

Role of Civil Servants in Synchronization of Regional Legislation with the Regional Medium -Term Development Plan (RPJMD)

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Abstract. Synchronization between local legislative products and the Regional Medium-Term Development Plan (RPJMD) is a crucial element to ensure an effective development direction. However, disharmony often arises between regulations issued by the Regional People's Representative Council (DPRD) and policies in the RPJMD. This study aims to analyze the role of the State Civil Apparatus (ASN) within the DPRD Secretariat in the synchronization process of local legislation with the RPJMD, identify the obstacles encountered, and formulate strategies to strengthen its role. This research employs a descriptive qualitative approach with a case study in Manado City. Data collection techniques include in-depth interviews, documentation studies, and Focus Group Discussions (FGDs) with ASN, DPRD members, and regional planners. The results are expected to provide an in-depth analysis and strategic recommendations that can strengthen the synergy between the legislative and development planning processes, thereby supporting the enhancement of local governance. Thus, this study concludes that the role of civil servants at the Manado City Council Secretariat in synchronizing regional legislation with the RPJMD is crucial, but still limited to administrative aspects. To strengthen synchronization, efforts are needed to continuously improve the capacity of civil servants, build a motivation-based work culture, strengthen inter-agency coordination, and utilize digital technology in regional legislative governance.

Keywords: Legislation; Policy Synchronization; RPJMD

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INTRODUCTION

In the regional government system, continuity between legislative policies and development planning documents is very important to ensure the systematic and sustainable achievement of development goals. The Medium-Term Development Plan (RPJMD) is a strategic planning document that serves as the main reference for development during the five-year term of the regional head (Bahtiar, 2022). However, in practice, not all regional legal products drafted by the Regional People's Representative Council (DPRD) truly reflect or support the policy direction outlined in the RPJMD (Syam, 2024).

This phenomenon indicates a gap between the legislative process and the development planning process, which, if left unchecked, will reduce the effectiveness of public policy and potentially lead to overlapping regional regulations (Firman Freaddy Busroh et al., 2024). One of the important actors that plays a role in bridging these two domains is the State Civil Apparatus (ASN) who works in the DPRD Secretariat, particularly in the Legislation Division (Katho, 2020).

ASN has an administrative and technocratic role in supporting the legislative process and coordinating the working relationship between the DPRD and the executive regional apparatus. However, the extent of the role of civil servants in ensuring synchronization between legislation and the RPJMD has not been studied in depth, especially at the city government level, such as in Manado City. Therefore, this study is important to explore and analyze how the role of civil servants is carried out in this context, as well as the challenges and strategies for strengthening it in the future.

The urgency of this research lies in the fact that synchronization between regional legislation and the Regional Medium-Term Development Plan (RPJMD) is a crucial element in ensuring that regional development proceeds effectively and measurably. Disharmony between regulations produced by the Regional People's Representative Council (DPRD) and the development policy direction outlined in the RPJMD has the potential to create overlapping programs, unimplementable policies, and budget waste. This is where the role of the State Civil Apparatus (ASN) in the DPRD Secretariat, particularly in the legislative section, becomes very important as a technocratic link between the legislative and executive bodies (Lena et al., 2025). The purpose of this study is to analyze the role of ASN in the process of synchronizing regional legislation with the RPJMD, identify the obstacles faced, and formulate strategies to strengthen the role of ASN so that they are more effective in supporting legislation that is in line with regional development plans.

METHODS

This study uses a descriptive qualitative approach, with a case study method at the Manado City DPRD Secretariat. The aim is to describe in depth the role of the Manado City DPRD Secretariat ASN in efforts to synchronize regional legislation with the RPJMD document. This approach was chosen because it is able to explore phenomena contextually and bring about a holistic understanding of the dynamics occurring in the field. Research Methods for Synchronizing Regional Legislation with the RPJMD: The study of the role of civil servants at the Manado City DPRD Secretariat consists of three main stages. First, the data collection stage, which includes preparation, literature review, policy review, local regulations, RPJMD, and primary data collection through in-depth interviews, participatory observation, and focus group discussions (FGD) with civil servants at the Manado City DPRD Secretariat, DPRD members, and regional planning officials. The output of this stage consists of interview transcripts, observation notes, and activity documentation, with a minimum achievement indicator of 10 informants and 1 FGD conducted. Second, the data analysis stage, carried out through a process

of coding and thematic analysis, interpretation of findings matrices, and triangulation of information, with the achievement indicator being the identification of internally verified thematic patterns. Third, the Report Preparation stage, which includes the preparation of progress reports, final reports, and publication reports.

RESULTS AND DISCUSSION

Based on interviews conducted at the Manado City Council Secretariat, the role of the State Civil Apparatus (ASN) in synchronizing regional legislation with the Regional Medium-Term Development Plan (RPJMD) is predominantly administrative and facilitative. The main tasks of the ASN include managing correspondence, coordinating meetings, and compiling discussion minutes. They are not directly involved in formulating the substance of the RPJMD or the academic draft of regional regulations (*perda*), as this is the authority of Bappeda, the Legal Division, and related technical regional agencies (Rizkisyah & Triadi, 2024). In essence, ASN acts as a supporter to ensure that the legislative process runs according to formal mechanisms.

Although this administrative role is crucial, the synchronization process faces significant structural and temporal constraints. One of the main challenges is the six-month deadline for discussing the RPJMD after the inauguration of the regional head (Rohmah & Tiyastuti, 2025). This time pressure requires the DPRD and ASN to accelerate the discussion process, which often sacrifices depth of substance and risks making the regional regulation a mere formality rather than an effective policy instrument.

This situation is exacerbated by limited resource capacity. Although the quality of civil servants is considered “qualified,” their numbers are limited, resulting in a high workload. Competency improvement occurs more through hands-on practice (learning by doing) than through formal training, so the potential for competency gaps remains. In addition, there is no integrated digital information system, causing the process of synchronizing and disseminating legislation to remain manual and inefficient.

Amid these systemic constraints, this study found a key distinguishing factor: the character and internal motivation of civil servants (Said, 2024). The advancement of the digitalization era requires the utilization of human capital focused on technology as one of the developments competencies (Giroth et al., 2023). The success of synchronization is not only determined by technical competency but also depends heavily on the willingness, work ethic, and commitment of individuals. Proactive and motivated civil servants have proven capable of overcoming systemic and resource limitations, while passive civil servants can weaken the effectiveness of the legislative process (Farhan, 2023).

These findings are in line with Edwards III's policy implementation theory, in which the role of civil servants is very strong in terms of communication (document facilitation) and resources (technical support), but still weak in terms of disposition (willingness) and bureaucratic structure. Thus, the novelty of this study is the affirmation that strengthening the role of civil servants is not enough through technical capacity building alone (Kurniawan, 2017). Far more important is the development of a strong work culture and organizational motivation to encourage civil servants to go beyond their administrative duties in order to achieve substantive policy synchronization.

CONCLUSSION

Thus, this study concludes that the role of civil servants at the Manado City Council Secretariat in synchronizing regional legislation with the RPJMD is crucial, but still limited to administrative aspects. To strengthen synchronization, efforts are needed to continuously improve the capacity of civil servants, build a motivation-based work culture, strengthen inter-agency coordination, and utilize digital technology in regional legislative governance.

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