

# Accountability as a Main Pillar: Analyzing Patterns of Relations between Local Government and DPRD in North Central Timor Regency

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## Abstract

The purpose of this study is to describe and analyze the pattern of the relationship between the Regional Government and the Regional People's Representative Council in North Central Timor District with reference to accountability. Qualitative research, with the type or type of descriptive research, namely a type of research has the aim of analyzing in depth a phenomenon. This research produces a new model in the pattern of the relationship between the Regional Government and the DPRD as governance and solutions in administering governance in the North Central Timor District area. It needs to be strengthened by adding a new variant, namely shared perception and effective communication with the power of local wisdom/Customs which has a very large influence to break into formal government, especially resolving conflicts related to the pattern of relations between the Regional Government and the DPRD.

**Keywords:** Accountability, DPRD, Government

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## Introduction

The implementation of authority by the Government is directly related to the distribution of power which affects the relationship between the government in administering government, both the central government and the Regional Government or the relationship between the Regional Government and the Regional People's Representative Council (DPRD) in establishing partnership relations in the region. The intended partnership relationship is the creation of harmonization of relations based on the principle of cooperation in the context of carrying out development in all fields, especially in the field of autonomy with the main objective being to improve the welfare of the people in the regions (Ridwan & Achmad Sodik, 2023). The partnership relationship means that the Regional Government and the Regional People's Representative Council are both working partners to implement regional autonomy in accordance with their respective functions of the two institutions.

The ideas and theories that are used as an entry point to explore and analyze the pattern of the relationship between the Regional Government and the Regional People's Legislative Assembly are using the theory put forward by Wannu et al. (2010), which consists of four dimensions, namely: the first dimension of accountability, the second dimension of joint decision making, the third dimension of transparency, and the fourth dimension of mutual interest. These four dimensions are used as an analytical tool to explain empirical conditions regarding the pattern of relationship between the Regional Government and the Regional People's Representative Council of North Central Timor Regency. These empirical conditions include:

The Regional People's Legislative Council for North Central Timor Regency remains adamant in refusing the Regent Raymundus Sau Fernandes and Deputy Regent Aloysius Kobes to attend the Council meeting to discuss the Regional Revenue and Expenditure Budget II. The rejection attitude of the Regional People's Representative Council has been conveyed to the Minister of Home Affairs with a letter and a recommendation from the Regional People's Representative Council of North Central Timor Regency regarding the cancellation of the Regional Letter (DPRD) in establishing partnership relations in the region. The intended partnership relationship is the creation of harmonization of relations based on the principle of cooperation in the context of carrying out development in all fields, especially in the field of autonomy with the main objective being to improve the welfare of the people in the regions. The partnership relationship means that the Regional Government and the Regional People's Representative Council are both working partners to implement regional autonomy in accordance with their respective functions of the two institutions.

Institutionally, the executive and the DPRD have a disharmonious pattern of relationship related to the removal of the Secretary of the North Central Timor Regency Council's (Plt) Task Implementation (Plt), Vincent Lake which was conveyed by the chairman of the DPRD, but specifically in relation to the cultural aspects of the Dawan community has a particularity a culture that strongly binds them with an interesting short phrase as a philosophy of life or way of life for the Dawan people, namely: Nekaf mese ansaof mese (one heart and one soul). Nekaf mese ansaof mese is understood as living and dead, unanimous, unanimous action of one heart and soul. This expression is interpreted as one heart, one heart, which means to unite together, to unite together to overcome life with all its demands. The peculiarity of the term nekaf mese ansaof mese is a cultural aspect which so far has not only been used in the realm of customs (as local wisdom) in creating harmonious relations between local communities from a cultural standpoint, but the term nekaf mese ansaof mese has had a very big breakthrough and is used in the realm of Regional Government to ensure the maintenance of a sense of brotherhood and continue to maintain harmonious relations in the implementation of governmental tasks in North Central Timor District. An example of the resolution of the manganese mining case, the community who owned the land rejected manganese mining activities in their village, namely six traditional leaders and community leaders from representatives of 15 tribes, in eight villages in Insana District, came to Commission IV DPRD East Nusa Tenggara province, asking that Manganese mining activities in Oenbit Village, which is managed by PT Elgary Resources Indonesia, were stopped. According to Liliweri (2002) culture is the view of life of a group of people in the form of behavior, beliefs, values, and symbols that they receive unconsciously, all of which are passed down through a communication process from one generation to the next. Furthermore, Taylor in Liliweri (2002) defines that:

"Culture is composed of categories of common phenomena called customs which include technology, knowledge, belief, art, morals, law, aesthetics, recreation and the capabilities and habits acquired by humans as members of society. In other words, culture includes everything that is acquired or learned by humans as members of society. Empirical symptoms regarding the pattern of the relationship between the Regional Government and the Regional People's Representative Council have not been optimally established, revealed the Chairman of the Regional People's Legislative Council of North Central Timor Regency so far it has been more dominant to carry out only two functions, namely the function of budgeting and oversight, while the legislative function has not been carried out optimally. said the chairman of the North Central Timor Regional People's Legislative Council when the Regional Regulation Making Body (Bapemperda) of the Regional People's Legislative Assembly submitted academic papers

and the Regional Regulation Draft (Ranperda) for integrated and sustainable management of dry land taking place in the Plenary Session Room of the Regency Regional People's Representative Council Office North Central Timor.

To be clearer about the draft regional regulations in the DPRD from 2014-2019 regarding the legislative function of the North Central Timor Regency DPRD, it has not run optimally. An indication that the function of the DPRD is not optimal can be seen in terms of the quantity and quality of regional regulation legal products produced by regional governments. In 2014 (8) all local regulations were executive initiatives, in 2015 there were 5 regional regulations all from executive initiatives, in 2016 (14) 12 regional regulations were from executive initiatives two regional regulations were from the DPRD, in 2017 (6) regional regulations were all from the executive, in 2018 there are (7) regional regulations, 6 executive initiative regional regulations, 1 regional regulation from the DPRD and in 2019 there are 4 regional regulations, 2 regional regulations from the executive and 2 regional regulations from the DPRD. Based on the statement above, it is known that the Perda produced is mostly the initiative of the Regional Government. This situation has the effect that the existence of the DPRD in implementing the legislative function in the region is still not optimal. However, the law mandates that legislative activities reside in the legislature. After the Ranperda is discussed, the Ranperda is determined to become a Perda. The purpose of this study is to describe and analyze the pattern of the relationship between the Regional Government and the Regional People's Representative Council in North Central Timor District with reference to accountability.

## **Methods**

Qualitative research, with the type or type of descriptive research, namely a type of research has the aim of analyzing in depth a phenomenon. This research describes more about a phenomenon and does not perform calculations using statistical figures. As stated by several experts, this research method is highly dependent on in-depth observations of human behavior and the environment (Miles & Huberman, 1984). The approach used by the author in this study is an empirical approach, meaning that the author looks at empirical issues related to research problems, then the researcher takes the essence of the various conditions encountered at the research location, especially regarding the behavior of the individuals involved in the research, both from the Regional Government, the House of Representatives Regions, communities and other institutions that are determined as the target of this research object. The choice of this method is because the object under study requires direct observation from the researcher as the main instrument of research to examine the process and meaning. This opinion is in line with the argument put forward by Miles & Huberman (1984), who said: "Conducted through an intense and or prolonged contact with a "field" or life situation. These situations are typically "banal" or norm ones, reflective of the everyday life individualist, groups, societies and organizations".

## **Results and Discussion**

### **Accountability**

The implementation of good governance is an absolute prerequisite for every level of government to realize the aspirations of the people in achieving the goals and objectives of the nation and state. Good governance certainly requires the development and implementation of accountability in a precise, clear and measurable manner. For accountability, researchers can analyze two main things, namely first, being accountable for the results of work to the community through performance achievements with the forms and mechanisms of

accountability in the administration of local government. Second, the ability to answer, namely the Regional Government provides answers to the community related to Resource Management, through accurate information to the community and feedback as feedback from the community to the Regional Government.

### **Accountable for the Results of Work to the Community**

#### **Performance Achievement**

Implementation of good and clean regional governance (clean and good governance). Implementation of performance accountability of government agencies, is something that must be done in the reform era. Bureaucratic reform is a manifestation of the government's responsibility and sensitivity to the demands and aspirations of the people in achieving the goals and aspirations of the life of the nation, state and homeland (Kehik, 2022). Therefore, the North Central Timor District Government seeks to organize governance with the principles of good governance (Good Governance) and result-oriented (Result Oriented Government) in accordance with its authority and implemented government management. Performance accountability includes vision, mission, goals and objectives that have clear directions and benchmarks for the formulation of the organization's strategic planning, so that the description of the results to be achieved in the form of these goals can be measured, tested and reliable (Idawati, 2017). To realize this, the North Central Timor District Government has a clear and precise vision, mission, strategy and policy direction to achieve the goals and objectives set forth in the North Central Timor District Medium Term Development Plan (RPJMD) document as stipulated in the District Regulation. North Central Timor Number 2 of 2016 concerning the North Central Timor Regency Medium Term Development Plan for 2014-2019 which was then followed up with North Central Timor District Head Regulation Number 15 of 2018 concerning Stipulation of Main Performance Indicators for the North Central Timor Regency Government for 2014-2019 so that it can be held accountable for their performance.

In general, the North Central Timor District Government has carried out its duties in order to achieve the goals and targets set in the North Central Timor District Medium Term Development Plan (RPJMD) for 2014-2019. Based on Law Number 23 of 2014 concerning Regional Government, there are Government Affairs which are fully under the authority of the Central Government, known as absolute government affairs and there are concurrent government affairs. Concurrent government affairs are a form of decentralization consisting of Mandatory Government Affairs and Optional Government Affairs which are divided between the Central Government, Provincial Regions, and North Central Timor District Regions. Mandatory Government Affairs is divided into Mandatory Government Affairs which are related to Basic Services and Mandatory Government Affairs which are not related to Basic Services. For Compulsory Government Affairs related to Basic Services, Minimum Service Standards (SPM) are determined to guarantee the people's constitutional rights.

Preparation of Government Agencies Work Reports (LKjIP) is to improve governance, implementation of development and community empowerment in a more efficient and effective, clean and responsible manner and to further strengthen the performance of government agencies as a form of accountability in achieving the stated vision, mission and goals. has been set towards the creation of good governance (good governance).

The purpose of implementing LKjIP is to identify and evaluate at the same time budget-based performance, policies, programs and activities every fiscal year as well as to see and assess the successes and failures of an organization or a work unit in carrying out the main tasks and

functions (Tupoksi) it carries out, according to with its vision and mission. The North Central Timor Regency Government as the bearer of the trust of the people of North Central Timor carry out the obligation to be accountable for this mandate. The presentation of the Performance Report of the North Central Timor Regency Government Agencies is made in accordance with the provisions mandated in the Regulation of the President of the Republic of Indonesia Number 29 of 2014 concerning the Government Agency Performance Accountability System (SAKIP), Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Performance Agreements , Performance Reporting and Procedures for Reviewing Government Agency Performance Reports and Decree of the Head of State Administration Agency Number 239/IX/618/2003 concerning Improvement of Guidelines for Compilation of Government Agency Performance Accountability Reporting. The performance of government agencies according to the decision of the head of the State Administration Agency Number: 239/IX/6/8/2003 is a description of the level of achievement of the goals or objectives of government agencies as an elaboration of the vision, mission and strategies of government agencies which indicate the level of success and failure of the implementation of activities in accordance with established programs and policies. The performance of government agencies is focused on measuring the performance of work units or entities within the government. The focus of performance measurement in each performance unit or entity. (Mashun, 2006) includes 1. Vision, mission, goals and objectives 2. Main tasks and functions 3. Organizational structure and personnel 4. Work program 5. Budget. Thelymitro R. Kapitanl1' that:

*"Performance achievement describes an assessment of the level of achievement of targets from each performance indicator, the Regional Government has not optimally achieved the targets set out in the 2014-2019 Regional Medium-Term Development Plan (RPJMD) document. Performance measurement is used to assess success and failure implementation of activities in accordance with the goals and programs that have been set in order to realize the Vision and Mission of the North Central Timor District Government"*

The performance of the North Central Timor Regency Government is based on the level of target attainment, target indicators by describing the level of achievement of programs/activities. To find out an overview of the level of achievement of targets and programs/activities carried out through the Media Performance Plan compared to its realization. Achievement of targets is obtained by comparing targets with Realization of Target Indicators through the media of the Performance Measurement form. Then on the results of the performance measurement an evaluation is carried out to determine the success and failure of achieving the strategic goals of the North Central Timor Regency government.

Strengthening performance accountability is one of the programs implemented in the context of bureaucratic reform to create a government that is clean and free from Corruption, Collusion and Nepotism (KKN), increasing the quality of public services to the community and increasing the capacity and accountability of bureaucratic performance. Thus the Regional Government as the policy maker in the region really creates a conducive working climate so that it can carry out government activities properly in order to achieve the goals and objectives of each government program that has been stipulated in the Regional Medium Term Development Plan (RPJMD).

The Regional Medium-Term Development Plan (RPJMD) is a Regional Medium-Term Development Planning Document which contains an explanation of the vision and mission of

the Regent and Deputy Regent for the 2014-2019 period. The RPJMD is carried out by the Regent, all Regional Apparatus Organizations (OPD) and all stakeholders in area. The RPJMD must be implemented consistently, honestly, transparently, professionally, participatively and with full responsibility by the Regional Apparatus Organization (OPD) within the Regional Government and the community including the business world, is obliged to carry out the programs in the RPJMD as well as possible. The Regional Apparatus Organization (OPD) is obliged to prepare a Strategic Plan (OPD) which contains the Vision, Mission, goals, strategies, policies, programs and development activities according to their duties and functions which will then serve as guidelines in preparing the Regional Apparatus Organization's (OPD) Work Plan (Renja) and (OPD) is obliged to ensure consistency between the RPJMD and the OPD Strategic Plan. The goal is to achieve performance indicators implemented by the Regional Government.

In accordance with the results of the observation that in order to achieve government performance indicators contained in the Regional Medium Term Development Plan (RPJMD) formally the community and the business world are obliged to implement programs in the RPJMD but in reality the implementation of Regional Government work programs is only carried out by Regional Governments through Regional Apparatus Organizations (OPD) ) by not involving the participation of the community or the business world to take part in it. Thus it is known that the community is only the object of the overall implementation of regional development that has been stipulated in the RPJMD. Francis Tilis<sup>12</sup>, that:

"Performance achievement is a benchmark for the government in carrying out government duties and functions, especially the function of serving the community in the regions, to be honest that the government's performance achievements are still lacking. This means that it has not fully met the target, but the Regional Government is still making every effort to improve performance achievements step by step in order to realize the goals and objectives of administering government in the regions.

Government Agency Performance Accountability (AKIP) is a manifestation of the obligation of a government agency to be accountable for the success or failure of the implementation of the organization's mission in achieving the goals and objectives that have been set through a periodic accountability system. With accountability carried out periodically, the Regional Government seeks to improve itself in order to increase performance achievements through a work plan (Renja) that has been stipulated in the 5 year Medium Term Development Work Plan.

Reports on the performance of government agencies that are directly related to performance achievements are a form of government accountability to the community, so that the public knows directly how the real actions of the Regional Government are through the realization of government program activities that have been carried out by the government in the regions, as well as through periodic accountability by the government the goal is to avoid biased information from the public to the government. Andreas Manehat<sup>13</sup>, that:

*"The achievement of the performance of the Regional Government has not been optimal. This is indicated by the existence of several program activities carried out by the Regional Government, the results have not been achieved properly, for example the performance of the Regional Government in infrastructure development in the border area of North Central Timor Regency and the Democratic Republic of Timor Leste which until now has not been resolved properly, for example roads highway, arrangement of livable housing, electricity, clean water and others. However, the*

*Regional Government has endeavored to carry out development for us as its people in stages." Facts on the ground indicate that the Government's performance has not been well achieved in accordance with the Regional Government's work plan, but the Regional Government can prioritize the scale of development carried out in the North Central Timor Regency area. step by step in accordance with the planning of the Regional Government work program contained in the Regional Medium Term Development Plan (RPJMD)''.*

Government Agency Performance Accountability System (SAKIP) is a systematic series of various activities, tools and procedures designed for the purpose of setting and measuring, collecting data, classifying, summarizing and reporting performance in government agencies in order to account for and improve the performance of government agencies. In presidential instruction No. 7 of 1999 it is said that the purpose of the government agency performance accountability system is to encourage the creation of government agency performance accountability as one of the prerequisites for the creation of good governance. The objectives of the government agency performance accountability system are: (1) To make government agencies accountable so that they can operate efficiently, effectively and responsively to the aspirations of the people and their environment; (2) Realization of government agency transparency; (3) Realization of community participation in the implementation of national development; (4) The maintenance of public trust in the government."

Government Agency Performance Accountability Report (LAKIP) is a document that contains an overview of the implementation of AKIP which is compiled and delivered systematically (LAN: 2003). LAKIP must present relevant data and information for decision makers in order to be able to interpret successes and failures more broadly and in depth. Every government agency is obliged to prepare, compile and submit performance reports in writing, periodically and institutionally (Taufik, 2013). This performance report is intended to communicate the performance achievements of government agencies in one fiscal year which are linked to the process of achieving the goals and objectives of government agencies. Every government agency must account for and explain the success and failure of the level of work it achieves (Yogaperwira, 2008). Performance reporting by government agencies is then set forth in the Government Agency Performance Accountability Report (LAKIP) document. LAKIP can be categorized as a routine report because at least it is prepared and submitted to interested parties once a year.

The results of the evaluation of government performance accountability reports are determined based on the systematics and assessment criteria as regulated by the Minister of Administrative and Bureaucratic Reform Number 12 of 2015 concerning Evaluation of Sakip Implementation: Evaluation of the implementation of SAKIP is focused on the criteria that have been set while taking into account the evaluation results of implementation of SAKIP in the previous year, the important issues to be uncovered through an evaluation of the implementation of SAKIP are as follows: (a) Government agencies/work units/OPDs in preparing, revising and perfecting performance planning focus on results; (b) Development of performance measurement and data collection systems; c. Disclosure of performance achievement information; (d) Monitoring and evaluating the achievement of program implementation performance, especially strategic programs; (e) Linkages between all components of performance planning with budgeting, implementing and controlling policies and their reporting; (f) Key performance achievements of each government agency/work unit/OPD; (g) SAKIP implementation level of government agencies/work units/OPD; (h) Ensuring the preparation of an action plan against the evaluation

results recommendations that have not been followed up. Evaluation of the implementation of SAKIP, consists of evaluating the implementation of performance management components which include: performance planning, performance measurement, performance reporting, internal evaluation, and performance achievements.

The real form of measuring performance achievements against performance indicators is carried out by comparing targets and realization on target indicators (Sekretariat, 2020). The details and analysis of the performance achievements of each target and target indicators implemented by the government in the regions are as follows:

### **Department of Public Housing, Residential Areas and Land Affairs.**

Department of Public Housing, Residential Areas and Land Affairs. The people of the North Central Timor Regency mostly still live in houses that are not yet fit for habitation. So that in mandatory government affairs related to basic services the Regional Government of North Central Timor Regency has a focus on poverty alleviation, the number of livable houses contained in the first mission. Because the house is a basic need for the community that must be considered by the Regional Government. The government's attention to improving the number of houses that are uninhabitable for the community is a concern of the government because the government has no desire for its people to occupy a house that does not meet health requirements.

The Regional Government of North Central Timor Regency has a plan contained in the RPJMD of North Central Timor Regency to build livable houses for people who do not yet have houses that meet health requirements. Thus the Regional Government can build livable houses for people who are considered incapable, namely the initial plan for 2016 of 27,526 houses, from the initial target of 2016 then entering 2017 the Regional Government has a target of building livable houses of 31,876 houses with the realization being 82,276 pieces with a percentage of 86% fall into the very good category.

The target to be built in 2018 was 38,876 (Target-Initial RPJMD Conditions) or as many as 38,300 livable houses built in 2018 21,091 realization to achieve the target in the RPJMD; The number of livable houses built in the 2018 Fiscal Year was sourced from the APBN of the Ministry of Social Affairs of the Republic of Indonesia which was implemented in 2 (two) Villages through 2 (two) programs namely the Remote Indigenous Community Program (KAT) implemented in Tes Village, Bikomi Utara District by building 45 units livable house with a total fund of IDR 675,000,000.-. Productive Economic Business Activities (UEP) are devoted to helping the poor coastal, small islands and borders between countries, this activity is carried out in Inbate Village, Bikomi Nilulat District by building 35 units of livable houses with a budget allocation of IDR 525,000,000

Realization of the construction of livable houses budgeted through the North Central Timor Regency APBD for the 2019 Fiscal Year cannot be implemented. This is because the nomenclature of activities in the technical instructions does not match the nomenclature of activities stated in the North Central Timor Regency APBD for the 2019 Fiscal Year, so the alignment was carried out during the Amendment to the North Central Timor Regency APBD for the 2019 Fiscal Year. The 2019 Revised APBD was determined at the end of the month November 2019 so that the time limit for the construction of livable houses is very short, namely only 1 (one) month. Regional regulations relating to the construction of livable houses continue to experience changes in the mechanism from the grant system to the direct expenditure system, making it difficult for the Public Housing, Settlement Areas and Land

Affairs Office of North Central Timor Regency to complete technical instructions for implementing the construction of habitable houses for the community in North Central Timor. Aloysisius Kobes<sup>15</sup>, that:

"The explanation regarding the non-achievement of the target indicators for livable houses in 2019 is dominant in the BERARTI program. Namely (1) The mechanism taken in the self-management program starting from planning, implementation and supervision is carried out by the KPS/Village Social Protection Card so that the KPS/Village is not ready or has limited human resources to carry out each stage of the MEANS program; (2) In preparing administrative and technical documents (KPS)/Villages cannot prepare according to the schedule set by the Office of Public Housing for Settlements and Land Areas (PRKPP) of North Central Timor Regency (Delays), so that most of the Villages included in the gazettelement could not be verified by the Service Team. From the majority of these villages, only 2 villages implemented it according to schedule (Supun Village, South Biboki District and Tunbes Village, Biboki Moenleu District); Performance achievements related to the increase in the number of livable houses in the people of North Central Timor Regency, although it has not been implemented perfectly, the government is trying to make gradual arrangements in government administration, especially in poverty alleviation related to primary needs for the community. This means that every year the Regional Government budget through the Special Allocation Fund (DAK) is still budgeted to improve the lives of the people of North Central Timor Regency through the construction of healthy homes. Meanwhile, the budget from the central government is through the Regional Income and Expenditure Budget (APBN), in which local communities must provide building materials that are local in nature to support the construction of livable houses for people in the regions, while people who do not yet have livable homes are they. those who are categorized as living below standard or a society with a weak economy making it very difficult to provide local materials to support development from the Central Government.

In implementing the Government Agency Performance Accountability System (SAKIP), a pattern of performance measurement is required that starts with strategic planning and ends with performance measurement of activities, programs and policies undertaken in order to achieve the vision, mission, goals and objectives that have been set. In order to carry out accountability, it also requires strong attention and commitment from the organization responsible for monitoring and assessing accountability for Government Agencies Accountability Reports (LAKIP). Furthermore, Wahyudi & Pawestri (2011), "Government agency performance accountability systems are a series of systematic processes from various components, tools and procedures designed to achieve performance management objectives, namely planning, performance setting and measurement, data collection, classification, summarizing, and performance reporting to government agencies in the framework of accountability and improving the performance of government agencies." Evi Panie<sup>16</sup>, that:

*"The central government, through APBN funds, has helped the community in the regions, especially in building livable houses, but the reality is that in the village, our community is so difficult that they do not have the ability to provide local materials in addition to building livable houses, the reason for this is the national program. as in the Self-help Company Stimulant Assistance (BSPS) program, the APBN and DAK sub-sector for Housing in Noelelo Village actually received 133 units of stimulant assistance for self-help housing, but only 59 units were implemented and were ultimately rejected."*

Both the Central Government and the Regional Government have provided funds to help people who still live in uninhabitable houses. livable, but in reality, the people in the regions are experiencing difficulties, especially the allocation of funds from the central government through the APBN, which incidentally means that local materials must be prepared by the community concerned, while the community has a difficult capacity to complete them so that allocated funds from the central government are not used. Finally, these funds can be returned to the state so that they are not recorded as corruption, collusion and nepotism against the state budget. This performance achievement is a benchmark that will be used in evaluating the performance of governance for a certain period. After the performance plan is set, the next step is performance measurement. In carrying out activities carried out through the collection and recording of performance data. The performance data is a performance achievement stated in a unit of performance indicators.

### **education authorities**

The second obligatory government affair is education. Education is a priority scale for the Regional Government because through education a person with adequate ability will assist the Regional Government in the context of the success of development in the North Central Timor District area. Education is placed in a very important position because human resources in the regions are very minimal and the average is high school (SMA) and junior high school (SLTP) graduates. This causes human resources in the area to be minimal in terms of their abilities. In general, the achievement of this target through predetermined indicators is said to have increased compared to the previous year. Efforts to achieve this goal are carried out by Office of Education, Youth and Sports. The results of the evaluation show that the targets achieved are categorized as good, but there are indicators that still need attention. There are several main problems encountered; (1) There is still a large number of school-age population, especially those who have completed junior high school education, who do not continue their education to senior high school level; (2) Limited class teachers/subject teachers at the junior high school and senior high school levels; (3) Limited quality and quantity of human resources in managing school libraries and other facilities and infrastructure; (4) There are still many teachers who have not been certified; (5) There is still a gap in the welfare level of teachers working in public schools and teachers in private schools; (6) The distribution of teachers and educational staff between regions and schools is not evenly distributed and proportionate; (7) The need for adequate budget allocation in order to achieve performance achievement according to the strategic plan; (8) The competence of the Principal is still below standard; (9) Limited number of supervisors.

The performance achievements in the education sector are still relatively low, not only seen from the number of dropouts from both the elementary, junior high and high school levels, but also the teaching staff, in this case the teachers are good, in terms of quantity and quality, it is still quite low in the North Central Timor District. , with this distribution, the Regional Government will not hesitate to increase the number of contract teachers, on the basis of the consideration that increasing the number of teachers will answer the demand for education because the number of teaching staff is not proportional to the number of schools in the North Central Timor District. In terms of numbers, it does not meet the requirements because there is a shortage of teaching staff, especially in terms of the quality of teaching staff, it is clear that it is still at an average standard, especially in the abilities of teaching staff in the context of implementing knowledge to students. The imbalance between teaching staff and the distribution of students in each Elementary School (SD), Junior High School (SLTP) and

Senior High School (SMA) resulted in the Regional Government (Regent) taking a stance to recruit an additional number of teaching staff which eventually caused polemics between the DPRD with the Regent. Raymundus Sau Fernandes<sup>18</sup>, that:

*"The polemic is true because the DPRD rejects increasing the number of contract teachers in the regions which is contained in the RPJMD with a total of 1,222 people and the Regent has taken a stance to increase the number to 1,827 contract workers. The Regent said the problem of education is a fixed price, because educating the nation's children is only through education, so that educators like it or not like it or not must be recruited to answer the need for education.*

The real fact in the field is that the number of students is indeed not proportional to the number of educators. As a result of the shortage of educational staff, the quality of students will obviously decline, thus the achievement of performance through education by the Regional Government is trying to improve, even though polemics always occur between the DPRD and the Regional Government. The Regional Government continues to strive to increase teacher capacity through various things, namely: (1) Increasing teacher competence through online diagnostic tests and improving educational qualifications and teacher certification programs; (2) Complete the construction of school facilities and infrastructure; (3) Providing supporting facilities for students from economically disadvantaged families in the form of scholarships, especially at the junior and senior high school levels; (4) Increasing the professionalism of teachers and school principals through workshops, technical guidance and training; (5) Propose the formation of subject/field of study teachers in the formation of CPNSD procurement and or the appointment of contract teachers as needed at each level of education; (5) Proposing the placement of PNS teachers in schools evenly and proportionally at every level of education; (6) Planning and allocating an adequate budget to improve the quality of education in North Central Timor District.

In accordance with the observations of researchers that the Regional Government of North Central Timor Regency has a considerable determination or ambition for the development of human resources. Great determination is marked by the development and improvement of the quality of teaching staff and the quality of students through various methods, such as the provision of libraries, mobile libraries such as the provision of mobile cars in every Elementary School (SD), Junior High School (SMP), High School (SMA) even in the world of higher education according to the schedule provided by the Library office, and the Regional Government cooperates with all schools to send literature that is in accordance with the development of the times to the Regional Government to be determined in the government budget and spent annually by the Regional Government. The aim is to build a learning culture for both educators and students with reading habits.

This real fact shows that the Regional Government in educating the lives of the nation's children is quite concerned, bearing in mind that the younger generation who have sufficient capacity in their fields will one day develop the North Central Timor Regency area. This is quite positive for the response of the Regional Government in the context of paying attention to the world of education.

### **Library and Archive Service**

To increase the ability of human resources in the region, the library has a vital role for the community in the North Central Timor District, because through the Library and Archive

Service it can provide references in the form of source books which are steps in relation to the development of knowledge for all. community in North Central Timor District.

Achievement of targets and programs regarding interest in reading for the community in North Central Timor District, as seen from the number of library visitors per year where in the initial plan of the 2016 RPJMD there were 17,098. so that the target for 2017 is 19,000 with the realization of 52,611 with a percentage of 276.9 including the very good category. Whereas in 2018 the number of visitors with a target of 21.00 with the realization of 39,484 visitors with a percentage of 188.01 in the very good category. In 2019 the target number of visitors was 157,568 with the realization of 672,568 visitors with a percentage of 415.05 Not good. In achieving this target, it is coordinated and carried out by the Library and Archives Service where from the indicators set there is 1 (one) indicator with a bad category, namely the number of books available in the library, 1 (one) category is quite good, namely the book titles available in the library 2 (two) very good categories, namely the number of library visits per year and the number of villages that have libraries.

The lack of budget, especially for increasing the number of books and the number of book titles available in the library; Limited quality and quantity of human resources in managing school libraries and other facilities and infrastructure; Solutions to overcome the problems mentioned above include: The need for adequate budget allocations to achieve performance achievements according to the strategic plan, especially for increasing the number and titles of books available in the library; Limited quality and quantity of human resources in managing libraries and other facilities and infrastructure.

### **Conclusion**

The pattern of the relationship between the Regional Government and DPRD Wannu et al. (2010), is considered to have not been implemented optimally in the administration of governance in North Central Timor District. It needs to be strengthened by adding a new variant, namely shared perception and effective communication with the power of local wisdom/Customs which has a very large influence to break into formal government, especially resolving conflicts related to the pattern of relations between the Regional Government and the DPRD. This research produces a new model in the pattern of the relationship between the Regional Government and the DPRD as governance and solutions in administering governance in the North Central Timor District area.

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