be able to accommodate the needs of the poor 2. Build transparency in the budgeting process 3. Build a system of monitoring and implementation of programs as well as participation 4. Develop program / project plans for the coming year 5. Carry out ongoing programs / projects that are included in their duties and control the programs / projects being implemented by the relevant agencies / offices. 6. Controlling and evaluating the implementation of programs / projects in the previous year, in Gorontalo District the tasks and functions of Bappeda have been regulated in regional regulation No.2 of 2016 concerning Planning, Implementation of Development, Utilization and Utilization of Rural Areas.

Organizational Capabilities

According to Mackay (2007), it is explained that capability is the ability to properly exploit the resources that are owned within and within the organization, as well as the potential for themselves to carry out certain activities or a series of activities. At the same time, Rangriz et al (2015) explain that capability represents what is known about the organization, what is good to do and how the activity pattern is useful. Capabilities describe the various intangible aspects of the organization as the focus of stakeholder attention, the brand of the organization that people are attracted to, and the culture that directs the behavior of its actors. Capability is the identity of the organization, shows the pattern of handling human resources, and the main factor that determines the implementation of the organization's strategy. While the organization is a system of roles, flow of activities and processes and involves several people as executors of tasks designed to achieve common goals. Organization according to Mackay (2007) is a relatively identifiable social entity, which functions continuously to achieve a common set of goals. Viswesvaran (2002) states that we were born in organizations, educated by organizations, and almost all of us spend our lives working for organizations. Therefore it can be said that an organization is a consciously coordinated social entity with identifiable boundaries and works continuously to achieve a common goal or a group of goals.

Referring to the explanation of both capabilities & organization above, Giovani et al (2003) stated in their book The Nature and Dynamics of Organizational Capabilities that organizational capabilities are a collection of resources that perform tasks or activities in an integrative way. By utilizing technological resources in supporting human resources, therefore in this case it is necessary to combine the existing functional capabilities in the organization. integrated according to its purpose, to carry out certain tasks, or a number of tasks expected. So that the capability shows the ability of the organization to use or explore its resources.

According to Saleh et al (2013) an important foundation of organizational capabilities lies in humans as seen from 4 elements, namely, technical abilities, administrative abilities, conceptual abilities, and communicative abilities, from the description of the dimensions above it is directly related to human resources, but organizational capabilities are not only seen from human resources, but must be supported by technological capabilities and financial capabilities. Meanwhile, in his view Garratt (2000) organizational capability can be understood as an organization's ability to do or learn certain things. Organizational capability refers to the efficiency of problem-solving procedures applied in a particular field; the ability to apply knowledge and master technology, namely in the form of production and management methods, organizational intelligence, and customer demand. The same thing is expressed by Sudarso (2011: 52) that organizational capability is the capacity of the organization to place and utilize resources to fulfill the wishes and results desired by the organization. Organizational capabilities require a variety of individual expertise that is integrated with technology, equipment and various other resources.

Society Participation

By involving the community in planning, formulating and implementing certain policies, it will make each program measurable and right on target because the programs produced represent the interests of the community itself. In connection with the process of community involvement in development, of course, community involvement is very important in the governance process. . Regarding the importance of participation in the government process as explained by Korten in the grandiose that "the importance of participation in various development processes so that development can be carried out to improve human dignity as stated in the basic idea of people centered development". (grandiose: 2009: 5). Referring to the opinion of Korten in this grandiose, of course, inevitably the government must involve the community in the government process. This not only simplifies the process of planning, formulating and implementing a program, but it is also very important because it will determine the accuracy of a program. Other experts

such as Berman (2017) reveal the importance of public participation in government are Burns, Hambelton and Hogget. They show that the importance of participation as a strategy to channel people's aspirations in local government.

Community Aspirations in Development Planning

Aspirations are defined as goals to achieve success in the future. For this reason, Hamdi (2014) explains that the people's aspirations are a representation of development planning which should have a big place in the distribution of development budget allocations. However, in the view of Hadi (2014), this is not an easy matter to unite the aspirations of various groups so that they can be easily budgeted for, indeed the aspirations conveyed by the public in general should be one of the considerations in providing recommendations regarding policies and development directions taken by the government.

Although the aspirations of society are a reflection of democracy, they are not just born, but as a democratic country, political parties, interest groups and pressure groups are inseparable parts of the life of the nation and state. Maiwan (2016) emphasizes the relationship between political parties and interest groups and pressure groups as an organization that functions to articulate the interests and demands of the people. Likewise, political parties are often linked with interest groups or pressure groups.

The formulation of public policies is the result of the group's continuous struggle so that the government as a policy-making actor responds to the pressures exerted by the group (group pressures), namely by bargaining, negotiating and compromising against competing interests, demands from other influential interest groups, political parties that are institutionally larger and able to influence all aspects The role in making decisions and policies is also the right and function of the political parties themselves, while interest groups and pressure groups only represent certain group. Political structures as absorbers of people's aspirations have an important role in the formation of public policies in society through the political system. This can be illustrated in System Theory, Dye (1992):
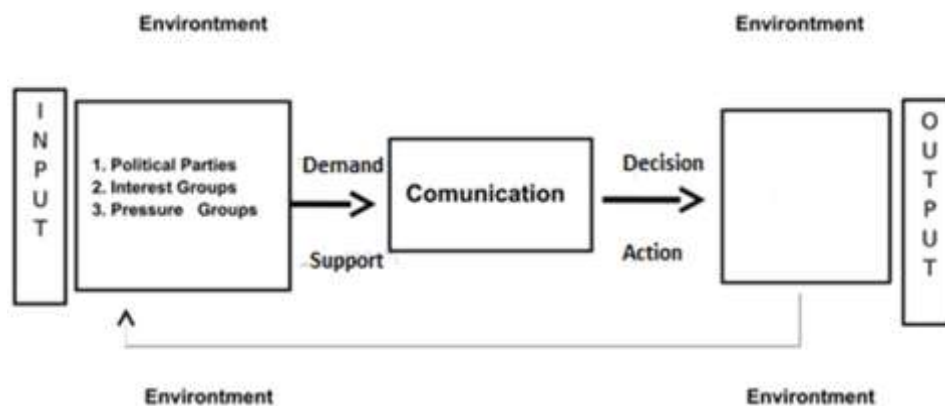

Figure 1: The pattern of People's Aspirations in Planning the Development of a Systems Theory
Source: Dye (1992)

In this concept political activity is depicted in the illustration above. That political party communication is a basic thing that will affect society because political parties actualize people's aspirations in the form of party programs that will be fought to answer people's aspirational demands, then the intended communication will be directly proportional to the feedback that arises in the community. Political parties, interest groups and pressure groups play a very essential role in ensuring the continuity of a political system. In this case, the three groups play an important role in articulating the aspirations of society in development. Community political participation is the existence of input in the form of community aspirations which technically can be said as demands and support.

Methods

In this study using the method, because this study describes a comprehensive and in-depth planning ability to absorb people's aspirations. Several other considerations refer to Creswell (2010) which states that qualitative research can be defined as a process for understanding social problems or human problems based on a holistic picture, reporting the views of informants in detail and scientifically compiled. This research is natural in nature as a source of data obtained directly, life background, and daily interaction processes, especially the technical team (which comes from Bappeda and a number of priority SKPDs, activists of CSOs (Civil society organizations), and other elements of government stakeholders.

The selection of qualitative research methods to be used in this research is because the qualitative approach provides the opportunity for researchers to explore in detail about the phenomenon being studied so as to produce really sharp and very detailed conclusions. This research was conducted at the regional development planning agency in Gorontalo District. The reason for choosing the location in Gorontalo District is because of the proximity of the researcher to the object of research so that the researcher wants to know more closely how far the Bappeda Organization's ability to absorb the aspirations of the community. Referring to the view of Maleong (2004) which explains that according to the selected data source, the types of data in qualitative research are divided into informants, documents and events. The data collection technique is done by using interview, observation and documentation methods. Data analysis in this study used an interactive pattern analysis technique. Data collection, data condensation, data presentation, drawing conclusions or verification.

Result and Discussion

The Ability of The Regional Development Planning Agency to Absorb the Aspirations of the Community

Technical Ability

The Regional Development Planning Agency as the technical unit of the regional government which is responsible for regional development planning should make a real contribution to increasing the prosperity of the people in Gorontalo District, this contribution is realized by maximizing the capacity of Bappeda to ensure that people's aspirations are well accommodated, as its support is to provide space. aspirations technically needed to institutionalize a coordinating pattern for absorption of aspirations between the government and the community. So far, Bappeda has facilitated development planning carried out through development planning deliberations as a coordination forum between stakeholders, it's just that the forum has not been able to produce programs that really meet the needs of the community, even though in the implementation the community has made proposals but it is still not absorbed. well in development programs.

Based on the facts above, the trigger for the management of aspirations has not been running well, allegedly because the ability of Bappeda's apparatus is not good, this is often shown by the inability of the apparatus to identify, correct and provide input on community proposals so that the quality of community proposals is low and difficult to absorb. Not only that, other problems also arose during the discussion of development planning forums where the dominance of the elite in delivering their programs was still very strong, even though the guiding team appointed by Bappeda should be able to encourage the community to provide their opinions and ideas related to various development problems that in the end The principles of partisanship and justice do not appear in the organizing of the Musrenbang.

From the above problems, of course the ability of the development administration apparatus has a strong relationship with the organizational capacity of Bappeda in accommodating the aspirations of the community. Therefore, the apparatus must have knowledge and skills in managing forums, understand regional development issues and problems, and be able to build agreements between stakeholders. So far, the ability of the apparatus to gather information from the public and compile different conflicts of interest from various stakeholders at the time of the deliberations is difficult to do properly, this is because they are not supported by the apparatus who have the ability in the field of development planning management, because most of the apparatus are in Gorontalo District Development Planning Agency more than any other social science field.

Administrative Skills

Administration plays an important role in the process of implementing development. The administrative function carried out by Gorontalo District Bappeda can be assessed by its ability to recognize community needs and develop public service programs according to community needs and aspirations. Various formats are used by the Gorontalo District Bappeda organization to bring together the aspirations of the community from below with development program proposals from government agencies, whether through public consultation forums to development planning deliberations.This activity is one of the doors to voice the interests of the people.

Nevertheless, the administrative capacity of Bappeda in absorbing the aspirations of the community must be further improved, because so far many parties think that the services provided by the Bappeda Organization still ignore the aspirations, needs and expectations of the wider community. Based on the facts in the field that actually people want the process of delivering aspirations in the form of services that are fast, precise, transparent and easily accessible, at the same time the Bappeda organization must also ensure that aspirations can be properly accommodated in regional development plans.

Currently the Gorontalo District Bappeda Organization in improving its services has utilized information technology to simplify the administrative process, various online applications have been launched in order to accommodate various aspirations from the community, it's just that not all of them have received a positive response from the community, this is due to the slow response of other online applications. In following up the various aspirations that have been conveyed, the slow response of the application is indicated by the apparatus handling the system, the level of proficiency is still very limited, where the apparatus initially manages data which usually uses administrative patterns manually, then shifts to other online management which demands the existence of the extraordinary speed of its officers to carry out analysis and analysis in channeling the aspirations of the community in every field, so that it makes the apparatus so slow to adjust itself to the conditions of their work. at this time, which ultimately makes the service of the aspirations of the community less fast to handle.

Conceptual Ability

When working in the field, the organization of the Regional Development Planning Agency is often demanded to be able to analyze the development of the situation or community environment in order to fully actualize the needs and aspirations of the community. Therefore, the conceptual ability of Bappeda is very valuable in sharpening the aspirations of the community in implementing development planning. It's just that the use of conceptual abilities as a knife to sharpen aspirations has not been able to run optimally, this is because Bappeda officials have not been able to analyze proposals comprehensively in developing activities that have an impact on society.

Conceptual efforts have been made by the Bappeda Organization, such as dividing Gorontalo District into 4 zoning by looking at the social conditions of the community and the potential of the area

consisting of several sub-districts, the first zoning is more focused on food-producing centers, secondly as a trade center, the three fishery-producing centers, and the fourth as a center for livestock production. However, in implementing the zoning distribution to the community, there are still many obstacles that are not optimal in its implementation. The inconsistency between community proposals and regional potential triggers the concept that the Bappeda organization does not work well, this is because many officials assigned to Bappeda have not been able to classify and assess aspirations that are truly beneficial for the community by adjusting them to the existing financing capacity or budget from the regions.

Communication Skill

The communication capability of the Regional Development Planning Agency Organization is one of the determinants of development programs, communication skills are needed to bridge the mediation process between the interests of the community and the government and other stakeholders. In order to reconcile these various interests, the role of communication as an instrument of mediation is needed so that development continues under mutual control. Until now, the communication carried out by the Gorontalo District Bappeda Organization in absorbing aspirations is still faced with various problems, both those that come from the attitude of the people who always demand what they want and the conflict of interests of various different parties.

Referring to the above problems, Gorontalo District Bappeda must provide solutions to each problem and introduce new ideas and discoveries from the community to be a source of strength and potential to support successful development, by assigning officials to carry out planning activities and in socializing with the community. . It's just that the aforementioned efforts are not supported by officials who have good communication skills, this can be felt by the community where the messages conveyed by officials about development programs are sometimes not clearly understood by the community, resulting in messages that are interpreted by the community to be different, not yet Again, the lack of sensitivity of the apparatus to the social conditions of the community and the community environment has made the programs offered not yet acceptable to the community.

Therefore, in carrying out planning, it does not only require a planning apparatus who understands the techniques and methods it uses, but also has the ability to communicate verbally. Currently, there are still many officials who are relied on by Bappeda who are not able to act to provide understanding between stakeholders during the dialogue, so that the officials who come to the field are invaluable because they have not been able to encourage the aspirations of the community. Therefore, as an apparatus who is at the forefront of public services, ideally they must have the ability to communicate verbally because they are the ones who interact a lot with stakeholders. Inhibiting and supporting factors. The ability of the Regional Development Planning Agency to absorb the aspirations of the people in Gorontalo District.

Supporting Factor

Bappeda has broad authority in coordinating with stakeholders

Gorontalo District Bappeda's authority in coordinating with stakeholders in the regional development planning process makes it easier for Bappeda to coordinate community aspirations. The form of coordination that has been established has been demonstrated by exchanging information and providing information between interested parties during coordination meetings, in between these activities Bappeda always provides input on the desires and aspirations of the community that must be considered on this occasion Bappeda can absorb ideas, ideas, concept, from other stakeholders to align with community aspirations regarding development, with the authority that Bappeda has directly can provide input related to appropriate development programs for the community and the region for the future.

Availability of Information Technology

Progress in the field of information technology is indeed very helpful for Gorontalo District Bappeda in channeling community aspirations into the development process so that the government through this information system has high hopes to accommodate the aspirations of the community well. The availability of information technology can also facilitate public services for each government agency in directly identifying the wants and needs of the community. The manifestation of the development of development planning information technology is the emergence of several other online applications that have been implemented by the Gorontalo District Bappeda organization whose function is none other than a means of complaints about people's aspirations, these applications include E-planning and the application of Report on community aspirations that can make it easier for Bappeda to collect data. people's aspirations. As the application work process, the public can easily convey their aspirations without a complicated process, the government can find out the aspirations and complaints of the community quickly and accurately.

The existence of stakeholder participation in programming

The existence of a process of interaction, communication, and discussion in absorbing community aspirations is proof that development planning activities in Gorontalo District cannot be separated from the involvement of stakeholders, the participation of these stakeholders is to produce aspirations that are beneficial to the community, so to achieve quality aspirations, Gorontalo District Bappeda as coordinator development planning activities in the regions take advantage of development planning deliberation activities as an interactive medium for all stakeholders to determine development programs. The presence of representatives from agencies and DPRD, as well as representatives from the community, has a higher level of influence. Even though in the implementation of musrenbang the intensity of communication is so high that includes various interests, with the support of the role of stakeholders in development planning, Bappeda's function as development coordinator runs optimally.

Obstacle Factor

Low ability and skill of the apparatus

It does not seem that the creativity and response of Gorontalo District Bappeda officials in capturing the aspirations of the community is still the concern of various parties, the form of the apparatus' ability to recognize community needs has not shown a good portrait, where the ability of the apparatus to unite, integrate and combine various components in the design of regional development activities has not yet been shown. good enough so that the program arranged is not sensitive to the needs of the village, as well as the skills of officials in identifying programs, both programs that are very urgent, those that are priority, and those that are not priority are still very weak so that development is not evenly distributed. The apparatus owned by the Bappeda organization in supporting the activities of the development process is still lacking while the need for the number of functional development planning personnel in each sector is large. n, among others, from the level of education, training and work experience that is minimal so that it cannot support it so that the programs / activities proposed as a source of community welfare have not been properly realized. Of the 19 sub-districts and 205 villages, when compared to the readiness of the apparatus owned by Bappeda at this time, it is indeed very minimal from compiling various proposals from various stakeholders, from the fact that the number of planning apparatus owned by the Bappeda organization according to their field of content is 5, while the staff operational data of 2 people, while the other officers as many as 18 do not match the expected potential, most of the officers still lack knowledge in the field of development planning management, because most of the apparatus in Gorontalo District Bappeda are more from the field of social science, this phenomenon occurs because of the various mutations or transfers carried out by the local

government, which in the end this condition, resulted in the management of the activity organizers giving rise to many weaknesses, including the birth of many new products that are of little significance to the community, this is because of the unable to mimilah and choose which ones are needs and which are desires, the non-optimal assessment of people's aspirations has technically made it clear that the community's proposals are not implemented as expected by the community.

Political intervention from the authorities

Bappeda itself as a unit is responsible for coordinating, synergizing and harmonizing proposals from various parties that have attempted to carry out various stages of development planning deliberations, however these deliberations are considered by the community to be only a "formality" or as a means of legitimating a plan that involves the community. various parties often with the power they have force an activity to be included in the budget, because in general the aspirations of the people after entering the top government are often trimmed, even often replaced by programs resulting from infidelity between rulers, the strength of this political intervention makes the Bappeda organization move. very limited, only as a technical administrator, can not influence the outcome of the decision because the structure and work procedures are still under the shadow of the executive or the regent. Whereas in fact the existence of an independent Bappeda organization should not depend on government leadership, this condition keeps the Bappeda organization in a system that will always be faced with various pressures from the authorities.

Elite dominance in setting programs

The strong interests of the elite so that they often dominate the proposals in the musrenbang, the delivery of people's aspirations through the musrenbang forum is still dominated by certain stakeholders in conveying their aspirations, so that it often creates an imbalance in conveying aspirations which in the end the implementation of the musrenbang does not go well, the implementation of planning is still fiber of strong political elements political intervention, thus making Bappeda very limited space only as a technical organizer, cannot influence the outcome of the decision because the structure and work procedures are still under the shadow of the executive or the regent. Likewise, the community cannot do much because the dominance of the political elites or the rulers is still very dominant in determining development program policies. This tendency can be seen during discussions on the implementation of development planning deliberations, where elements of certain elites who have influence in decision making are increasingly active in delivering their programs. In the end, the decisions made no longer go through a balanced deliberation process so that many of the programs produced do not reflect the aspirations of the community.

The low ability of Bappeda to identify quality proposals

The low ability of Bappeda in identifying quality proposals makes it difficult for the proposals needed by the community to be absorbed. Bappeda had difficulty selecting the number of proposals submitted, because each proposal had its own elements, namely needs, desires, and even interests. Lack of knowledge and insufficient knowledge of the apparatus in selecting proposals properly, making the resulting programs do not yet meet the needs of the community. From the results of this study, the researcher provides a recommendation in the form of a recommendation model for the organizational capacity of the Development Planning Agency in absorbing community aspirations in regional development planning. The recommendation model is as follows:
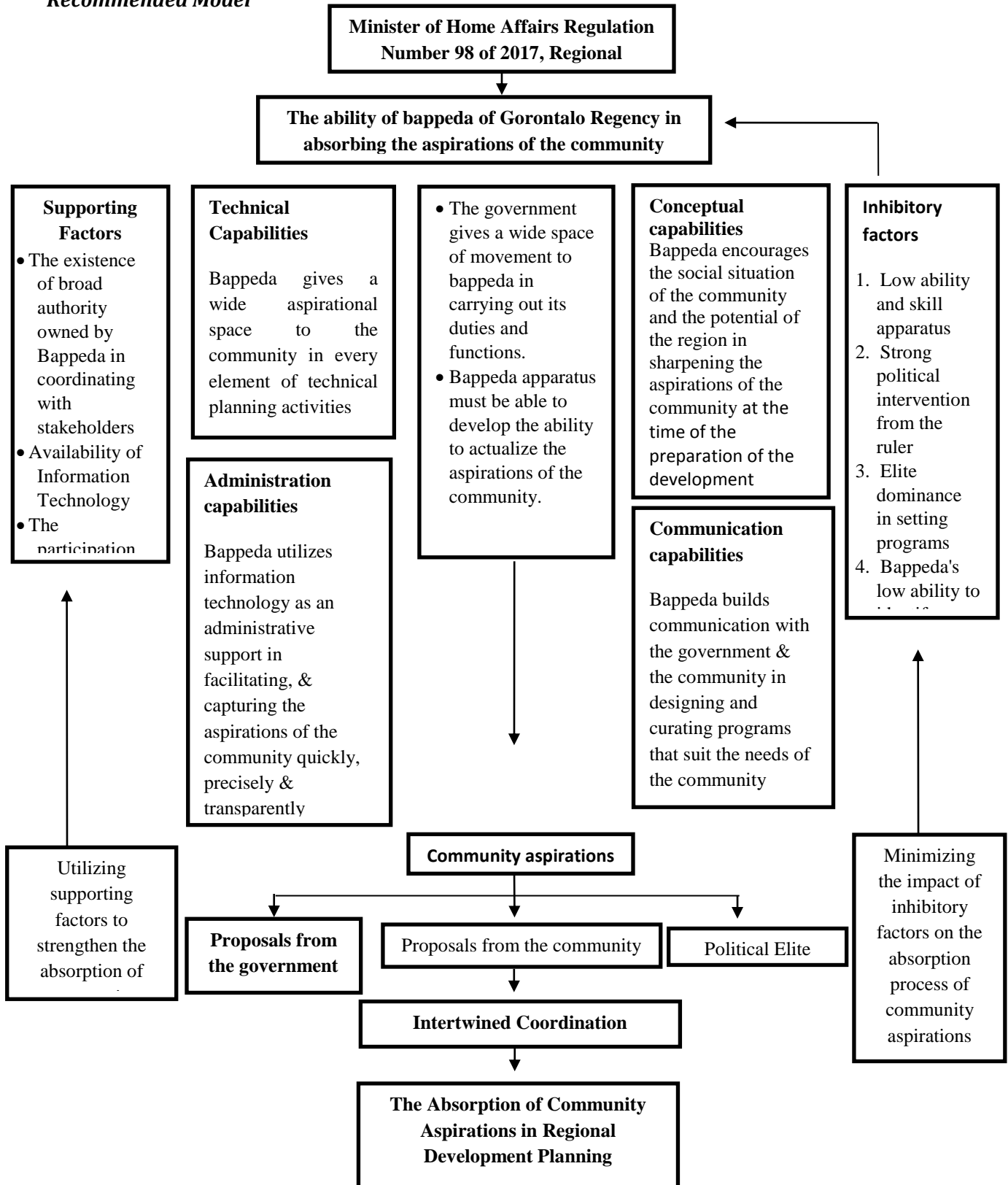
Recommended Model

Minister of Home Affairs Regulation Number 98 of 2017, Regional

The ability of bappeda of Gorontalo Regency in absorbing the aspirations of the community

Supporting Factors
- The existence of broad authority owned by Bappeda in coordinating with stakeholders
- Availability of Information Technology
- The participation

Technical Capabilities

Bappeda gives a wide aspirational space to the community in every element of technical planning activities

Administration capabilities

Bappeda utilizes information technology as an administrative support in facilitating, & capturing the aspirations of the community quickly, precisely & transparently

- The government gives a wide space of movement to bappeda in carrying out its duties and functions.
- Bappeda apparatus must be able to develop the ability to actualize the aspirations of the community.

Conceptual capabilities
Bappeda encourages the social situation of the community and the potential of the region in sharpening the aspirations of the community at the time of the preparation of the development

Communication capabilities

Bappeda builds communication with the government & the community in designing and curating programs that suit the needs of the community

Inhibitory factors

1. Low ability and skill apparatus
2. Strong political intervention from the ruler
3. Elite dominance in setting programs
4. Bappeda's low ability to

Utilizing supporting factors to strengthen the absorption of

Community aspirations

Proposals from the government

Proposals from the community

Political Elite

Minimizing the impact of inhibitory factors on the absorption process of community aspirations

Intertwined Coordination

The Absorption of Community Aspirations in Regional Development Planning

Figure 3: Recommended Model of the ability of Regional Development Planning Agencies to Absorb Community Aspirations in Development planning

Conclusion

The ability of the Regional Development Planning Agency to absorb the aspirations of the community which is carried out both technically, administratively, conceptually and in communication has been implemented by Bappeda in the development planning process, however, to ensure that community aspirations can be properly accommodated in the work plan of the local government, it is still shrouded in a number of problems such as, weak ability in developing public service programs in accordance with the needs and aspirations of the community. This problem occurs because the Gorontalo District Bappeda has not been supported by officials who have adequate skills in development planning resulting in development being carried out not being realized as desired. not all officials have the ability to identify and solve problems in regional development planning, especially in the aspirations of the community. The lack of planning apparatus that has the potential in accordance with the field of development planning has made the Bappeda Organization utilize officers with other social science fields to anticipate vacancies, because most of the apparatus with potential have been transferred to other agencies, not to mention the placement of officers who have not met with good expectations. That is from the level of education, training and minimal work experience that triggers inaccuracy of officials in carrying out their duties, which in turn has a profound impact on the ability of the Bappeda organization both technically, administratively, conceptually, and in communication in supporting programs / activities that are in accordance with the aspirations of the community , which until now is considered unable to accommodate the community's suggestions.

References

Anggara, S. (2014). *Adminitrasi Pembangunan Teori dan Pra*ktik. Yokyakarta: Pustaka Pelajar.

Berman, T. (2017). *Public Participation: Between Theory and Practice. In Public Participation as a Tool for Integrating Local Knowledge into Spatial Planning (pp. 175-198).* Springer, Cham.

Creswell, J. W. (2010). *Research Design Penelitian Kualitatif, Kuantitatif, dan Mix, Edisi 3*. Pustaka Indonesia.

Keith, D., &Frederick,W.(2011).Perilaku Dalam Organisasi,Edisi ke tujuh,Jilid kedua. *Erlangga, Jakarta*.

Dye, T. R. (1992). *Understanding public policy [by] Thomas R. Dye*. Prentice-Hall, INC., Englewood Cliffs, NJ.

Faludi, A. (2013). *A reader in planning theory* (Vol. 5). Elsevier.

Giovani. (2003). *The Nature and Dynamics of Organizational Capabilities* Simultaneously published in the UK, New York

Graeme & David (2003). *Strategy and Capability Sustaining Organizational Change.* Balckwel publishing, Malborn victoris Australia

Hadi, S. (2014). *Dimensi Lingkungan Perencanaan Pembangunan*. Yokyakarta: Gadja Mada University Press.

Hamdi, M. (2014). *Kebijakan Publik, Proses, Analisis, Dan Partisipasi,*Ghalia Indonesia, Ciawi Bogor.

Mahi, T. (2017). *Perencanaan Pembangunan Daerah Teori Dan Aplikasi*. Depok, Prenamedia Grup.

Mackay, A. (2007). *Motivation, Ability and Confidence Building in People*. Publisher: Butterworth-Heinemann.

Maiwan, M. (2016). *Kelompok Kepentingan Dalam Sistem Politik*. *Jurnal Demokrasi, 15*(2).

Maleong, L. J. (2004). *Metedologi Penelitian Kualitatif. Edisi Ke 20*. Bandung: Remaja Roesdakarua

Miles, M. B., Huberman., & Saldana. (2014). *Analisis Data Kualitatif. Buku Sumber tentang Metode-Metode* Baru Diterjemahkan Oleh TR. Rohidi. Penerbit: Universitas Indonesia Jakarta.

Nugroho, W. (2011). *Manajemen Perencanaan Pembangunan.* PT. Elex Media   Komputindo Jakarta.

Rangriz, H., & Soltanieh, F. (2015). Exploring the effects of organisational capabilities and managerial competencies on the organisational effectiveness. *Journal of Strategic Human Resource Management, 4*(2).

Riggs, W, F.(1994). *Frontiers of Development Administration*, Administrasi Pembangunan, Sistem Administrasi dan Birokrasi. Luqman Hakim, Rajarafindo Persada, Jakarta.

Saleh, C., Islamy, M. I., Zauhar, S., & Supriyono, B. (2013). *Pengembangan Kompetensi Sumber Daya Aparatur*. Universitas Brawijaya Press.

Sjafrizal. (2014). *Perencanaan Pembangunan Daerah Dalam Era Otonomi*. Jakarta: PT Raja Grafindo Persada.

Sudarso. (2011). *Organisasi dan Metode*. Jakarta: Karunika Universitas Terbuka.

Theresia, A., Andini, K. S., Nugraha, P. G., & Mardikanto, T. (2014). *Pembangunan berbasis masyarakat: acuan bagi praktisi, akademisi, dan pemerhati pengembangan masyarakat.* Penerbit Alfabeta.

Viswesvaran, O. (2002). *Human Performance Role of General Mental Ability in industrial,work,Organizational Psychologi,* London: Lawrence Erlbaum Associates.

Copyrights