

## Effectiveness of the Riau Islands Province Planning, Research and Development Agency in Carrying out Priority Activities In the Riau Islands Province

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### Article Info

#### Keyword:

*Organizational Effectiveness, Priority Activities, Bapelitbang Riau Islands Province, ESDM*

#### Abstrak:

*This research aims to determine the effectiveness of the Riau Islands Province Planning, Research and Development Agency in carrying out priority activities in the Riau Islands Province. As well as knowing the obstacles that influence the effectiveness of the Riau Islands Province Planning, Research and Development Agency in carrying out priority activities in the Riau Islands Province. This research is descriptive qualitative in nature with data collection techniques in the form of interviews and observations. According to Richard M. Steers, effectiveness is usually used to measure the extent to which a group or organization is effective in achieving a goal. According to Steers (2014:45-48) the essence of organizational effectiveness is, Clarity of Goals, Philosophy, Composition and Structure, Organizational Technology and Organizational Environment. The results of this research are that there are several factors that influence the effectiveness of the Riau Islands Bapelitbang, including limited budget, lack of experts, lack of involvement of local government, community and other stakeholders, lack of availability and quality of accurate and up-to-date data and information, and lack of supervision. and regular and periodic evaluation. The limited budget makes it difficult for the Riau Islands Bapelitbang to meet its operational needs, such as purchasing tools and equipment, implementing training, and improving facilities and infrastructure. Apart from that, the lack of experts is an obstacle in implementing the Riau Islands Bapelitbang's priority activities. Adequate experts are required who have competence in accordance with the needs of Bapelitbang Riau Islands in carrying out priority activities. The involvement of local government, the community and stakeholders is a very important key factor in supporting and facilitating Bapelitbang Riau Islands activities so that they can run effectively and efficiently. The availability and quality of accurate and up-to-date data and information is an important factor in supporting the implementation of Bapelitbang Riau Islands' priority activities and the need for more regular and periodic monitoring and evaluation is very necessary to measure the effectiveness of Bapelitbang Riau Islands in carrying out priority activities, as well as making necessary repairs and improvements.*

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**INTRODUCTION**

The Reform Movement demands changes in the structure, culture and paradigm of government administration, especially in the implementation of the existing government bureaucracy. This is an urgent need to do it immediately considering that government bureaucracy has made a big contribution to the multidimensional crisis that has occurred so far.

The existing government has so far been considered less responsive and insensitive to demands for change, so that the level of people's trust in the integrity of the government has begun to be questioned and shows signs of decline with many forms of expression of people's dissatisfaction such as taking the law into their own hands, demonstrations, protests, criticism, verbal abuse and so on. other. Rasyid (2007:125) explains "The demand to realize good governance and clean government in state administration, to create a government that can carry out all its main tasks and carry out its mission, requires institutions and leaders who are ready to serve the community.

"Law Number 23 of 2014 concerning Regional Government and Law Number 33 of 2004 concerning Financial Balance between the Central and Regional Governments were created in response to community dynamics and various demands. This law gives significant authority to regional governments to manage their own households and create new opportunities to restructure the regional government system. The aim is to run the public bureaucracy efficiently, effectively, responsively, transparently and accountably in accordance with the needs of the community.

In order to create a bureaucracy that can adapt to rapid and strategic environmental changes, fundamental changes are needed in the regional government structure. The consequence of implementing this law is that regional governments must improve their performance in administering government, development and services to the community. This illustrates the importance of bureaucratic transformation to face the challenges of a dynamic era.

The implementation of good governance is reflected in the performance accountability system of government agencies. Accountability is a manifestation of the agency's obligation to account for the success and failure of mission implementation in achieving the goals and targets that have been set through accountability carried out periodically in the Government Agency Performance Accountability Report (LAKIP).

The Riau Islands Provincial Planning, Research and Development Agency (BARENLITBANG) as one of the regional government agencies, in accordance with its field of duties, assists the Regional Head, in this case the Governor and Deputy Governor, in carrying out the government in the field of development planning, and is also obliged to prepare strategic plans. In this way, it is hoped that you can position yourself professionally so that you can determine the direction of development in improving your performance, which is able to respond to the demands of strategic environmental developments, both local, regional, national and global.

The strategic plan prepared by Berenlitbang is the first step to carry out the mandate mentioned above, which in its preparation requires carrying out an analysis of the environment, both internal and external, which is an important step by taking into account strengths, weaknesses, opportunities, and existing challenges. This plan is a process that is oriented towards the processes and results to be achieved within a period of five years, while still taking into account the existing potential of both human and natural resources, strengths, weaknesses, opportunities and challenges faced.

The effectiveness of the Riau Islands Province Planning, Research and Development Agency as an agency is greatly influenced by the ability of existing employees to create an effective work mechanism and requires management that is able to mobilize and organize

existing resources, so that an existing planning concept provide benefits effectively and efficiently. Preparing and determining implementation plans for work program activities related to development planning tasks, it is also mandatory to prepare strategic plans by inventorying, recapitulating and detailing the types and number of activities to be carried out as well as making implementation schedules so that the vision, mission and objectives to be set can be implemented smoothly. good and according to existing targets.

Soemardi (2016: 187), who further explains "that a person has achieved high productivity if he is able to display good work results in accordance with the standards set by the organization itself." Furthermore, so that the main tasks and functions can be more powerful and effective and can be carried out optimally, it is very necessary to have apparatus or employees who have high competence and performance and are in line with the demands of the current era of regional autonomy. With apparatus or employees who have competence and high performance, it is hoped that the process and results or output of the plans made and prepared will be truly useful and can better guarantee activities to run effectively, efficiently and targeted in achieving the goals that have been set. .

The existence of an organization will be more effective depending on the existing employees or human resources. Apart from that, employees are also required to have work experience, because experience is the most valuable teacher, so that employees are able to overcome work problems without experiencing difficulties and always try to understand the work program that has been determined. A leader is also one of the supporters of the smooth running of the organization which refers to organizational effectiveness. The tendency for team collaboration to be less effective in carrying out its main tasks and functions.

Symptoms found in the Planning, Research and Development Agency of the Riau Islands Province included that there were still several employees in the Planning, Research and Development Agency of the Riau Islands Province who were still working individually/personally, resulting in work carried out in a particular field of work often experiencing misunderstandings. and this results in the work having to be redone so that it requires more time and energy and this is less effective, of course there are still some employees who have a thinking paradigm that tends to be feudal in the sense that seniority is more emphasized in carrying out a job compared to ability or expertise. an employee in carrying out a job, resulting in a gap or distance between new employees and employees who have worked for a long time at the Riau Islands Provincial Planning, Research and Development Agency.

Along with the development of application technology used in development planning, it also often changes according to central government policy, so that sometimes there are obstacles faced by employees in carrying out work at the Riau Islands Province Research and Development Planning Agency. Then there is still the habit of transferring employees every year so that this disrupts the existing work processes at the Riau Islands Province Planning, Research and Development Agency, as has happened, there are employees who previously specialized in planning and development and have understood existing applications. Due to the mutation process, the employee also moved to another agency which is included in the Regional Apparatus Organization of the Riau Islands Provincial Government. Of course, the position left by the employee was replaced with a new employee so that carrying out the work took a little time because it needed to be adjusted to the application and new working conditions and the lack of ability of employees in the Riau Islands Province Research and Development Planning Agency. This is due to the low level of employee awareness in participating in education and training on programs/activities related to planning and development held at both the Islands Province government level. Riau and at the national level, giving rise to negative assumptions with the misuse of fictitious SPPD but the results of the education and training cannot be applied at the Riau Islands Province Research and Development Planning Agency.

In research written by Dwi Wahyudi entitled the role of Information Systems in increasing work effectiveness. This research focuses on Information Systems. Information systems implemented in organizations are components that are part of the organization together with individuals within the organization to interact with each other and utilize each other to obtain effective and efficient work results. An information system is a form of system that functions to assist its users in making decisions. Husein and Wibowo (2011) state that a system is a set of interconnected components that function to collect, process, store and

distribute information to support decision making and supervision in an organization. Meanwhile, Ladjamudin (2012) states that a system is a collection of components or elements or subsystems. The aim of implementing an information system is to provide information to support decision making and supervision in organizational activities. The success of an information system in an organization depends on how the system is run and provides convenience for its users and is able to utilize the technology used. Utilization of information systems will contribute to performance effectiveness (Nandasari & Ramlah, 2019). DeLone & McLean (2003) developed a parsimony model (complete but simple) called the information system success model, a model that describes the dependence on the success of the IS Success Model information system, these are: system quality, information quality, use ( use) and user satisfaction. The information system success model above uses basic processes and causal relationships. Process considerations are used because the system consists of several processes, namely one process follows another process. The research results show that system quality, information quality, ease of use and user satisfaction are factors that influence employee work effectiveness, so good system quality and information quality, and supported by optimal intensity of use and user satisfaction can increase employee work effectiveness. The process of adopting information technology in the form of information system development aims to achieve organizational effectiveness. According to Richard M. Steers, effectiveness comes from effectiveness, that is, a job is said to be effective if a job can produce one unit of output. A job is said to be effective if the job can be completed on time, according to the plan that has been set.

According to Richard M. Steers, effectiveness is usually used to measure the extent to which a group or organization is effective in achieving a goal. Meanwhile, work effectiveness is the level to which a person or group carries out its main tasks to achieve the desired targets. The author can analogize this to work effectiveness as a measure of completing work achievements that have been determined in accordance with organizational procedures and objectives, as well as the ability to carry out activities that have been determined by an institution to achieve goals and achieve maximum success. According to Steers (2014:45-48) organizational effectiveness is as follows:

1. Clarity of Goal
2. Philosophy
3. Composition and Structure
4. Organizational Technology
5. Organizational Environment

From the description of the background to the problem above, it is indicated that employees at the Riau Islands Province Research and Development Planning Agency play a large role in an organization. Then the organization will be more effective and optimal in carrying out its duties in accordance with the desired goals. As the main problem stated, the problem in this research is that problems involving government affairs, each of which is handed over to those in their respective fields, seem very difficult and even complicated so that they seem less skilled.

If the implementation of the tasks that have been handed over to those in their respective fields is not carried out as optimally as possible and even seems slow, then we can conclude that the common goal will not be achieved as previously determined. With the main problem of this research being the lack of effectiveness of the Riau Islands Province Research and Development Planning Agency in carrying out its main tasks and functions more optimally, the author tries to put it into a problem formulation as follows: **"How is the effectiveness of the Riau Islands Province Planning, Research and Development Agency? "In Carrying Out Priority Activities in the Riau Islands Province?"**

This research also aims to determine the effectiveness of the Riau Islands Province Planning, Research and Development Agency in carrying out priority activities in the Riau Islands Province. As well as knowing the obstacles that influence the effectiveness of the Riau Islands Province Planning, Research and Development Agency in carrying out priority activities in the Riau Islands Province.

## **RESEARCH METHODS**

This research is descriptive research with a qualitative approach. This research will describe and explain the problems that occur, the data and facts of which come from secondary data and primary data. Data collection uses observation and interview techniques. The data analysis used to analyze the data obtained from this research is qualitative descriptive analysis, namely efforts made by working with data, organizing data, sorting it into manageable units, synthesizing it, looking for and finding patterns, finding what what is important and what was learned and deciding what to tell others.

## **RESULTS AND DISCUSSION**

### **Effectiveness of the Riau Islands Province Planning, Research and Development Agency in Carrying out Priority Activities**

The Riau Islands Province Planning, Research and Development Agency (BAPELITBANG) has a very important role in carrying out priority activities in the province. BAPELITBANG has the main task of preparing provincial development and development plans, as well as conducting research and evaluation of development activities that have been carried out. Apart from that, BAPELITBANG must also be able to coordinate development activities with various government and private agencies, as well as the community.

In carrying out its duties, BAPELITBANG must face various challenges. One of them is the limited budget and human resources available. BAPELITBANG must be able to optimize the use of existing budgets to meet provincial development needs. Apart from that, BAPELITBANG must also be able to recruit qualified experts to assist in research and development activities.

The Riau Islands Province Planning, Research and Development Agency (BAPELITBANG) has very important duties and functions in the development of the province. One of BAPELITBANG's main tasks is to carry out priority activities that will have a positive impact on community development and welfare. Therefore, in this essay we will discuss priority activities carried out by BAPELITBANG Riau Islands Province.

One of BAPELITBANG's priority activities is the development of the tourism sector. The Riau Islands have enormous tourism potential, but this potential has not been exploited optimally. Therefore, BAPELITBANG seeks to increase promotion and marketing of tourist destinations in the Riau Islands, as well as develop tourism infrastructure such as roads, ports and airports. This is expected to increase the number of tourist visits to the Riau Islands and have a positive impact on the economy of the local community.

BAPELITBANG also carries out priority activities in the field of education. BAPELITBANG strives to improve the quality of education in the Riau Islands through programs to improve the quality of teachers and teaching staff, develop curricula that suit community needs, and build educational facilities and infrastructure. This is expected to improve the quality of human resources in the Riau Islands and accelerate development in various sectors.

Furthermore, BAPELITBANG also carries out priority activities in the health sector. BAPELITBANG seeks to increase public access to health services by improving health facilities and infrastructure, improving the quality of health services, and carrying out health promotion programs to increase public awareness of the importance of maintaining health. This is expected to improve the quality of life of the people of the Riau Islands and accelerate development in various sectors.

Apart from that, BAPELITBANG also carries out priority activities in the agricultural sector. The Riau Islands have great agricultural potential, but it has not been exploited optimally. Therefore, BAPELITBANG seeks to increase agricultural productivity by providing education and training to farmers, as well as developing agricultural infrastructure such as irrigation, roads and markets. This is expected to improve the welfare of farmers and accelerate development in various sectors.

Furthermore, BAPELITBANG also carries out priority activities in the energy and natural resources sector. The Riau Islands have large energy potential and natural resources, but have not been utilized optimally. Therefore, BAPELITBANG is trying to increase energy utilization.

The Riau Islands Province Planning, Research and Development Agency (BAPELITBANG) has very important duties and functions in the development of the province.

One of BAPELITBANG's main tasks is to carry out priority activities that will have a positive impact on community development and welfare.

In carrying out priority activities, BAPELITBANG must have a clear and measurable plan. This is important to ensure that the priority activities carried out are in accordance with the objectives to be achieved. Apart from that, a clear plan also makes it easier to monitor and evaluate the activities carried out. Furthermore, BAPELITBANG must also be able to manage the budget effectively. Effective use of the budget will enable BAPELITBANG to carry out priority activities optimally and provide a greater impact on society.

Apart from that, BAPELITBANG must also have quality human resources. A quality workforce will make it easier to carry out priority activities effectively and efficiently. BAPELITBANG must also be able to provide training and development for employees so that they have skills appropriate to their duties and responsibilities. Then, BAPELITBANG must be able to coordinate with related agencies in carrying out priority activities. This is important to ensure that priority activities carried out by BAPELITBANG do not conflict with existing programs in other agencies.

Furthermore, BAPELITBANG must be able to promote and market the priority activities carried out. Effective promotion will make it easier to invite the public to participate in priority activities carried out, so that it can have a greater impact on development and community welfare. BAPELITBANG must be able to monitor and evaluate the priority activities carried out. Effective monitoring and evaluation will make it easier to evaluate the success of priority activities and make improvements if necessary. BAPELITBANG must also be able to innovate in carrying out priority activities. The innovations carried out by BAPELITBANG will make it possible to increase the effectiveness of priority activities and provide a greater impact on society.

Then, BAPELITBANG must also be able to collaborate with the private sector in carrying out priority activities. Collaboration with the private sector can provide support in developing infrastructure and investment that can improve community welfare. In addition, BAPELITBANG must be able to maintain and improve the quality of the products or services offered. Good quality products or services will make it easier to gain public trust and support. Furthermore, BAPELITBANG must be able to provide good and fast service in carrying out priority activities. Good and fast service will be carried out in accordance with the mandate of the Public Service Law.

The Riau Islands Provincial Planning, Research and Development Agency (BAPELITBANG Riau Islands) is one of the agencies at the provincial level responsible for carrying out planning, research and development in the Riau Islands region. The main task of BAPELITBANG Riau Islands is to accelerate economic growth and community welfare through the development of strategic sectors in the region.

Effectiveness is the ability to choose the right goals or the right equipment to achieve the set goals. In the work environment, effectiveness is an important factor in assessing an employee's performance. Performance effectiveness can be a benchmark for an employee's work ability and professionalism in achieving organizational goals optimally. Performance effectiveness refers to an employee's ability to achieve predetermined goals in an efficient and effective manner. In this case, efficiency is related to the optimal use of available resources, while effectiveness is related to achieving goals effectively. In this context, performance effectiveness does not only focus on the final results achieved, but also on the processes carried out to achieve these results.

In assessing employee abilities and professionalism, the concept of total performance effectiveness needs to be considered. Total performance effectiveness refers to an employee's ability to achieve overall organizational goals. In this case, it is important for an employee to understand the overall goals of the organization and ensure that their performance can help achieve these goals.

In practice, there are several factors that influence the effectiveness of an employee's performance, such as technical ability, interpersonal ability, and managerial ability. Technical capabilities relate to the special skills and knowledge required to complete assigned tasks and responsibilities. Interpersonal skills relate to the ability to interact with other people effectively, while managerial skills relate to the ability to organize resources and lead others.

To carry out priority activities, BAPELITBANG Riau Islands has three main functions, namely planning, research and development. In this case, the effectiveness of the Riau Islands

BAPELITBANG can be measured by how well these functions are carried out to achieve development goals in the Riau Islands region. In general, BAPELITBANG Riau Islands has carried out various activities to increase its effectiveness in carrying out priority activities. Several things that can be used as indicators of the effectiveness of the Riau Islands BAPELITBANG include planning quality, research quality and development quality.

### **1. Quality of Planning**

BAPELITBANG Riau Islands must be able to prepare a clear and structured development plan to achieve development goals in the Riau Islands region. Good planning will help the agency to prioritize important development activities and avoid activities that are less effective.

To achieve this goal, agencies need to demonstrate effectiveness in various aspects, one of which is planning. Planning quality indicators become benchmarks in assessing performance effectiveness. This refers to a) Effective planning is planning that is able to determine clear and specific goals. The Riau Islands Bapelitbang needs to make plans that are in accordance with the goals and objectives to be achieved in conducting research and development in the Riau Islands region.

The plan must consider external factors such as changes in the environment and government policies that can affect the implementation of the plan. b) Effective planning must also consider the availability of resources, both human resources, natural resources and financial resources. Bapelitbang Riau Islands needs to ensure that the plans made can be implemented with available resources, c) Effective plans must be realistic and measurable. The Riau Islands Bapelitbang needs to ensure that the plans made can be achieved within the specified time limit and can be measured objectively. In this case, performance indicators can be used to measure the extent to which the plan can be achieved. c) Effective planning must also involve stakeholders related to research and development in the Riau Islands region. The Riau Islands Bapelitbang needs to ensure that the plans made involve all relevant parties, including academics, local government, industry and the community, d) Effective planning must also be flexible and adaptive to changes in situations and conditions that occur. The Riau Islands Bapelitbang needs to ensure that the plans made can adapt to changes in the environment and conditions that occur, so that the goals and targets set can still be achieved.

### **2. Research Quality**

Research conducted by BAPELITBANG Riau Islands must obtain accurate and valid data to assist decision making. Good research will enable the Riau Islands BAPELITBANG to understand community needs and evaluate development activities that have been carried out.

To achieve this goal, agencies need to demonstrate effectiveness in various aspects, one of which is in conducting research. Research quality indicators are a benchmark in assessing the effectiveness of the Riau Islands BAPELITBANG.

The effectiveness of the Riau Islands BAPELITBANG can be seen from research quality indicators, namely:

- a. Effective research is research that is able to determine clear and specific research needs. Bapelitbang Riau Islands needs to conduct research that is in accordance with the needs and targets to be achieved in carrying out development in the Riau Islands region. The research must consider external factors such as environmental changes and government policies that can influence the implementation of the research,
- b. Effective research must also use appropriate research methods. The Riau Islands Bapelitbang needs to ensure that the research methods used can produce accurate data and can be used to evaluate the success of the research. Selection of appropriate research methods must also consider the availability of human and financial resources,
- c. Effective research must also involve stakeholders related to research in the Riau Islands region. The Riau Islands Bapelitbang needs to ensure that the research carried out involves all relevant parties, including academics, local government, industry and the community.
- d. Effective research must also be in accordance with existing government policies. The Riau Islands Bapelitbang needs to ensure that the research carried out has taken into account existing government policies, so that the research results can be utilized optimally by the regional government,

- e. Effective research must make a significant contribution to the development of the Riau Islands region. Bapelitbang Riau Islands needs to ensure that the research results produced can be used to improve community welfare and develop potential sectors in the Riau Islands region

### 3. Development Quality

Development carried out by BAPELITBANG Riau Islands must be effective in improving the quality of life of the community and providing sustainable benefits. Good development will enable the Riau Islands BAPELITBANG to produce products that can be implemented in development activities.

In carrying out priority activities, BAPELITBANG Riau Islands must also be able to coordinate with various related agencies, such as regional government, non-governmental organizations and the private sector. This aims to ensure that the development activities carried out run effectively and efficiently.

BAPELITBANG Riau Islands is responsible for carrying out development in various sectors in the Riau Islands region. Therefore, the effectiveness of BAPELITBANG can be measured by looking at development quality indicators. The following is a discussion of how the effectiveness of the Riau Islands BAPELITBANG is seen from development quality indicators:

- A. Effective development must be able to determine clear and specific needs. The Riau Islands Bapelitbang needs to carry out developments that are in accordance with the needs and targets to be achieved in developing the Riau Islands region. This development must consider external factors such as environmental changes and government policies that can influence the implementation of development,
- B. Effective development must also use appropriate development strategies. The Riau Islands Bapelitbang needs to ensure that the development strategy used can produce optimal results and can be used to evaluate the success of development. Choosing the right development strategy must also consider the availability of human and financial resources,
- C. Effective development must also involve stakeholders related to development in the Riau Islands region. The Riau Islands Bapelitbang needs to ensure that the development carried out involves all relevant parties, including academics, local government, industry and the community.
- D. Effective development must also be in accordance with existing government policies. The Riau Islands Bapelitbang needs to ensure that the development carried out has taken into account existing government policies, so that the results of the development can be utilized optimally by the regional government,
- E. Effective development must make a significant contribution to the development of the Riau Islands region. BAPELITBANG Riau Islands needs to ensure that the resulting development results can be used to improve community welfare and develop potential sectors in the Riau Islands region. In this case, the effectiveness of the Riau Islands BAPELITBANG can be seen from the extent to which they are able to produce appropriate development strategies

### **Obstacles that Influence the Effectiveness of the Riau Islands BAPELITBANG in Carrying out Priority Activities**

The Riau Islands Province Planning, Research and Development Agency (Bapelitbang Kepri) is the institution responsible for planning, research and development in the Riau Islands Province. As an agency that has an important role in regional development, Bapelitbang Riau Islands must be able to carry out priority activities effectively and efficiently. However, there are several obstacles that can affect the effectiveness of the Riau Islands Bapelitbang in carrying out priority activities, including:

- a. Budget limitations are one of the main obstacles often faced by Bapelitbang Riau Islands in carrying out priority activities. The lack of available budget can limit the institution in carrying out priority activities which are expected to improve the performance and effectiveness of Bapelitbang Riau Islands.

Budget limitations can have an impact on the quality of activities carried out. If the available budget is insufficient, the Riau Islands Bapelitbang may have to cut costs required for carrying out activities, such as research costs, transportation and equipment procurement.



This can affect the quality of activity output and have a negative impact on achieving regional development goals. Apart from that, budget limitations can also affect the recruitment and development of human resources (HR) of Bapelitbang Riau Islands. If the budget is limited, the Riau Islands Bapelitbang may not be able to provide sufficient salaries and benefits to attract and retain quality human resources. As a result, the quality of human resources can decline and have an impact on the quality of Bapelitbang Kepri's performance.

To overcome budget limitations, the Riau Islands Bapelitbang can carry out various strategies, such as optimizing the use of the available budget, implementing efficiency and effectiveness in using the budget, looking for alternative funding sources from outside the government, and collaborating with other parties to overcome budget limitations..

- b. The lack of experts or qualified human resources is very important in carrying out priority activities. However, sometimes the Riau Islands Bapelitbang experiences difficulty in finding experts who meet the required criteria and qualifications. Lack of experts can hinder the effective implementation of priority activities

Bapelitbang Riau Islands is experiencing problems in terms of the lack of adequate experts or human resources (HR) to carry out priority tasks. As an institution responsible for regional planning, research and development, Bapelitbang Riau Islands requires competent experts in their fields to be able to produce quality work.

The lack of experts or adequate human resources can affect the quality of Bapelitbang Riau Islands' performance in carrying out priority activities. If the available experts are insufficient or insufficient, then the implementation of priority activities can be hampered and the output produced will not be in accordance with the expected standards. This can have a negative impact on achieving regional development goals.

Apart from that, the lack of experts or adequate human resources can also affect the ability of Bapelitbang Riau Islands to develop effective and efficient priority programs. If there are not adequate experts, the Riau Islands Bapelitbang may not be able to design programs that suit regional needs and potential, so that the resulting programs are not on target and do not provide optimal benefits for the community.

To overcome this obstacle, the Riau Islands Bapelitbang can carry out various strategies, such as recruiting experts who are competent and experienced in their fields, providing training and development to existing experts to improve their competence, and collaborating with other institutions or agencies to obtain staff support. experts and human resources needed.

- c. Lack of involvement of related parties, such as local government, community and other stakeholders, is very important in carrying out priority activities. However, sometimes the Riau Islands Bapelitbang experiences difficulties in building cooperation with related parties, so that the implementation of priority activities cannot run smoothly.

The involvement of local government, the community and other stakeholders is important in supporting the effectiveness of Bapelitbang Riau Islands in carrying out priority tasks. Lack of involvement from these parties can affect the quality of the Riau Islands Bapelitbang's performance in planning, conducting research and developing priority programs.

Lack of local government involvement can make the Riau Islands Bapelitbang face obstacles in decision making, for example when having to determine priorities for regional development programs. Without regional government support, Bapelitbang Riau Islands may not be able to produce policies and programs that suit regional needs and potential. Apart from that, the lack of support from the regional government can also affect the budget allocated for Bapelitbang Riau Islands activities.

Lack of involvement from the community and other stakeholders can also affect the effectiveness of the Riau Islands Bapelitbang in carrying out priority tasks. The community and other stakeholders can provide valuable input and views regarding regional needs and potential that need to be considered in planning, research and development of priority programs. Without their support and involvement, Bapelitbang Riau Islands may not be able to obtain sufficient information and input to develop programs that are right on target and provide optimal benefits for the community.

To overcome this obstacle, the Riau Islands Bapelitbang can make various efforts, such as increasing communication and cooperation with local governments, communities and other stakeholders to obtain the necessary support and input. Apart from that, Bapelitbang Riau Islands can also carry out campaigns and outreach to increase public and other stakeholders'

awareness of the important role of Bapelitbang Riau Islands in regional development, so that they can be more active in providing support and input.

- d. The lack of availability of accurate and up-to-date data and information is very important in carrying out priority activities. However, sometimes the Riau Islands Bapelitbang experiences difficulties in obtaining the required data and information. Lack of availability of data and information can hinder the institution in making appropriate and effective decisions,

One of the obstacles often faced by Bapelitbang Riau Islands in carrying out priority tasks is the lack of availability of accurate and up-to-date data and information. Without adequate data and information, Bapelitbang Riau Islands will have difficulty making the right decisions and formulating effective strategies. Apart from that, inaccurate data and information can also result in errors in planning and policy making, which in the end can affect the effectiveness and efficiency of the activities carried out.

Therefore, Bapelitbang Riau Islands needs to make efforts to increase the availability and quality of data and information needed to carry out priority tasks. These efforts can be made by collaborating with related parties to obtain the necessary data and information, as well as processing the data and information effectively and efficiently so that it can be used as a basis for making appropriate decisions.

- e. The lack of regular and periodic monitoring and evaluation is very important in assessing the performance and effectiveness of Bapelitbang Riau Islands in carrying out priority activities. However, sometimes these institutions experience difficulties in carrying out monitoring and evaluation regularly and periodically, so that the performance and effectiveness of Bapelitbang Riau Islands is difficult to assess properly.

The lack of regular and periodic monitoring and evaluation is one of the obstacles that affects the effectiveness of Bapelitbang Riau Islands in carrying out priority tasks. Without good supervision and evaluation, it is difficult for Bapelitbang Riau Islands to know the extent of success and failure in carrying out the priority tasks that have been determined. This can cause waste of resources and time, as well as affect the quality of the results produced. Therefore, regular and periodic monitoring and evaluation is very important for Bapelitbang Riau Islands to carry out priority tasks.

With good monitoring and evaluation, Bapelitbang Riau Islands can find out the extent of performance and achievements that have been achieved, as well as correct any weaknesses found. These efforts can increase the effectiveness and efficiency of the activities carried out, so that the priority goals that have been set can be better achieved.

To increase the effectiveness of Bapelitbang Riau Islands in carrying out priority activities, concrete and integrated efforts are needed. Here are some steps you can take, namely:

- Bapelitbang Riau Islands needs to improve the quality of its human resources by providing training and development to its staff, especially in terms of the use of information technology and project management. Apart from that, Bapelitbang Riau Islands can also collaborate with universities and research institutions to improve the quality of research carried out,
- Riau Islands Bapelitbang must strengthen coordination with related agencies, such as SKPD and non-governmental organizations, to ensure that priority activities are carried out in accordance with community needs and regional development goals. This will also minimize overlapping programs and activities,
- Riau Islands Bapelitbang can utilize information technology to speed up the process of planning, implementing and evaluating priority activities. The use of applications or information systems can facilitate monitoring and evaluation of activities, and
- Bapelitbang Riau Islands needs to improve the quality of priority activity planning by adopting a structured and measurable approach. This can be done by strengthening analysis of community needs and ensuring that the programs and activities carried out have a significant positive impact.

Development Agency (Bapelitbang Kepri) has never had an employee in the functional position of planner. However, to improve the competence of planners, Bapelitbang Riau Islands always makes efforts to assign general structural and functional officials to take part in various technical training activities for planners. Even though Bapelitbang Riau Islands does not yet have employees in the functional position of planner, efforts to increase the competency of planners through assigning general structural and functional officials to take part in technical planning training can be used as an alternative to strengthen the competency of planners within the organization. Through this effort, it is hoped that the Riau Islands Bapelitbang can carry out the priority tasks that have been set more effectively and efficiently.

The assignment of structural officials and functional employees in the Riau Islands Bapelitbang aims to develop competence and insight in the field of development planning as well as understanding and mastery of related new policies. This assignment was carried out in order to improve the quality of human resources and optimize the role of the Riau Islands Bapelitbang in developing regional development planning

The assignment of structural officials and functional employees is expected to have understanding and skills in planning techniques that suit regional needs. This is expected to enrich their experience and knowledge in the field of planning. Apart from that, this assignment is expected to increase cooperation between work units and coordination in developing regional development plans. Ultimately, this assignment is expected to increase the effectiveness of the Riau Islands Planning, Research and Development Agency in preparing and implementing regional development plans that are sustainable and beneficial to the local community.

on the description above, the implications of the findings can be explained as follows:

- a. It is important to increase the budget for Bapelitbang Riau Islands in order to maximize the implementation of priority activities and improve the quality of services provided to the community.

The Riau Islands Province (Kepri) Planning, Research and Development Agency (Bapelitbang) has a key role in regional development. One of the main obstacles faced by the Riau Islands Bapelitbang in carrying out its duties is budget limitations. Increasing the budget is important to enable the Riau Islands Bapelitbang to carry out priority activities optimally. With an adequate budget, Bapelitbang Riau Islands can build the necessary infrastructure and conduct high-quality research, producing programs and activities that benefit society.

An increase in the budget also has the potential to improve the quality of service to the community by improving facilities and infrastructure as well as providing training to Bapelitbang Riau Islands employees. In addition, a larger budget can support more effective monitoring and evaluation, as well as increase engagement with local governments, communities and other stakeholders, to achieve priority programs and activities that are beneficial for the Riau Islands Province.

- b. It is necessary to recruit and train experts who are more adequate and have competencies that are in accordance with the needs of Bapelitbang Riau Islands in carrying out priority activities

The Riau Islands Province (Kepri) Planning, Research and Development Agency (Bapelitbang) requires reliable and qualified experts to carry out its duties and responsibilities. Recruitment and training of experts in accordance with the needs of Bapelitbang Riau Islands is very important. Proper recruitment will ensure that Bapelitbang Riau Islands has human resources capable of carrying out priority activities well, reducing the need for expensive outsourcing and increasing efficiency. Training of experts is also important to improve the competency and quality of human resources at Bapelitbang Riau Islands, help them carry out their duties better, and improve the organization's image in the eyes of the public.

In conclusion, recruiting and training quality experts is very important for Bapelitbang Riau Islands in achieving effectiveness, efficiency and a good image in the eyes of the community as well as achieving the organization's long-term goals. Therefore, adequate support and budget from the local government is needed to carry out this process well.

- c. It requires the involvement of local governments, communities and other stakeholders in supporting and facilitating Bapelitbang Riau Islands activities so that they can run effectively and efficiently.

The involvement of local governments, communities and other stakeholders is considered very important in supporting and facilitating the activities of the Riau Islands Province Planning, Research and Development Agency (Bapelitbang)

- d. Efforts are needed to increase the availability and quality of accurate and up-to-date data and information to support the implementation of Bapelitbang Riau Islands' priority activities.

The Riau Islands Province (Kepri) Planning, Research and Development Agency (Bapelitbang) really needs accurate and up-to-date data and information to carry out its duties. This data and information must provide a clear and comprehensive picture of development conditions in the Riau Islands Province, including statistical, geospatial, population data, and so on.

The aim of increasing the availability and quality of data and information is to improve the quality of planning, decision making and implementation of priority activities. One effort to achieve this goal is to conduct regular surveys and data collection, both by Bapelitbang Riau Islands itself and through collaboration with related agencies such as BPS and the Population and Civil Registry Service. This data and information must be managed well so that it can be accessed by all parties who need it.

Bapelitbang Riau Islands also needs to develop a Geographic Information System (GIS) that can integrate data and information from various sources. This system must be easy to use and provide accurate and up-to-date information, thereby helping in more effective planning and decision making. Increasing the availability and quality of data and information also requires increasing skills and abilities in data processing and analysis. Bapelitbang Riau Islands can collaborate with educational institutions for training and competency development in the fields of information technology and data processing.

In addition, the application of appropriate information technology, such as statistical software and GIS applications, needs to be implemented. Adequate information technology and network infrastructure is also needed so that data and information can be accessed easily. Data and information security is also important, and Bapelitbang Riau Islands needs to develop an appropriate data and information security system to maintain the confidentiality and integrity of the data and information collected.

- e. There is a need for more regular and periodic monitoring and evaluation in order to measure the effectiveness of the Riau Islands Bapelitbang in carrying out priority activities, as well as making necessary improvements and enhancements.

Regular and periodic monitoring and evaluation is very important to maintain the performance of an organization, including the Riau Islands Province Planning, Research and Development Agency (Bapelitbang) in carrying out its priority activities. This helps measure the effectiveness of Bapelitbang Riau Islands and make necessary improvements. Routine monitoring and evaluation efforts help Bapelitbang Riau Islands detect problems in the implementation of priority activities and take action to overcome them.

Apart from that, regular and periodic monitoring and evaluation can also help Bapelitbang Riau Islands improve the quality of services provided to the community by identifying weaknesses in the implementation of activities and taking appropriate corrective action. Monitoring and evaluation also provides benefits to other parties, such as local governments and stakeholders, by providing information about the performance of Bapelitbang Riau Islands in carrying out priority activities.

## CONCLUSION

Based on the research results, it can be concluded that the Riau Islands Province Planning, Research and Development Agency (Bapelitbang Kepri) is still experiencing problems in carrying out priority activities. There are several factors that influence the effectiveness of Bapelitbang Riau Islands, including limited budget, lack of expert staff, lack of involvement of local government, community and other stakeholders, lack of availability and quality of accurate and up-to-date data and information, as well as lack of regular monitoring and evaluation and periodically.

First, budget limitations are the main obstacle in implementing Bapelitbang Riau Islands' priority activities. The limited budget makes it difficult for the Riau Islands Bapelitbang to meet its operational needs, such as purchasing tools and equipment, implementing training, and

improving facilities and infrastructure. Therefore, it is necessary to increase the budget so that Bapelitbang Riau Islands can maximize the implementation of priority activities and improve the quality of services provided to the community.

Second, the lack of experts is an obstacle in implementing the Riau Islands Bapelitbang's priority activities. Adequate experts are required who have competence in accordance with the needs of Bapelitbang Riau Islands in carrying out priority activities. Therefore, it is necessary to recruit and train experts who are more adequate and have competencies that suit the needs of Bapelitbang Riau Islands.

Third, the involvement of local governments, communities and other stakeholders is an important factor in supporting and facilitating Bapelitbang Riau Islands activities so that they can run effectively and efficiently. Therefore, active involvement is needed from the local government, community and other stakeholders to support the Riau Islands Bapelitbang activities and facilitate their implementation.

Fourth, the availability and quality of accurate and up-to-date data and information is an important factor in supporting the implementation of Bapelitbang Riau Islands' priority activities. Efforts are needed to increase the availability and quality of accurate and up-to-date data and information to support the implementation of Bapelitbang Riau Islands' priority activities.

Fifth, more regular and periodic monitoring and evaluation is needed to measure the effectiveness of Bapelitbang Riau Islands in carrying out priority activities, as well as making necessary improvements and improvements. With more regular and periodic monitoring and evaluation, it can be ensured that the Riau Islands Bapelitbang activities are running in accordance with the plans and objectives that have been set.

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