


Implementation of the Preparation of Local Government Implementation Reports (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency

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Article Info	ABSTRACT
Keywords: Implementation, Preparation of LPPD reports, West Sumba	This research is motivated by the fact that the preparation of LPPD reports in West Sumba Regency is still not optimal. The purpose of this research is to analyze and determine the implementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency. The theory used in this research is the theoryImplementation of policyAccording to Edward III (1980), there are five indicators, namely communication, resources, andisposition;and structure biocracy.Then using descriptive qualitative methods. The data sources used are primary data and secondary data. Data collection techniques through observation, interviews and documentation. Data analysis methods with data reduction, data presentation and drawing conclusions. The results of this study indicate that the Implementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency. In the Communication indicator, it is still not optimally carried out by the Regional Secretary of West Sumba Regency, this is proven based on the results of the study that the communication carried out has not been consistent in compiling the LPPD report in West Sumba Regency. In the resource indicator, it is still inadequate, proven based on data on the number of apparatus of the Regional Secretariat of West Sumba Regency, it is still inadequate in maximizing the preparation of the LPPD report. In the disposition and bureaucratic structure indicators, it has been implemented quite well, proven based on the results of research related to the preparation of the LPPD report in West Sumba Regency. Inhibiting FactorsImplementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regencynamely the still limited number of human resources and budget allocation.
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INTRODUCTION

The implementation of a good governance system is the main focus and continues to be pursued by every country. The government's priorities in the form of real actions to realize

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the implementation of a good governance system include accountability, professionalism, transparency, participation, effectiveness and efficiency, and fulfilling a sense of justice to the community, which are expected to have a positive impact in efforts to realize a more professional governance system.

In running the government in Indonesia, the government adopts a system of dividing government affairs between the Central Government and Regional Governments based on the principle of decentralization with the aim of regulating and managing its own household within the framework of the Unitary State of the Republic of Indonesia (NKRI). The role of the Central Government within the framework of regional autonomy is to determine macro policies, monitoring, evaluation, control and empowerment so that the Regional Government can implement its autonomy optimally. Meanwhile, one of the government affairs that is the authority of the Regional Government is concurrent government affairs which are the basis for implementing regional autonomy. With the regional autonomy policy provided by the Central Government, the Regional Government can regulate and manage its own government affairs based on the potential and capabilities of each region, so that it is expected to have a positive impact on improving community welfare by bringing services closer to the community.

The enactment of Law Number 23 of 2014 concerning Regional Government is one of the government's efforts to ensure accountability in the implementation of regional government. One of the functions of coaching and supervision of the central government in the implementation of regional government affairs is stated in Article 69 to Article 71 which mandates that regional governments are required to submit reports on the implementation of regional government, accountability statements, and summaries of reports on the implementation of regional government. The report is submitted no later than 3 (three) months after the end of the budget year and is a manifestation of regional government accountability and is used as a basis for evaluation and coaching in the implementation of a region's government. It is further emphasized that regional governments that do not submit reports on the implementation of regional government will be given administrative sanctions in the form of a written warning by the Minister of Home Affairs. If the sanctions that have been submitted 2 (two) times in a row are not responded to, then the regional head is required to follow a special coaching program for deepening the field of government implemented by the Ministry of Home Affairs and the duties and authorities of the regional head are handed over to the deputy regional head or appointed official.

In detail, further regulations are explained in Government Regulation Number 13 of 2019 concerning Reports and Evaluation of Regional Government Implementation. The Regional Government Implementation Report (LPPD) is submitted to the President through the Minister of Home Affairs for Governors and to the Minister of Home Affairs through the Governor for District/City Heads. The Regional Head's Accountability Statement Report (LKPj) is submitted to the Regional People's Representative Council, as well as the Summary of the Regional Government Implementation Report (RLPPD) to the public through print media and/or online media.

Following up on the provisions of Government Regulation Number 13 of 2019, the Minister of Home Affairs stipulates Regulation of the Minister of Home Affairs Number 18 of 2020 concerning the Implementing Regulation of Government Regulation Number 13 of 2019 concerning the Report and Evaluation of Regional Government Implementation. The regulation is intended to assist provincial and district/city governments in compiling the Regional Government Implementation Report (LPPD), especially in terms of systematics and reporting substance and is emphasized in more detail in the LPPD Compilation Guidelines which are expected to be used as a strategic effort in improving the quality of reporting and evaluation of regional government implementation.

As a form of compliance with the mandate of the Legislation, the West Sumba Regency Government through the Government Section of the West Sumba Regency Regional Secretariat routinely compiles and submits the LPPD to the Minister of Home Affairs through the Governor as the representative of the central government with the systematics/guidelines for compiling the LPPD adjusted to the technical instructions in the Guidelines that have been set.

The second and third data request letters are usually made within a period of 1 (one) week after the last data collection deadline. The table above shows that during the last 4 (four) years (2020-2023) there were only 1 (one) to 2 (two) regional devices that collected data on time. There were 24 to 28 regional devices that collected data in the second request letter, and in the third request letter there were 18 to 27 regional devices that collected data until the deadline given. There were even 1 to 2 regional devices that did not collect data at all.

In addition to the delay in data collection and supporting documents for the preparation of LPPD in West Sumba Regency, there is often a discrepancy between the data requested by the Government Section and the data obtained from the regional apparatus. Based on the author's observations, this does not only occur in West Sumba Regency but also occurs in almost every region. As in the research of HN Momuat, JEH Mokat, and FH Mamonto related to the Implementation of the Regional Government Administration Report (LPPD) at the Minahasa Selatan Regional Secretariat, the LPPD preparation process at the Minahasa Selatan Regency Regional Secretariat has not been in accordance with the set target, so that the results achieved are not optimal. This is influenced by several things, namely the lack of data that is in accordance with the format, lack of employee commitment and motivation, HR competence, lack of coordination and communication, and assessment of work results.

Then, in Arif Siswadi's research related to the Evaluation of the Preparation of the Report on the Implementation of Regional Government in North Kalimantan Province, he said that the LPPD of North Kalimantan Province had been submitted to the central government in a timely manner, however, in terms of the validity of the report produced, it was not yet fully valid.

Furthermore, as a result of the delay in data collection by regional apparatus, the preparation of the initial draft of the LPPD was delayed from the time specified in the stages

of preparing the LPPD based on Permendagri 18 of 2020. As stated in the stages and time for preparing the LPPD, the preparation of the initial draft of the LPPD was carried out in the second week of January, while the data collected as material for preparing the initial draft could all be collected in the fourth week of February.

In relation to the purpose of the research above, this research aims to: To describe how the implementation of the Preparation of Regional Government Implementation Reports (LPPD) in West Sumba Regency. To describe and analyze What are the obstacles in Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency. To describe and analyze What is the strategy carried out by Government Section of the Regional Secretariat of West Sumba Regency in Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency

METHOD

The type of research uses a descriptive method by combining it with a qualitative approach. Williams in Moleong (2011:5) defines qualitative research as the collection of data on a scientific background, and is carried out by people or researchers who are scientifically interested. Research that uses a descriptive type, by looking at the suitability with the problems taken, that descriptive comes from the English term to describe which means to explain or describe something, for example circumstances, conditions, situations, events, activities and others.

The approach taken by the author when compiling the research is an inductive approach, namely an approach taken by looking at the facts in the field, namely actual events that can then be used by the author as material to answer and solve the focus of the research being carried out. This is because the problems are not yet clear, holistic, complex, dynamic, and full of meaning. According to Sugiyono (2017:245), qualitative data analysis is inductive.

The conceptual framework is obtained from the synthesis of deductive (application of theory) and inductive (existing facts, empirical) thinking processes, then creative, innovative abilities, ending with new concepts or ideas. The conceptual framework can be elementary or complex based on theory or common sense, descriptive or causal relationships.

Required Data

Based on the title of the research, the primary data source of the research is the LPPD compilation team of West Sumba Regency (Government Section of the Regional Secretariat of West Sumba Regency) and the LPPD compilers of regional government affairs administrators. While secondary data sources are in the form of documents and regulations that help smooth the compilation of LPPD in West Sumba Regency.

The steps of data analysis techniques in this study as stated by Miles in Sugiyono (2017:246), the data analysis techniques are data reduction, data display, and conclusion/verification.

1. Data Reduction

Data reduction is collecting, selecting, focusing, and then separating it from the unnecessary. Reduced data will provide a clearer picture, making the research process easier. In this study, the researcher selected data obtained during the research on the LPPD preparation strategy, then the data was classified and selected simply.

2. Data Presentation

Through data presentation, the data will be neatly arranged so that it will be easier to understand. Data presentation in qualitative research usually uses narrative text. By displaying data, it will make it easier for researchers to understand what is happening, and can plan further work based on what has been understood.

3. Drawing Conclusions

The next step in qualitative data analysis according to Miles in Sugiyono (2017:246) is the withdrawal and verification. The initial conclusions put forward are still temporary and will change if no strong evidence is found to support the next stage of data collection. If the conclusions put forward in the initial stage are supported by valid and consistent evidence when the researcher returns to the field to collect data, then a credible conclusion will be obtained. At this stage, the researcher draws conclusions from the results of the data that have been collected previously, then matches the data by paying attention to the real picture at the time of the research in the field.

RESEARCH RESULTS AND DISCUSSION

Research Results and Discussion

The research result is a review of the validity of the research result. The discussion of the research result can be explained as the researcher's original thoughts to provide explanations and interpretations of the research result that has been analyzed in order to answer the questions in the research. So, the discussion of the research result is a discussion of the findings obtained.

Implementation Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency

In order to discuss the implementation of government in the preparation of the Regional Government Implementation Report (LPPD) in West Sumba Regency, The concept used by the author is based on the theory put forward by George Edward III (1980: 78) which explains that there are 4 (four) things that will be analyzed, namely: Communication, Resources, Disposition and Bureaucratic Structure. The following are the concepts used by the author and the results of interviews with various sources (informants) of the study to respond to the research problems that the researcher conducted in West Sumba Regency.

a. Communication

Based on The results of observations carried out by researchers in the field show that the communication delivered is not yet optimal, because there are still delays and it has not been carried out in accordance with applicable regulations, this is proven based on the results interview From the informant when the researcher conducted the interview, the

researcher observed and it can be concluded that the communication delivered and evaluation were not optimal so that the report preparation process had not gone well.

The preparation of the Regional Government Implementation Report (LPPD) in West Sumba Regency is one form of accountability and transparency that needs to be carried out by the regional government regarding the performance of government implementation at the regional level. Communication carried out in this context is analyzed using Edward III's communication theory, known as the four models of communication theory, namely the linear model, interactive model, transactional model, and strategic communication.

The preparation of LPPD can be seen as a process in which data collected by various agencies and institutions in West Sumba is then distributed in the form of a structured report that is easy for the public to understand. This report is informative and aims to provide a clear picture of the performance of the local government. Effective communication between the government and the public will strengthen the accountability of the local government in carrying out its duties.

Then in the context of the preparation of LPPD, this can be translated into the form of preparing a report that does not only cover one party, but involves various elements in the planning, implementation, and evaluation process of local government programs. This communication involves active involvement from the community in providing input or responses, which allows for changes or improvements in the preparation of reports in the future. Communication can also be seen as a strategic tool to achieve certain goals. In this case, the preparation of LPPD in West Sumba Regency can be seen as part of the local government's strategy to build a good image and demonstrate transparency in government management.

The preparation of LPPD in West Sumba Regency requires effective communication, which can integrate various communication models proposed by Edward III. This process does not only focus on one-way information delivery, but also involves two-way, interactive, and strategic communication between the local government and the community and other stakeholders. This is important to ensure the accountability and transparency of the local government in carrying out its duties and functions. However, what is currently happening in the field is not in accordance with what is expected, so in this case the regional secretariat government of West Sumba Regency needs to maximize communication, so that the preparation process can be carried out properly.

b. Resource

Based on the research results, it is indeed the number of human resources that is a weakness because it is not adequate as expected, the success of a government organization will be determined by the number of competent and adequate resources, because related to the preparation of the LPPD report, it also certainly requires resources that can organize everything so that the clarity of a policy can be managed properly if the human resources are competent.

Then The LPPD drafting team for the West Sumba Regency Education Office also said that the number of resources is inadequate, of course this is a weakness in maximizing the

preparation of good reports, he also said that in the future there must be additions and improvements in competence in carrying out tasks and functions according to needs

Based on the results of observations that researchers have made in the field, it is true that researchers know that the number of human resources in the Regional Secretariat of West Sumba Regency is still inadequate, and also lacks competence. This is proven by the fact that the preparation of LPPD reports often occurs. The delay in collecting data from regional apparatuses has an impact on the timeliness of the preparation of the initial LPPD draft and the untimely preparation of the initial LPPD draft results in the implementation of the review by the team being delayed.. In this case, the lack of adequate staff is one of the factors that makes the LPPD report preparation process in West Sumba less than optimal, of course this is a serious problem and needs improvement so that problems related to LPPD reports can run well and in accordance with applicable regulations.

c. Disposition

Based on the results of the observations carried out by the researcher, it is indeed related to the disposition carried out by the Regional Secretariat of West Sumba Regency. It's good enough, although not yet optimal, efforts to improve to become better are the main factors to be implemented, researchers assess that the attitude applied is in accordance with what is expected, the Regional Secretariat of West Sumba Regency continues to strive to improve the report preparation process so that it can run effectively and efficiently.

Disposition in the context of government administration refers to instructions or directions from authorized officials to subordinates in order to carry out certain tasks. In the preparation of the Regional Government Implementation Report (LPPD) in West Sumba Regency, the disposition carried out by the Regional Secretariat (Setda) plays an important role in coordinating and ensuring the smooth preparation of the report. With the aim of ensuring that OPDs provide valid data and are in accordance with regional government performance indicators.

Then The Regional Secretary (Sekda) issues a disposition letter to all OPDs to immediately collect data related to the achievements of annual programs and activities. Each OPD is required to report data in accordance with the LPPD indicators, such as the fields of government, development, and public services. Determination of clear deadlines and transparent reporting mechanisms. Forming an LPPD Compilation Team consisting of technical officials and competent staff at the Regional Secretariat. The team is tasked with processing data collected from OPDs and compiling it in accordance with the provisions of the Minister of Home Affairs Regulation regarding LPPD. Furthermore, compile reports systematically so that they are easier to understand by the central government and the public.

The disposition carried out by the Regional Secretariat of West Sumba Regency in the preparation of the LPPD includes direction to OPD, formation of a drafting team, verification by the Inspectorate, legal validation, publication to the public, and final coordination by the Regional Secretary. With the right and structured disposition, the preparation of the LPPD

can run more effectively, transparently, and accurately. The current reality is still running quite well, in the future there is a need for improvement to be more optimal.

d. Bureaucratic Structure

Based on the results of the observations made by the researcher, the researcher observed the conditions in the field that the Regional Secretariat of West Sumba Regency had carried out the drafting process in accordance with applicable regulations, the researcher still considered it quite good, because the LPPD drafting process still needs improvement in order to run well, there are still many shortcomings that need to be fixed, especially in the speed of time that has been determined according to applicable regulations.

Then for the SOP (Standard Operating Procedure) in compiling the Regional Government Implementation Report (LPPD) in West Sumba Regency, this procedure is compiled to ensure that the preparation of the report runs smoothly, on time, and in accordance with applicable provisions. This SOP refers to the central government policy (Ministry of Home Affairs) which is adapted to the context of West Sumba Regency.

The Regional Secretariat (Setda) of West Sumba Regency formed an LPPD Preparation Team consisting of representatives from each Regional Apparatus Organization (OPD) and technical staff who have expertise in data processing. The Regional Secretary held a coordination meeting with the OPD to convey information related to policies, objectives, and technical instructions in preparing the report.

Standard Operating Procedure(SOP) ensures that the LPPD preparation process in West Sumba Regency is carried out with transparency, accountability, and compliance with regulations. The process starts from team formation, data collection and verification, drafting of reports, to publication and evaluation. All stages are carried out with good coordination between the Regional Secretariat, OPD, Inspectorate, and Legal Section to produce accurate, valid, and useful reports for improving regional governance. The current reality is that the preparation has not been carried out optimally, there are still shortcomings, one of which is not fully complying with the applicable SOP, therefore the researcher concludes that it is still being carried out quite well

Inhibiting Factors Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency

Based on the research carried out, the inhibiting factors implementation Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency namely there are several factors. The inhibiting factors that are the focus for analysis are as follows:

a. Limited Number of Human Resources

Based on the results of observations that researchers observed in the field, it is true that the inhibiting factor is the number of human resources that are inadequate in carrying out their duties and functions, this is proven by the fact that the competencies possessed by ASN are also still inadequate, causing frequent delays in the preparation of LPPD reports in West Sumba Regency.

The limited human resources (HR) in the preparation of the Regional Government Implementation Report (LPPD) in West Sumba Regency is one of the challenges that can affect the effectiveness and accuracy of the report. West Sumba Regency experiences a limited number of staff trained in processing performance data, preparing reports, and analysis needed for LPPD. Some OPDs do not have enough experts in data analysis, preparing reports, or understanding the right performance indicators. So in this case it will have an impact on the quality of the report can be affected due to the lack of competent staff, which can lead to inaccurate or poorly structured data and the LPPD preparation process becomes slower, and errors in the report may be difficult to avoid.

Then the limited number of trained human resources in each OPD or even in the Regional Secretariat often causes dependence on the same number of people for various tasks, including the preparation of LPPD. Of course, this dependence increases the individual's workload and risks causing errors, fatigue, or delays in completing tasks. The limited human resources in the preparation of LPPD in West Sumba Regency are the main challenges in ensuring the report preparation process runs smoothly and accurately.

b. Budget Allocation Limitations

Based on the results of observations that researchers have observed, limited budget is indeed an obstacle at the Regional Secretariat of West Sumba Regency in implementing the control of illegal buildings which should be completed quickly in accordance with applicable regulations, but in reality, due to limited budget conditions, the preparation of the LPPD report has not been completed quickly and is not in accordance with what is expected, budget allocation is a determining factor in implementing programs run in government organizations.

Then, in this case the availability of the budget is still lacking, this certainly becomes an inhibiting factor in the implementation of the preparation of the LPPDn report in West Sumba Regency to the maximum, the budget is one of the factors that can make a program run smoothly so that the expected goals can be achieved in accordance with the desires that have been prepared.

Strategy of the Government of the Regional Secretariat Section of West Sumba Regency in improving Preparation of Regional Government Implementation Report (LPPD) in West Sumba Regency

Based on the results of the researcher's observations, the strategy that will be carried out in the future is quite good, although it has not been implemented, there is already a plan to increase the number of resources and improve the quality of human resource competencies. This aims to maximize the preparation of LPPD reports in West Sumba Regency, the researcher observed that one of the problems, namely the delay in the preparation of this LPPD report, is indeed necessary and must be resolved quickly because it aims to maximize the performance of the West Sumba Regency regional government.

Improving human resources (HR) in the preparation of the Regional Government Implementation Report (LPPD) in West Sumba Regency is very important to ensure that the report is accurate, timely, and in accordance with applicable regulations. Then in this case

the Regional Secretariat of West Sumba Regency should provide special training on the preparation of LPPD and understanding of applicable laws and regulations. This can be done through *workshop*, seminars, or online training involving various related parties, such as government officials and regional apparatus.

Then strengthening technical capacity training government officials involved in the LPPD preparation process on effective and efficient report preparation techniques and methods. For example, using software or applications that can assist in data collection and analysis. Furthermore, increasing coordination between institutions improves coordination between regional devices in collecting data needed for LPPD. Often, problems in preparing LPPD arise due to lack of communication or errors in delivering data from each sector. Conducting routine evaluations of the LPPD preparation process that has been carried out previously, as well as providing constructive feedback to improve the quality of reports in the future.

Internal Factors

1. Strengths

- a. Availability of data and information systems in the preparation of the LPPD report in West Sumba Regency
- b. Coordination with regional apparatus The Regional Secretariat Government Section already has good relations with other regional apparatus
- c. Having experience and understanding of the LPPD preparation process, the Regional Secretariat Government Section has experience in routinely compiling regional government reports, understanding related regulations and applicable preparation mechanisms.

2. Aspiration

- a. Improving local government accountability and transparency, compile LPPD which truly reflects the performance and success of regional governments in implementing development programs
- b. Better quality LPPD improve the quality of LPPD reports
- c. A more efficient and timely drafting process, achieving efficiency in the preparation of LPPD
- d. Becoming a better planning tool: LPPD is not only an accountability report, but also a better planning tool for developing programs and policies in the following years.

External Factors

1. Opportunities

Based on the research results that the researcher has conducted, the opportunities that exist in improving the preparation of LPPD reports in West Sumba Regency are as follows:

- a. Increasing the use of digital technology in the preparation of the LPPD report in West Sumba Regency

- b. Increasing collaboration with non-governmental organizations and academics in maximizing the preparation of LPPD reports in West Sumba Regency
 - c. Increase greater community participation, involving the community in data collection, or providing feedback on government performance as reflected in the LPPD.
2. Result

Based on the results of the research that the researcher has conducted, the results (*Results*) contained in the improvement of the preparation of LPPD reports in West Sumba Regency are as follows:

- a. Creating an Accurate and Informative LPPD
- b. Realization of increased public trust, the results of the preparation of transparent and accountable LPPD can increase public trust in local government.
- c. Creating measurable government performance, a well-prepared LPPD will provide a clear picture of the extent to which the regional targets and main performance indicators (IKU) have been achieved.
- d. Realization of continuous improvement in the preparation of LPPD in West Sumba Regency

Strategies That Should Be Used for the Success of Compiling LPPD Reports in West Sumba Regency

The technique used by researchers to analyze and develop strategies in discussing this sub-chapter is by using the SOAR analysis technique. SOAR analysis is used as a tool to analyze problems contained in the formulation of problems related to influencing factors, namely internal factors and external factors in developing strategies used for the success of increasing the preparation of LPPD reports in West Sumba Regency.

In this study, the researcher analyzed the strategy for compiling LPPD reports in the Regional Government Secretariat Section of West Sumba Regency through SOAR analysis. (Strength, Opportunities, Aspiration, and Result) can be explained as follows:

1. SA Strategy (Strength-Aspiration)

Based on the results of field research using the interview method, the strategy that can be carried out by the Regional Secretariat of West Sumba Regency to improve the preparation of LPPD reports in West Sumba Regency, based on the results of the analysis using the SA strategy (*Strength-Aspiration*) among others are: Optimizing data availability and information systems in the preparation of LPPD reports in West Sumba Regency; Optimizing the understanding of the LPPD preparation process in the Regional Secretariat Government Section in improving the quality of reports

2. SR (Strength-Result) Strategy

Based on the results of field research using the interview method, the strategy that can be carried out by the Regional Secretariat of West Sumba Regency to improve the preparation of LPPD reports in West Sumba Regency, based on the results of the analysis using the SR Strategy (*Strength-Result*) is: Strengthening coordination with regional

apparatus of the Government Section of the Regional Secretariat of West Sumba Regency in improving the preparation of LPPD reports.

3. OA (Opportunities-Aspiration) Strategy

Based on the results of field research using the interview method, the strategy that can be carried out by the Regional Secretariat of West Sumba Regency in improving the preparation of LPPD reports in West Sumba Regency, based on the results of the analysis using the OA Strategy (*Opportunities-Aspiration*) among others are: Optimizing increased collaboration with non-governmental organizations and academics in maximizing the preparation of LPPD reports in West Sumba Regency; Increasing greater community participation, involving the community in data collection, or providing feedback on government performance as reflected in the LPPD.

4. OR (Opportunities-Result) Strategy

Based on the results of field research using the interview method, the strategy that can be carried out by the Regional Secretariat of West Sumba Regency to improve the preparation of LPPD reports in West Sumba Regency, based on the results of the analysis using the OR Strategy (*Opportunities-Result*) among others are: Increasing the use of digital technology in the preparation of LPPD reports in West Sumba Regency so that the preparation of LPPD reports can be better than before.

Based on the SOAR analysis strategy presented above, the researcher formulated alternative strategies that can be carried out by the Regional Secretariat Section of West Sumba Regency in improving the preparation of LPPD reports. These alternative strategies include:

a) Alternative Strategy 1

The first strategic alternative that needs to be carried out by the Regional Secretariat of West Sumba Regency is optimizing data availability and information systems in the preparation of the LPPD report in West Sumba Regency

b) Alternative Strategy 2

The third alternative strategy that needs to be carried out by the Regional Secretariat of West Sumba Regency is; optimizing the understanding of the LPPD preparation process in the Regional Secretariat Government Section in improving the quality of reports

c) Alternative strategy 3

The fifth alternative strategy that needs to be carried out by the Regional Secretariat of West Sumba Regency is; optimizing increased collaboration with non-governmental organizations and academics in maximizing the preparation of LPPD reports in West Sumba Regency

d) Alternative strategy 4

The sixth alternative strategy that needs to be carried out by the Regional Secretariat of West Sumba Regency is; increase greater community participation, involving the community in data collection, or providing feedback on government performance as reflected in the LPPD.

e) Alternative strategy 5

The seventh alternative strategy that needs to be carried out by the Regional Secretariat of West Sumba Regency is;strengthening coordination with regional apparatus of the Government Section of the Regional Secretariat of West Sumba Regency in improving the preparation of LPPD reports

f) Alternative strategy 6

The eighth alternative strategy that needs to be carried out by the Regional Secretariat of West Sumba Regency is;increasing the use of digital technology in the preparation of LPPD reports in West Sumba Regency so that the preparation of LPPD reports can be better than before

Table 1 SOAR Analysis Quadrants

Alternative Strategy	Quadrant
Alternative Strategy 1: Optimizing Data Availability and Information Systems in Compiling LPPD	Opportunities and Results
Alternative Strategy 2: Optimizing Understanding of the LPPD Preparation Process in the Government Section	Strengths and Aspirations
Alternative Strategy 3: Optimizing Collaboration with Non-Governmental Organizations and Academics	Opportunities and Aspirations
Alternative Strategy 4: Increasing Community Participation in Data Collection and Feedback	Opportunities and Results
Alternative Strategy 5: Strengthening Coordination with Regional Apparatus	Strengths and Results
Alternative Strategy 6: Increasing the Utilization of Digital Technology in the Preparation of LPPD	Opportunities and Results

Source; Processed by Researchers, 2025

Based on table 1 above, it illustrates how each alternative strategy is grouped in the SOAR quadrant according to its focus characteristics, be it onStrengths, Opportunities, Aspirations, or Results.

CONCLUSION

Based on the results of the research and discussion, the researcher obtained the following conclusions: Implementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency. In the Communication indicator, it is still not optimally carried out by the Regional Secretary of West Sumba Regency, this is proven based on the results of the study that the communication carried out has not been consistent in compiling the LPPD report in West Sumba Regency. In the resource indicator, it is still inadequate, proven based on data on the number of apparatus of the Regional Secretariat of West Sumba Regency, it is still inadequate in maximizing the preparation of the LPPD report. In the disposition and bureaucratic structure indicators, it has been implemented quite well, proven based on the

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results of research related to the preparation of the LPPD report in West Sumba Regency. Inhibiting Factors Implementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency namely the still limited number of human resources and budget allocation, this is proven based on research results that the number of human resources is still inadequate and the budget allocation is limited, so that it becomes an obstacle in maximizing implementation of the preparation of the Regional Government Administration Report (LPPD) by the Government Section of the Regional Secretariat of West Sumba Regency. Based on the results of the SOAR analysis that has been carried out, there are 8 (Eight) strategy outcomes that can be applied for improvement. The preparation of the LPPD report in West Sumba Regency is as follows: Optimizing data availability and information systems in the preparation of the LPPD report in West Sumba Regency, Optimizing coordination with the regional apparatus of the Government Section of the Regional Secretariat of West Sumba Regency in the preparation of the LPPD report, Optimizing understanding of the LPPD preparation process in the Government Section of the Regional Secretariat in improving the quality of the report, Optimizing the increase in the use of digital technology in the preparation of the LPPD report in West Sumba Regency, Optimizing the increase in collaboration with non-governmental organizations and academics in maximizing the preparation of the LPPD report in West Sumba Regency, Increasing greater community participation, involving the community in data collection, or providing feedback on government performance reflected in the LPPD, Strengthening coordination with the regional apparatus of the Government Section of the Regional Secretariat of West Sumba Regency in improving the preparation of the LPPD report, Increasing the use of digital technology in the preparation of the LPPD report in West Sumba Regency so that the preparation of the LPPD report can be better than before.

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