

## Evaluation of Subdistrict Tasks in Implementation the Authority for Small-Scale Development in Kutai Kartanegara Regency

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### **Abstract**

*The implementation of sub-district tasks in managing small-scale development, which is the delegation of authority from the Regent of Kutai Kartanegara, has not been running optimally. This study aims to evaluate the authority of the sub-district in implementing small-scale development. The research method is descriptive qualitative by collecting data through semi-structured interviews conducted in 3 sub-districts and using a questionnaire for all locations in 15 sub-districts which are the source of the data. with the determination of informants by purposive sampling. From the results of the study, it has been concluded that the sub-district's authority in managing small-scale development cannot be fully implemented, this is due to the lack of clarity in the provisions regarding the criteria and specifications for an activity in the delegation of authority regulations, the weak coordination link between the sub-districts and the relevant local government agencies in the framework of the integrated planning system, lack of capacity sub-district officials in carrying out their duties, there is no measurable sub-district performance indicators and targets, it is recommended to the Kutai Kartanegara Regency Government to review to make improvements and development of policies regarding the delegation of the Regent's authority to the Camat, especially related to small-scale management policies and adjusting to the prevailing laws and regulations governing regional and sub-district governments.*

**Keywords:** *subdistrict tasks evaluation, authority, small-scale development*

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## Abstrak

Pelaksanaan tugas kecamatan dalam pengelolaan pembangunan skala kecil yang merupakan pelimpahan wewenang dari Bupati Kutai Kartanegara belum berjalan dengan maksimal. Penelitian bertujuan untuk mengevaluasi kewenangan kecamatan dalam pelaksanaan pembangunan skala kecil. Metode penelitian secara deskriptif kualitatif dengan pengumpulan data melalui wawancara semi terstruktur yang dilakukan pada 3 kecamatan serta menggunakan kuesioner untuk seluruh lokasi dalam 15 kecamatan yang menjadi sumber data dengan penetapan informan secara *purposive sampling*. Dari hasil penelitian telah menyimpulkan bahwa kewenangan kecamatan dalam pengelolaan pembangunan skala kecil tidak seluruhnya dapat dilaksanakan, hal ini disebabkan oleh kurang jelasnya ketentuan tentang kriteria dan spesifikasi suatu kegiatan dalam regulasi pelimpahan wewenang, masih lemahnya jalinan koordinasi antara kecamatan dengan instansi pemerintah daerah terkait dalam rangka sistem perencanaan yang terintegrasi, kurangnya kapasitas aparat kecamatan dalam pelaksanaan tugas, belum adanya indikator dan target kinerja kecamatan secara terukur, maka direkomendasikan kepada Pemerintah Kabupaten Kutai Kartanegara untuk melakukan peninjauan kembali guna melakukan perbaikan dan pengembangan terhadap kebijakan-kebijakan menyangkut pelimpahan wewenang Bupati kepada Camat khususnya terkait kebijakan pengelolaan skala kecil serta menyesuaikan dengan peraturan perundang-undangan yang berlaku mengatur tentang pemerintahan daerah, dan kecamatan.

**Kata kunci:** evaluasi tugas kecamatan, kewenangan, pembangunan skala kecil

## INTRODUCTION

The implementation of regional development in the Kutai Kartanegara Regency is largely determined from the role of the organizing elements starting from the regional secretariat, DPRD secretariat, inspectorate, agencies, agencies, and sub-districts led by the Camat. as regulated in statutory provisions (Law Number 23 of 2014 concerning Regional Government, nd). In local government reform that the Camat is no longer the center of the implementation of deconcentration tasks but as part of the regional apparatus, its working area is within the sub-district area (Afrial, 2009). The development implementation process that has been planned is implemented by all regional apparatus according to their levels starting from the lowest position, namely the sub-district as their duties are regulated

in government regulations regarding sub-districts (Government Regulation Number 17 of 2018 concerning Districts, nd) and implementation of assistance tasks. Based on article 11 PP\_No.17/2018 the implementation of licensing services at the sub-district level is developed as public service innovation and is carried out through integrated services with service criteria that the process is simple, the object of licensing is small, does not require complex technical studies and does not require high technology, while The criteria for non-licensing services are intended to be related to the supervision of licensed objects, small-scale activities, and direct services to the public that are routine. In terms of sub-district licensing services, it is directed to build an integrated service innovation system 17/2018 the implementation of

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according to Nelson (1993) in (F Sitompul & Sumule, 2016) an innovation system is a set of actors who collectively play an important role in fostering innovative performance. Innovation can also be interpreted as an update in the process of providing public services, both in terms of processes and services/products, and can be positive or useful for service providers such as ease in carrying out work, and can be useful for service recipients such as ease of obtaining public services. (Wahyudi, 2016). Next (Sahyana, 2017) argues that a program that is considered good often has renewal/innovative value, namely, there is an experimental approach and applications of new thinking. Thus, innovation in the implementation of public services by the sub-district can be related to efficiency and convenience as the added value given to the community in the process of obtaining services as intended in the provisions, namely related to licensing services. Furthermore, in terms of innovation in the implementation of development, reforms are also needed to be more efficient and effective regarding the use of resources and the value of benefits from a small-scale development carried out by the sub-district.

From the above review, it can be seen that the sub-district in addition to carrying out the tasks as clearly described in the provisions also carries out some of the authority delegated by the Regent in terms of licensing and non-licensing services. The availability of regional regulations related to the delegation of authority to sub-districts is needed to ensure the effectiveness of the implementation of tasks by sub-districts which are expected to be able to clearly and operationally regulate licensing and non-licensing services that are mapped according

to the characteristics and needs of the local community.

From the results of an empirical study based on research on the decentralization of public service authority in sub-districts which analyzes distributive authority, sub-district structure design, and human resource competencies, with the result that the implementation of sub-district authority has been constrained by the design of the sub-district government organizational structure that does not yet have a relationship with the vision, duties and functions of the local government, because the structural design does not adapt to the new provisions (Haning et al., 2016) , and from this study it is also explained that the implementation of UU\_23/2014 through PP\_17/2018 broadly gives two authorities to the sub-district government, namely the authority to carry out attribute tasks that have been inherent since the formation of the sub-district and the next is the delegation of authority or delegation delegated by the Regent. for the implementation of decentralization of local government (Haning et al., 2016) , the delegative task is to carry out functions such as guidance, recommendations, licensing, and supervision, while attributive tasks are related to carrying out functions such as community empowerment, village/kelurahan government development, maintenance of infrastructure and public service facilities. (Gunawan, 2014) .

As general description namely in terms of the policies that have been carried out by the Kutai Kartanegara Regency Government regarding the delegation of authority to the sub-district head in 18 sub-districts in its territory, it has been based on the existence

of 3 regional regulations ranging from (Regulation of the Regent of Kutai Kartanegara Number 6 of 2011 concerning Delegation of Part of the Regent's Authority to the Camat, nd) /Perub\_No.6/2011, namely the authority to carry out mandatory affairs such as providing job seeker cards, Building Permits/IMB, licensing in the transportation sector (rural transportation businesses for individuals, river/lake crossing transportation, determination of parking locations), land administration, community empowerment village, nuisance permits/HO, as well as local revenue collection services in the form of retribution for the use of regional wealth/assets, then optional affairs including rice milling business license services, determination of registration marks for fishery activities/TPKP, licensing of energy and mineral resources with small volumes, business licensing in the tourism sector, licensing in the field of industry and trade in the form of a small industry register/TDIK and individual small SIUP, as well as services in the field of animal husbandry in the form of registration of people's farms/TDPR, certificate of internal origin for slaughter and permits for shops/kiosks and retailers of veterinary drugs.

Next (Regulation of the Regent of Kutai Kartanegara Number 17 of 2012 concerning Delegation of Authority of the Regent to Sub-Districts and Sub-Districts in the Management of Small-Scale Infrastructure Development, nd) /Perub\_No.17/2012, along with the changes that are (Regulation of the Regent of Kutai Kartanegara Number 60 of 2013 concerning Amendments to the Regulation of the Regent of Kutai Kartanegara Number 17 of 2012 concerning Delegation of Authority of the Regent to

Sub-districts and Villages in the Management of Small-Scale Infrastructure Development, nd) /Perbub\_No.60/2013 which regulates handover authority, Regent, to sub-district to manage the development process small scale starting from the planning stage, implementation to the supervision of infrastructure work such as roads and bridges, infrastructure (clean water, irrigation, solid waste, lighting, buildings, bath wash toilet/ MCK), independent power plants and other buildings. The product of the regional law refers to the regulations about local government and sub-district which are no longer valid that is (Law Number 32 of 2004 concerning Regional Government, nd) /UU\_No.32/2004, and (Government Regulation Number 19 of 2008 concerning Districts, nd) /PP\_No.19/2008, although in fact, the implementation of these regulations has helped to realize structural, functional, and cultural changes in the implementation of regional government autonomy (Nadeak, 2014). S ethically regulatory the three legal products by the Kutai Kartanegara Regency Government no longer relevant is running in connection with the new regional and sub-district government regulations, however services such as licensing as regulated in Perbub\_No.6/2011, as well as policies for managing small-scale infrastructure development that has been delegated to sub-districts, can be considered by the provisions for the delegation of part of government affairs which include licensing and non-licensing services as stipulated in article 11 PP\_No.17/2018. In this case, there is a need to review the return, because the regulation of the regent who set in 2011, 2012, and 2013 are based on statutory

regulations that are no longer valid related to regional and sub-district governments, so that they are known is it still relevant? with the new legislation, namely UU\_No. 32/2014 and PP\_No. 17/2018, it is also done as gap analysis Among provisions that have been determined with the realization of their implementation.

In connection with the enactment of new regulations on p government d area, and district than in preview or p format reset nor spillover substance n authority Regent to district very need for updates and clarity district authority in the implementation of services to the community for effectiveness and increase quality service to the community accordingly new regulatory rules apply as well as for synchronization with the new regulations, academic documents are required for preparation regulation new about delegation of some authority District head to c very (Primary, 2018), the academic document in question is in the form of an academic text needed in the framework of drafting regional regulations, namely the results of research or legal studies and other research results on a particular problem that can be scientifically justified regarding the regulation of the problem in the Draft Provincial or Regency/City Regulation as a solution. to the problems and legal needs of the community.

To determine the effectiveness of the policy on delegation of authority by the Regent to the Camat, it is necessary to evaluate the policy in question, this is done as follows: analysis gap between the policies that have been established and their realization. Based on previous research activities (Suparman, 2017) analyze the results of the evaluation of the implementation of the delegation of

authority policy with a framework of thought on two aspects, namely what efforts have been made and the obstacles faced, with research results It can be concluded that the evaluation to measure the optimization of the implementation of the delegation of authority of the Regent in the field of licensing to the sub-district head has not been able to achieve the objectives of policy formulation, which is influenced by the lack of service innovation and creativity, legal certainty has not been created, and the inability to utilize the delegated authority because the sub-district has not been able to prepare The necessary administrative tools include the resources of the apparatus that specifically handle licensing authority. Furthermore, based on the results of research related to the implementation of sub-district tasks in Kutai Kartanegara Regency based on Perub\_No.6/2011 there are 13 areas of authority consisting of 12 authorities related to licensing and 1 authority related to non-licensing, but not all authorities can be implemented by the sub-district government such as licensing in the fields of agriculture, animal husbandry, energy and mineral resources, as well as the tourism sector have been handled by the relevant local government agencies while the sub-districts are only limited to providing recommendations, then all permits in the transportation sector cannot be carried out by the sub-district because they are technical, and there is no proper monitoring and evaluation. carried out by the local government regarding the effectiveness of the implementation of authority by the sub-district government (Rustiari, 2013).

Thus, on present condition The delegation of authority of the Kutai Kartanegara Regent to the Camat for the

implementation of licensing cannot all be carried out, while for non-licensing it is in terms of managing small-scale activities as regulated in Perub\_No.60/2013, but for non-licensing services related to supervision of licensing objects and direct services to the community which is routine in nature, there is no regional regulation that regulates it, so from the description it can be seen that the implementation of Perub\_No.6/2011 has been evaluated, but for the implementation of Perub\_No.17/2012 and its amendments, namely Perub\_No.60/2013 has never been evaluated so that research purposes it will focus to evaluate the implementation of small-scale development management policies implemented by the sub-district government, and the concepts used are related the scope of the evaluation of authority starts from the planning, implementation, and supervision process that has been carried out by the sub-district in the management of small-scale development as stated in the policy of delegation of authority by the Regent of Kutai Kartanegara based on article 5 Perub\_No.60/2013. As for novelty value from the results of this study in the form of findings related to the performance of sub-districts in the implementation of small-scale development and recommendations to local government so that review regulations his regarding the policy of delegating authority to sub-districts to comply with applicable local and sub-district government legislation apply now.

Meanwhile, based on previous studies as described above, there are similarities with current research, namely similarities in reviewing policies on the delegation of authority. ng to the sub-district, and the difference lies in the type of policy

delegated, namely the current research focuses on evaluating small-scale development management policies implemented in the sub-district as well as novelty study, whereas in previous studies there has been no discussion regarding the delegation of authority in the management of small-scale development, but talks about types of services that are more administrative such as population services, licensing such as IMB, organizational structure, and sub-district human resources.

## METHODS

This study uses a qualitative descriptive approach to evaluate the effectiveness of implementation by the sub-district government as the implementer of small-scale development management policies that have been delegated by the Regent. Data collection was carried out in 15 sub-districts of the Kutai Kartanegara Regency, which consists of 18 sub-districts. Primary data collection techniques through observation and direct interviews and using a questionnaire which is run online through the google form media. Determination of informants using purposive sampling through the method of observation and interviews conducted to informants in 3 sub-districts, namely Muara Wis, Samboja, and Muara Jawa, this was done because of the cost and mileage considerations between subdistricts that were far from each other. Whereas online questionnaires are sent and filled out by the sub-district head or represented by the Head of the Village Community Empowerment Section (Kasi PMD) as informants in 15 sampled sub-districts, this is done for time efficiency and reducing travel activities in connection with the coronavirus (Covid) pandemic outbreak.

-19) which occurred in 2020. The reason for determining the informant, namely because the sub-district head is the head of the sub-district who is responsible for the authority delegated by the Regent, while the executor who is tasked with assisting the Camat related to small-scale development management is Kasi PMD so that it can represent the Camat to provide information. Data were analyzed using an interactive model using a mechanism for data reduction and presentation, as well as drawing conclusions. Data reduction or sorting is useful for filtering relevant data and information obtained from the results of questionnaires and interviews, then displaying or presenting data and information into the discussion of research results is then carried out. arranged conclusions about the research results.

## RESULT AND DISCUSSION

### A. Planning Stage

From the results of observations and interviews with informants, it is known that in the planning of small-scale development infrastructure in the sub-district, most of the activity plans originate from proposals through the sub-district development planning/musrenbang which are attended by elements of the sub-district government, district government such as the Regional Planning Agency, the Public Works Office and other related local government agencies, and some of them come from proposals from the members of the Regional People's Representative Council/DPRD which come from the results of the community aspirations or what are commonly referred to as the aspirations of council members. The aspirations of council members are proposed activity plans

initiated by one or more DPRD members originating from the results of working visits or known as recesses to capture the aspirations of the community in selected regions/electoral districts from several subdistricts represented by the council member Discussions on activity plans carried out through musrenbang at the sub-district level are focused on specific villages that are most in need, this is due to the limited quota for budget allocations for the subdistricts. In 2020, like in the Samboja sub-district, 260 activities are originating from the aspirations of council members who enter the Samboja District and if added to the activities in the urban villages around 700 activity packages are originating from the DPRD's proposal. Meanwhile, the Head of Muara Jawa sub-district stated that in 2020 there will be approximately 200 infrastructure activities, most of which come from the aspirations of council members, and if coupled with the aspirations of council members carried out in urban villages, there are around 300 activity packages. Informants' responses based on filling out a questionnaire related to the planning process for small-scale infrastructure development activities can be seen in table 1.

**Table 1.** Data from questionnaires about the development planning process

Source: Primary Data, 2020

Table 1 informs about the perception of the sub-district government in the planning process, namely: First, the response of most informants (8 subdistricts) regarding input on small-scale development planning from village/urban village proposals is good because the planning process based on village needs/proposals has been

implemented in stages starting from meetings at the RT, hamlet and village levels, the results of which also contain activity proposals that will be submitted to the sub-district Musrenbang, and some other informants (6 subdistricts) want improvement/development, namely the need for coordination and synchronization with proposed activity plans carried out in the aspiration mechanism members of the council, while informants from 1 sub-district stated that they were not good with the response that there were several proposed activity plans that were not in accordance with field conditions, for example in field conditions requiring road construction but in the proposed activity plans referred to an improvement is the road improvement so that the proposed plan is deemed not suitable with the real conditions at the site. Second is the perception of informants regarding planning input that comes from the aspirations of council members that most of the informants, namely in 7 subdistricts conveyed the need for improvement or development, namely the planning mechanism through the aspirations of council members is aimed at the process of capturing community aspirations by DPRD members who need to adjust to planning mechanism in the village, in this case the

Description	already well	not good yet	need improvement
Planning input from village/urban village proposals	8	1	6
Planning input from the aspirations of DPRD members	5	3	7
Input planning from subdistrict initiatives	5	3	7
Process of assistance/verification of activity plans	11		4
%	48%	12%	40%

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process of absorbing community aspirations should be carried out in a coordinated manner in the village musrenbang, then responses from informants in 5 subdistricts who stated that it was good explained that the planning proposals derived from the aspirations of council members had been discussed through the village musrenbang, while the informants The other 3 subdistricts responded poorly due to the proposed activity plans through the aspirations of council members who were deemed not in accordance with the needs of the village community and did not go through discussion during the musrenbang at the village level and subdistricts. Thus it can be seen that the input in the preparation of planning in the sub-district that comes from the aspirations of council members through the village development planning meeting has not been implemented in all subdistricts. Based on the results of research by (Muhammadin, 2014), it is known that there is an inconsistency between planning through the DPRD recess and planning carried out by the local government because the purpose of the recess is to absorb and follow up on constituent aspirations and public complaints to provide moral and political accountability to the constituents in The electoral district is the embodiment of people's representatives in government which is carried out three times a year, while regional government planning is based on the results of the Musrenbang which are carried out in stages once a year, so that not all recess results can be accommodated in development planning by the regional government. In the formulation of development priorities, there must be integration, synchronization, and integrity between development and the achievement

of targets, as well as national development priorities that are adjusted to the authority of the regional government, development priorities can take the form of several topics that will clarify the objectives of activities, the direction of development policies and programs to be carried out (Dewi et al., 2013). Regarding the constraints in implementing activities that come from the aspirations of council members that from the information obtained in interviews with several subdistricts that in the process of direct selection of providers of goods and services or so-called contractors to carry out work packages, there is still intervention from DPRD members as initiators of activity plans. In determining the implementer/contractor of the work package, this is considered unfair in the distribution of activities in the process of procuring goods/services because only certain groups will carry out the work package. The third is the perception of informants regarding the small-scale development planning process at the initiative of the sub-district itself that most informants from 7 subdistricts responded to the need for improvement or development, namely the need for additional budget allocations for the subdistricts in order to accommodate more small scale infrastructure activity plans, then as many as 5 informants from other district have responded well because the planning process at the initiative/needs of the sub-district is carried out with a bottom-up planning system mechanism, where the planning process has been carried out in a structured manner through organizing the sub-district musrenbang which is a follow-up to the results of the musrenbang at the village level in order to accommodate

community needs related to small-scale infrastructure, especially those that are basic in nature, while informants from 3 subdistricts considered it was not good to respond that there were still many development plans usrenbang which is not included in the priority scale in the district and is different from that implemented by local government agencies, this problem has been conveyed by the Camat and Village Heads from Loa Janan Subdistrict in a joint hearing with Commission I DPRD Kutai Kartanegara Regency on February 22, 2021 that So far there have been several activities that have been proposed through the sub-district musrenbang to district musrenbang but those implemented by local government agencies are different from those proposed as priority scales, namely urgent activities that have been proposed for years but have yet to be realized, such as damaged main roads. in Tani Harapan and Tani Bakti Villages, river normalization, and others (kutairaya.com, 2021), this can also be due to the quality of musrenbang implementation which should serve as a forum for local governments to listen more to the aspirations of their people as public housing. policy proposals, but implementation in the field does not go according to the method where the voice of the government is more heard and the position of the level of information from public participation, in this case, tends to only be listeners (Muluk et al., 2019). Fourth is the response of most informants, namely from 11 subdistricts regarding the RKA assistance/verification process carried out by the sub-district together with the Regional Government Budget Team/TAPD stated that it was good because in the verification process there had been

guidance and guidance by TAPD, as well as an opportunity to improve RKA, then since 2020 verification activities have been carried out online. Meanwhile, as many as 4 informants from other subdistricts responded to the need for improvement, namely that there must be an understanding of the provisions for activity expenditures that are submitted to the community among the TAPD, as well as the need for technical instructions as guidelines for RKA verification activities.

## B. Implementation

Based on the provisions, the implementation of small-scale development activities in the subdistrict is carried out through a goods/service procurement mechanism using the tender method, namely the selection process to obtain other goods/ construction/ service providers, as well as the direct procurement selection method, namely for the procurement of goods/ construction work/other services with a value IDR 200,000,000 as stipulated in the (Peraturan Presiden Nomor 16 Tahun 2018 Tentang Pengadaan Barang/Jasa Pemerintah, n.d.)/Perpres\_No.16/2018, this procurement provision is also in line with Perbub\_No.17/ 2012 in article 5 which regulates that the value of small-scale infrastructure development activities managed by subdistricts is a maximum of IDR 500,000,000, so in this case, the subdistrict is given the authority to carry out the procurement of goods/services, both tenders, and direct procurement. Based on the results of the evaluation, it is known that all subdistricts that are the source of data in the implementation of small-scale development activities use the direct procurement method as shown in table 2,

this is because the budget for each work package is following the direct procurement provisions and is more effective in terms of implementation time considering the plan Many activities are allocated during the Revised APBD which can be implemented starting in October. This is because the budget for each work package is following the provisions of direct procurement and is more effective in terms of implementation time considering that many activity plans are allocated at the time of the Revised APBD which can be implemented starting in October. This is because the budget for each work package is following the provisions of direct procurement and is more effective in terms of implementation time considering that many activity plans are allocated at the time of the Revised APBD which can be implemented starting in October.

procurement officers (HR procurement) who are still few based on the results of filling out the questionnaire as shown in table 2, namely from 15 subdistricts there are 5 districts for which there are no procurement human resources, then in 9 subdistricts 2-5 people, and only 1 sub-district has more than 5 people, so this is not quite comparable to the large number of small-scale development activities that must be carried out in the process of procuring goods/services as is well known The number of activities in Samboja and Muara Jawa Districts ranges from 200-260 work packages. Another problem is related to the availability of local labor as information from the Head of the PMD Muara Wis District regarding small-scale infrastructure workers, namely for building work, especially those using wood, most of it can be done independently by local workers in the sub-district itself, however, if the building construction uses materials such as iron and concrete, it will work with third parties and use labor from outside the district. The authority of the subdistricts in carrying out the development of small-scale infrastructure activities with the types and criteria is as shown in table 3 below.

**Table 2.** Data from questionnaires about procurement methods and human resources

Description	Amount	%
<b>method of procurement of goods/services:</b>		
tender	0	0
direct procurement	15	100
<b>availability of procurement human resources:</b>		
1-5 people	9	60
6-10 people / more	1	7
not yet available	5	33

Source: Primary Data, 2020

Problems in the implementation of small-scale development authority in the subdistricts are also influenced by the availability of inadequate human resources, such as certified goods/services

**Table 3.** Types and criteria of activities in implementation subdistrict authority

Types of development activities	Criteria according to Perbub_No.60 / 2013
buildings (subdistrict facilities, education, government, health)	simple character and technology, 10 years failure guarantee period, area <60 m2, <2 levels, span <5 m
clean water infrastructure (house connection pipe network)	distribution pipe network serving only 1 local area/subdistrict zone, type PVC-AW pipe

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road (road, alley, farmer group road, ulin bridge road)	roads, alleys, farm roads/ JUT <3.5m & <1km wide, and not for cars to pass Bridge: ironwood bridge road <1km long
Irrigation/normalization (ditches, culverts, sewers, creeks)	length <1km
Other simple infrastructure includes:	technology without mechanical equipment, done with labor-intensive methods
1) short span bridge,	
2) solid waste infrastructure,	
3) lighting infrastructure,	
4) MCK infrastructure,	
5) independent power plant	

Source: Primary Data (2020)

The authority of the sub-district in managing small-scale development by Perbub\_No.60/2013 with the types of activities as presented in table 3 can be seen that there are criteria and specifications or sizes for types of buildings, clean water infrastructure, roads, and normalization, but for other types of infrastructure activities which includes 6 types of activities that have not been specifically regulated so that these provisions cause obstacles in planning activities by the sub-district because there is no clear size or specification regarding what kind of infrastructure is the subdistricts authority, this is following the statement of some informants as in table 4 that as many 7 subdistricts provided information on the need for development related to sub-district authority in the management of other simple infrastructure. However, for the authority to carry out the type of building that has been regulated by criteria and specifications, it turns out that there are still some problems in its implementation because based on information from

informants that in the planning process there are often activities that are not approved, for example river normalization, even though the small-scale sub-district is not approved by the Government Budget Team The area/TAPD at the time of assistance/verification of RKA and considered as the authority of the Public Works Office, likewise the proposed road for farmer groups although it was a priority planned by the sub-district was also not approved because it was considered not under the authority of the sub-district, this could be due to lack of coordination between the sub-district and government agencies regions as raised by (Hadijaya, 2018) that the obstacle that will be a clash in the division of authority between the Regent to the District Head is a lack of good coordination, which raises anxiety from regional agencies regarding the on some of the powers that will be exercised by the sub-district. It appears that planners in the district and sub-district are still tug-of-war concerning the delegated authority, because small-scale irrigation channels, normalization of small rivers, and farm roads are part of the delegation to the sub-district as regulated in Perbub\_No.60/2013.

**Table 4.** Data from questionnaires about the implementation of subdistrict authority

Type of area of authority	Corresponding	it is not following	need improvement
building	8	3	4
clean water infrastructure	5	7	3
Street	8	2	5
Irrigation / normalization	7	2	6
other simple infrastructure	4	4	7
Amount (%)	43%	24%	33%

Source: Primary Data (2020)

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Clarity regarding the criteria for activities will greatly assist subdistricts in exercising their authority in the context of administering public services which will also affect the level of community satisfaction as beneficiaries. The services provided to the community must be oriented towards prioritizing the interests and satisfaction of the community through the implementation of services according to their principles without seeking profit (Marthalina & Fadil, 2009). In general, informants gave responses regarding the implementation of subdistrict authority, 43%, 24% not, and 33% stated that there is a need for the development of the authority that has been given. With the details that for the exercise of authority over a group of types of buildings, roads, and irrigation, most of the informants stated that it was appropriate because based on the results of interviews with informants that these activities had been carried out so far by the subdistrict, while the informants' responses were regarding the authority in the water infrastructure sector. the districts stated that they were not appropriate, which meant that the subdistrict could not implement the authority or had not implemented it.

### C. Supervision

Furthermore, in the implementation of small-scale infrastructure work, supervision has also been carried out by each sub-district which aims to assess that the results of the work are following the previously prepared plans, there is an assessment through the supervisory process aimed at comparing the achievement of results with those that have been planned (Anggraini,

2017). Supervision of the implementation of work is carried out by sub-district supervisory personnel who are referred to as inspection officials of work results as referred to in Article 1 and Article 15 of Perpres\_No.16 / 2018 that the inspection official for the results of work/PjPHP, namely administrative officials or functional officials or personnel assigned to inspect the administration of the results of procurement work other goods/construction work/services with a maximum value of IDR 200,000,000 and consultancy services with a minimum value of IDR 100,000,000, while for the results of goods/other construction/service procurement works with a minimum value above IDR 200,000,000 and consultancy services with a minimum value of Rp. over IDR 100,000,000, the supervision is carried out by the inspection committee for the results of the work/PPHP, namely a team that is assigned the task of examining the results of the procurement of goods/services, as shown in table 2 it is known that all subdistricts carry out the direct procurement method. Thus, it can be seen that the supervision carried out by the sub-district for the implementation of small-scale development activities is carried out by the auditing official or PjPHP who has the role of supervisory personnel.

**Table 5.** Data from questionnaires about job supervision

Description	amount	%
<b>job supervision:</b>		
already well	10	67
it is not following	1	7
need development	4	27
<b>availability of supervisory personnel / PjPHP:</b>		

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1-5 people	11	73
6-10 people / more	4	27

Source: Primary Data (2020)

Based on the data from the results of filling in the questionnaire as presented in table 5, it is obtained that information the supervision of small scale infrastructure works in the subdistrict has been carried out well, with the availability of supervisory personnel, namely out of 15 subdistricts there are 11 subdistricts with supervisory personnel or PjPHP in the range of 1-5 people, and in the other 4 subdistricts stated that the availability of supervisory personnel is in the range of 6-10 people.

#### D. Benefit Results Study Previous

From results findings on a study previously related authority districts which have implemented by (Haning et al., 2016) related the need adjustment design structure organization districts with provision new, (Suparman, 2017) related with evaluation authority districts field permission, and (Rustiari, 2013) about implementation Duty districts in district Kutai Kartanegara based on Perbub\_No.6/2011, could Becomes consideration for government area in formulating return policy handover part authority Regent to government districts.

Related similarity and difference research before with study this as has outlined on part preliminary could be delivered limitations study related with delegation authority districts consist from policy management development scale small, service administrative as population, license, structure organization, and source power man. Based on limitations results from the study now and previously so for study next recommended for try analyze

policy handover authority to districts based on parameters as capacity apparatus districts in management infrastructure, room scope handover authority related role districts in the management development area, indicator evaluation performance districts in management development infrastructure, and aspect other related with powers government districts.

Results study this also expected could give information which beneficial for development knowledge specifically in field Knowledge Government related with handover part authority government area to government districts.

#### CONCLUSION

The authority of the subdistricts in terms of managing small-scale development has not been fully implemented, namely related to the development of other simple infrastructure with the following types of activities: construction short span bridge, and clean water infrastructure, solid waste, lighting, toilets, and independent power plants. The lack of integrated authority between the subdistricts and regional technical agencies such as plans for agricultural road construction and normalization of small rivers, which according to the verification team of the regional government is not the authority of the subdistrict but the authority of regional agencies such as the Agriculture Service and Public Works Office. The policy basis is in the form of a Regent regulation for subdistricts to manage small-scale development as well as regulations related to subdistrict authority for implementing mandatory affairs and election affairs which contain types of licensing and non-licensing services which are no longer relevant to the regional

government laws and government regulations regarding the new subdistricts. This The Regional Government of Kutai Kartanegara Regency needs to review the Regent Regulation governing the delegation of authority to the subdistrict. It is suggested in the policy that the delegation of authority should be There is clarity regarding the criteria for the size or specification of a small-scale infrastructure work as well as integrated and coordinated with relevant agencies at the regional level, subdistrict human resources need to be increased in capacity by the implementation of their duties, and it is necessary to establish district performance indicators so that performance targets can be measured clearly for the Camat and subdistrict officials.

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