

The Implementation of Delegated Authority Through an Integrated District Service System (Patent)



Pelaksanaan Kewenangan Delegasi Melalui Sistem Layanan Terpadu Tingkat Kabupaten (Paten)

Zaini Ali^{1*}, Sadu Wasistiono², Rossy Lambelanova³, Muhammad Ilham⁴

¹²³⁴ Institut Pemerintahan Dalam Negeri, Jatinangor, Jawa Barat, Indonesia

¹²³⁴ Jl. Raya Bandung - Sumedang No.Km.20, Cibeusi, Kec. Jatinangor, Kabupaten Sumedang, Jawa Barat 45363

Afithabdalah15@mail.com^{1*}, saduws@yahoo.com², Rossydlambelanova@ipdn.ac.id³, muh.ilham@ipdn.ac.id⁴
 Corresponding Author: Afithabdalah15@mail.com^{1*}

ARTICLE INFORMATION

Keywords

*Delegated;
 Authority;
 PATENT;*

ABSTRACT

Districts hold a strategic position connecting regencies with villages and vice versa. Therefore, innovation in sub-district services through PATENT is a breakthrough in promoting sub-districts as community service centers. This study aims to determine and analyze the implementation of delegated authority by the Head of Sungai Mandau Sub-district, Siak Regency and Siak Hulu Sub-district, Kampar Regency, the factors that hinder the delegation of authority, the implications for implementing regional regulations, the performance of the sub-districts in the last 3 years, and the model of delegation of authority delegated to the sub-districts. Using a descriptive-explanatory qualitative approach, the study finds: First, delegative authority is being implemented well in Sungai Mandau Sub-district, whereas in Siak Hulu it is not yet running smoothly. Second, obstacles to exercising authority come from both superiors and subordinates. In Sungai Mandau, the Regent has no doubt about the sub-district head's capability and sees no problems with his performance. In Siak Hulu Sub-district, the Regent is concerned about the quality of his staff's work, while the sub-district head experiences difficulty in carrying out his tasks. Third, the implications of local-regulation implementation different: in Sungai Mandau the implications are positive, whereas in Siak Hulu they are less favorable. Fourth, with respect to sub-district performance over the past three years, Sungai Mandau has shown improvement, while Siak Hulu has remained flat. Fifth, the model used by the Regent to delegate authority to the sub-district head differs by regency: Siak employs the Rational-Comprehensive model, whereas Kampar uses the Incremental model.

Kata Kunci

*Delegasi;
 Wewenang;
 PATEN;*

ABSTRAK

Kabupaten memegang posisi strategis sebagai penghubung antara kabupaten dengan desa dan sebaliknya. Oleh karena itu, inovasi dalam pelayanan kecamatan melalui PATENT merupakan terobosan dalam mempromosikan kecamatan sebagai pusat pelayanan masyarakat. Penelitian ini bertujuan untuk menentukan dan menganalisis implementasi delegasi wewenang oleh Kepala Kecamatan Sungai Mandau, Kabupaten Siak, dan Kecamatan Siak Hulu, Kabupaten Kampar, faktor-faktor yang menghambat delegasi wewenang, implikasi implementasi peraturan daerah, kinerja kecamatan dalam tiga tahun terakhir, dan model delegasi wewenang yang diberikan kepada kecamatan. Dengan pendekatan kualitatif deskriptif-eksplanatori, penelitian ini menemukan: Pertama, delegasi wewenang dilaksanakan dengan baik di Kecamatan Sungai Mandau, sedangkan di Siak Hulu belum berjalan lancar. Kedua, hambatan dalam pelaksanaan wewenang berasal dari atasan dan bawahan. Di Sungai Mandau, Bupati tidak meragukan kemampuan Kepala Kecamatan dan tidak melihat masalah dalam kinerjanya. Di Kecamatan Siak Hulu, Bupati khawatir tentang kualitas kerja stafnya, sementara kepala kecamatan mengalami kesulitan dalam melaksanakan tugasnya. Ketiga, implikasi implementasi peraturan daerah berbeda: di Sungai Mandau implikasinya positif, sedangkan di Siak Hulu kurang menguntungkan. Keempat, terkait kinerja kecamatan selama tiga tahun terakhir, Sungai Mandau menunjukkan peningkatan, sedangkan Siak Hulu tetap stagnan. Kelima, model yang digunakan Bupati untuk

	mendelegasikan wewenang kepada kepala kecamatan berbeda antar kabupaten: Siak menggunakan Model Rasional-Komprehensif, sedangkan Kampar menggunakan Model Incremental.
Article History Send 14 th October 2025 Review 1 st December 2025 Accepted 31 st December 2025	Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.



Introduction

The existence of sub-district governments in Indonesia's national government system dates back to the Kediri Kingdom in the 12th-13th centuries. At that time, sub-districts were called 'Wiyasa,' and their heads were called 'Camat.' A Wiyasa oversaw several villages, each led by a Village Head. When the Dutch colonial government ruled Indonesia, the sub-district government structure was retained by the Dutch East Indies administration, referred to as 'District,' one level below the Kewedanaan. The Kewedanaan government was positioned at the third tier, after the Regency or 'Regenschap,' with the Province at the first tier. After Indonesia's independence, the sub-district government was maintained and placed at the third tier in the regional government hierarchy. This position was incident in Law no. 1 of 1957, Presidential Decree no. 6 of 1959, and Law no. 18 of 1959 on the Fundamentals of Regional Government. The establishment of sub-districts as Level III regions was intended to distribute power from the central government to the sub-district level, ensuring that rural communities, as the holders of sovereignty, could benefit from having a government. However, when the New Order regime came to power, Law no. 5 of 1974 divided Indonesia's territory into two levels: provinces and regencies/cities. The sub-district government, previously a Level III region under the Old Order, was abolished and repositioned as a supporting unit under the regency/city government, handling certain central government affairs. This meant the sub-district head (Camat) became a central government apparatus delegated to the regency/city, trained and supervised by, and accountable to the Regent/Major, while also serving as the central government's representative in the region. With sub-districts reduced to bureaucratic machinery, regency/city governments became the centers for central government bureaucratic services in their regions. Meanwhile, rural and urban communities, who should be served by the government, were left to fend for themselves—traveling to government offices in the regency capital to obtain documentation such as birth certificates, police clearance letters, ID cards, or residency certificates. These documents are essential for accessing civil or public rights, but acquiring them often involve long distances and high costs, as without these documents, various civil or public rights cannot be granted. Without them, many civil or public rights cannot be granted (Prasetyo, Y., & Abdullah, A, 2017) (Kunsi, D., & Karmudji, Z., 2021).

Then, when Indonesia entered the reform era in 1998, a policy was adopted in the field of Regional Government that shifted the position of the Subdistrict Government. Under Law no. 5 of 1974 concerning the Basic Principles of Regional Government, it had served as the bureaucratic machinery of the central government in the Regency/City, but it became

an apparatus of the Regency/City Government as regulated in Article 66 paragraph (1) of Law no. 22 of 1999. After Law no. 22 of 1999 was replaced by Law no. 32 of 2004—and even after the latest amendment, Regional Government Law no. 23 of 2014—the position of the Subdistrict Government has remained unchanged. As an instrument (tool) of the Regency/City Government. Although democratic progress has been made compared with the New Order era, the political shift has not yet delivered the improvements the public hoped for when they championed reform to achieve better governance that's better.

At the very least, Rosadi's study in Bogor Subdistrict still found changes in the subdistrict's organizational structure, but unfortunately these were not accompanied by improved performance, including the use of time (Rosadi's, 2007). Then in 2009, Sadu Wasistiono and colleagues conducted research on the delegation of the Regent's authority to the Subdistrict Head in Kuningan Subdistrict, West Java (Sadu, 2009). They found that not all matters that should have been delegated by the Regent to the Subdistrict Head had been transferred; indeed, even the authorities that had been granted to the Subdistrict Head had not all been formalized in decrees based on operational needs. Likewise, Amirudin's findings at the Biak Regency Subdistrict Office shown that public services fell far short of expectations because Government Regulation No. 19 of 2008 had not been implemented as required. Amiruddin's findings, which applied Edward III's policy concept using four indicators to assess subdistrict performance, revealed that not all indicators were driving performance as stipulated in Government Regulation No. 19 of 2008—even though Law No. 22 of 1999 embraced the paradigm of genuine, accountable regional autonomy (Amirudin, 2010).

The conclusion: Law no. 22 of 1999 brought little improvement in employee performance, especially in public services, compared with Law no. 5 of 1974. Nevertheless, in another region Arif L.'s 2019 study on public services at the Village Office in Sidoarjo Regency found that services were running well. Even though the research was conducted at a village office, under Law no. 32 of 2014 both types of government are apparatus of the Regency/City. This means both institutions are equally guided and supervised by the Regency/City Government. In another study, Zaini Ali's 2015 research on the Implementation System of Integrated Subdistrict Administration (PATEN) in Siak Subdistrict, Siak Regency, also found that subdistrict-government performance—especially in public services—was running well. Specifically, all 14 sub-indicators of government administrative services, both permits and non-permits required by the public, were functioning properly, as shown in the following table:

Public Perception of Services Public at the Siak Hulu Subdistrict Office Siak Regency in 2013

Service Elements	ValueAverage	IPM
Service Procedures	3.32	83.00
Terms of service.	3.30	82.50
Clear The Guard.	3.31	82.83
Responsibilities Of Service Personnel	3.31	82.67
Disciplinary Officer.	3.37	84.17
Ability Of Service Personnel	3,29	82/17
Service Speed	3,27	81.67
Justice In Service	3.31	82.83
Politeness and ape mahanPelay Officers	3,42	85.50
reasonableness of Service Cost	3.55	88.67
certainty of service costs	3,43	85.67
certainty of Service Schedule	3.37	84.17
comfort of Environment	3.31	82.83
security of Service.	3.35	83.83

From the table above, the quality of services at the Siak Subdistrict Office, Siak Regency, can be explained through the following categorization:

Value interval SMI	Value inter-Val Conver - the SMI	Mutu performance	Service Unit service
1,00-1,7	25,00-43,75	D	is not good
1,76-2,50	43,76-62,50	C	is not good
enough 2.51-3.25	52,51-81,25	B	Good
3,26-4,00	81,26-100,0	A	very good

From the above data, it can be seen that the element with the highest Average Score (NRR) is Service Cost Fairness (3.55), while the element with the lowest Average Score (NRR) is Service Speed (average 3.27). These figures indicate that the highest satisfaction level comes from service cost fairness, whereas service speed yields the lowest satisfaction level. The data shows progress in administrative services, particularly through the use of the Integrated District Administrative Service System (PATEN). To evaluate the implementation of the Minister of Home Affairs Regulation no. 4 of 2010 on the Integrated District Administrative Service System (PATEN) in Riau Province, the Riau Provincial Government, as the supervisor of district/city governments, conducted annual evaluations of PATENT implementation from 2013 to 2016 through inter-district/city competitions across Riau Province. Article 3 of the regulation clear states that PATENT aims to establish

subdistricts as integrated service centers for rural and urban communities. From the evaluation results of the PATENT implementation program in districts /cities in Riau Province, based on the evaluation data from the Riau Provincial Government, the following findings were identified: There are 3 districts that have not implemented the PATENT program, and 3 districts that have implemented the PATENT program, and 3 districts/cities have implemented the PATENT program but have never won, while 4 districts/cities have implemented the PATENT program and have won 3rd place, and 2 districts/cities have implemented the PATENT program from the beginning of the competition and consistently competed for 1st place. This phenomenon illustrates that some districts/cities have successfully implemented the PATENT program, while others have not maximized its implementation. and there are even districts/cities that have not yet implemented the PATENT program, even though the sub-district has been designed as an integrated service center for Village/Sub-district communities. To encourage districts/cities to improve sub-district government performance, the Riau Provincial Government has provided incentive funds to sub-district governments since 2010, starting from Rp. 250,000, and since 2015, the incentive has been increased to Rp. 100 million per year. Sub-districts that achieve first place are awarded Rp. 100 million in addition to other accolades. Observing various phenomena in the implementation of delegative authority, particularly concerning public services by sub-district governments delegated by Regents/Mayors to Sub-district Heads in Riau Province, the author aims to conduct an in-depth analysis by selecting 2 (two) district samples: a district that has won the PATENT championship more than once and a district that has never won a provincial-level PATENT championship despite participating in the program from the beginning. For the successful district sample, Siak Regency, which has won the PATENT championship more than once, the author selects Sungai Mandau Sub-district as the sample. For Kampar Regency, which has not won a championship despite participating in the PATEN competition almost every year, Siak Hulu Sub-district is selected as the sample. The objectives of this research are: 1). To understand the implementation of delegated authority from the Regent to Sub-district Heads in carrying out Integrated Sub-district Administrative Services (PATEN), 2). To identify potential factors that may hinder the implementation of delegated authority from the Regent to Sub-district Heads. 3). What are the implications of delegating, delegated authority from the Regent to Sub-district Heads in the enforcement of Regional Regulations over the past year, 4). How has the performance of the District Sungai Mandau District, Siak Regency, and Siak Hulu District, regarding the

implementation of PATENT over the past three years, 5). What types of authority are granted by each Regent to District Heads in each sample regency?

According to Kaho's perspective on modern states, there are two forms of government: the Unitary State and the Federal State. Kaho further states that a Unitary State is a form of government where supreme legislative authority is centralized in a single national legislative body, while in the executive branch, supreme authority lies with the central or national government, with regional governments simply implementing central policies, directives, or agreements between the national and local governments (Sari, I. , 2015) (Iskatrinah, I. 2017) (Huroiroh, E., & Fauzi, M., 2022). Sarundajang then states that government is essentially a tool for everyone to do together things that cannot be carried out individually—in other words, that local government is an instrument for the local community to achieve collective welfare as originally planned or programmed. Moreover, the position of local government according to Robert Rienow in Rosidi is that local government through regional autonomy is the essence of the spirit of democracy, or in his original words: 'A nation may establish a system of free government, but without municipal institutions, it cannot have the spirit of liberty.' In running government there will always be a division of power between governments, as well as between the central government and local government, both through centralization and through decentralization. The delegation of authority from the central government to local governments in a country is a necessity in the organization. One form of power delegation according to Smith is through decentralization. Decentralization is the distribution of power based on territory—in other words: 'decentralization concerns the extreme to which power and authority are delegated through a body within the state.' Meanwhile, Stoner emphasizes the importance of delegating authority, stating that without delegation, organizational goals would be difficult to achieve. Meanwhile, that is what Stoner said: the importance of delegating authority—or in other words, without delegation of authority—will cause efforts to achieve organizational goals to stall. Therefore, Stoner emphasizes the importance of delegating authority:

- a. Through the delegation of authority, employees can carry out core and strategic tasks vital to the organization's sustainability of the organization.
- b. Through delegation of authority, managers gain better decision outcomes and more accurate ones, because employees are closest to the issues at hand. Through delegating authority, decisions can be made more quickly since there's no need to seek approval from superiors. The delegation of authority and responsibility gives birth to initiative initiative for the development of the organization becomes larger.

Another view on decentralization is stated by Rodinelli and Cheema, as quoted by SSN. Jha and PC. Machtur in Hakim, that there are 4 types of decentralization: de-concentration, delegation, devolution and privatization, which according to Hoessein centralization is interpreted as follows: Deconcentration is the distribution within the administration of Delegation is the delegation of management authority and decision-making over specific functions to organizations that is directly Devolution is the transfer of functions from the central government to regional authorities autonomy. Devolution is the transfer Certain authorities within Planning and responsibility Specific administration within an organization private sector. The delegation of authority lies at the heart of decentralization. Supriatna defines authority as the power possessed by an individual, institution or organization—grounded in moral right derived from formal position, expertise, norms and popularity—to make decisions, rules and government regulations for implementation and to ensure they are consistently and consequently obeyed. With respect to authority and its delegation, William and Mayer in Marume distinguished delegation of authority as: a). Delegation of power: when powers are assigned, the authority and duty to exercise them are transferred partly or in full. The power to delegate does not arise automatically; it must be expressly provided for or by implication, b). Delegated authority is an action in which an individual or institution transfers its political or legal authority to a subordinate individual or institution for execution or application, while the original grantor retains all authority.

To avoid the concentration of authority in a single person or organization, Donnel and Wehrich should consider the following: a). Principle of delegation by expected results; Principle of functional definition; Scalar Principle; Authority level Principle; Principle of unity of command; Principle of absoluteness of responsibility; Principle of parity of authority and responsibility, b). In management there are various principles, including the delegation of authority from superior to people or units under them. Delegation of authority is the transfer of authority to do or not do something, granted by a superior to a subordinate with the provision: a). The authority does not transfer to the recipient's authority delegation, b). The recipient of the delegation must be accounted for Funding for the execution of these activities comes from the delegating authority. According to Stoner, there are 5 benefits of delegating authority:

1. By delegating authority, employees can perform core strategic tasks essential to the organization's continuity.
2. Through delegation, managers achieve better and more accurate decisions because employees are closest to the problems.

3. Through delegation of authority, decisions can be made more quickly as they don't require approval from superiors.
4. Delegation of authority fosters a greater sense of responsibility and initiative toward the organization.
5. The practice of delegating authority serves as training for organizational members who may later assume higher positions.

The concept of decentralization itself

According to Sadu Wasistiono, decentralization can be viewed from both economic and political aspects. It is intended to improve the alignment with demands for power-sharing between the central and local governments. Furthermore, Sadu Wasistiono states that decentralization helps reduce costs, improve output, and utilize human resources more effectively. Politically, decentralization is expected to strengthen accountability, political skills, and national integration. Decentralization brings government closer to the people, including in the delivery of public services, while also giving local communities a role in participating in both local and national politics. However, according to Newman in Sofian, there are several factors that can influence the delegation of authority, including:

1. From superiors;
 - a. Superiors believe they can perform the task better than others.
 - b. The superior's inability to delegate work.
 - c. Lack of trust in subordinates.
 - d. The lack of supervision that selectively provides warnings about difficulties that's occur.
 - e. Reluctant to give opportunities to subordinates
2. Mental barriers from subordinates. Afraid of being blamed. Unwilling to take responsibility, Subordinates have too many tasks. Lack of trust in oneself.

One of the government's main tasks is to formulate policies. As a concept, policy has broad and multi-interpretive meaning. For instance, J. Anderson defines policy as the behavior of actors in a particular field. Within this behavior, according to R. Dye, there are eight approaches or models of public policy: the Institutional model, the Process model, the Group model, the Elite model, the Rational model, the Incremental model, the Game Theory model, and the Systems model. In this paper, the author employs two policy theories: Rational theory and Incremental theory. The differences between these theories are as shown in the table below:

Another primary task of the government is to provide services to the public. Regional governance, as stipulated in Article 18 of the 1945 Constitution, divides regions into two parts: provinces and regencies/cities. Law no. 32 of 2004, Article 126, Paragraph (2), states that the subdistrict government is led by a subdistrict head (Camat) who, in their duties, receives partial authority delegation from the regent/major to handle certain regional autonomy matters. Furthermore, Article 126, Paragraph (5), states that the sub-district head, in carrying out their duties, is assisted by sub-district staff and is accountable to the regent/major, while sub-district staff are accountable to the sub-district head. To strengthen subdistricts as regional apparatus and enhance their performance as bureaucracies involved in regional autonomy, the government at that time issued Government Regulation No. 19 of 2008 (now Government Regulation No. 17 of 2014) concerning Subdistricts. Article 15 of Government Regulation No. 19 of 2008 states: The sub-district head, as the head of sub-district-level government, is granted attributive authority covering:

1. Coordinating community empowerment activities;
2. Coordinating efforts to ensure public peace and order; Coordinating the implementation and Coordinating the maintenance of public service infrastructure and facilities

Coordinating the implementation of government activities are conducted by regional government agencies at the sub-district level. In addition to the attributive authority granted to sub-district heads as explained above, they are also given delegative authority as stipulated in Article 5 Paragraph (2) of Law No. 32 of 2004. This delegative authority is observed through Article 15 Paragraph (2) of Government Regulation No. 17 of 2018, which mandates regents/mayors to delegate part of their authority to sub-district heads. According to Sri Maulidia In essence, sub-district heads have delegative tasks (authority delegated by regents/mayors) as well as attributive tasks (inherent duties of government leaders). Delegative tasks that can be assigned by regents/mayors to sub-district heads include: 1) Development, 2) Supervision; 3) Facilitation, 4) Determination, 5) Implementation; 6) Other authorities granted by regents/mayors. Among the delegative authorities transferred by regents to sub-district heads are the administration of licensing and non-licensing matters. Based on this authority of sub-district heads to administer licensing and non-licensing matters, the Ministry of Home Affairs issued Regulation No. 4 of 2010 concerning the Integrated Sub-District Administrative Service System (PATENT). Article 4 of Ministerial Regulation no. 4 of 2010 states that three requirements must be met for PATENT

implementation as a form of public service: a. substantive requirements; b. technical requirements, and c. administrative requirements.

Regarding the fulfillment of community rights, the government as a public service provider institution must, according to Denhardt & Denhardt, there to the following principles in public service:

1. Serve citizens, not customers;
2. Seek the public interest;
3. Value citizenship and public service above entrepreneurship;
4. Think strategically, democratically;
5. Recognize that accountability isn't simple.
6. Serve, rather than steer;
7. Value people, not just productivity.

As is known, the ideas of Denhardt & Denhardt emerged as a resistance to the work of Osborne and Gaebler in their book "Reinventing Government: How The Entrepreneurial Spirit is Transforming The Public Service" (1992), which equates the concept of public service with customers (customer, consumer, client). Meanwhile, Denhardt and Denhardt were oriented toward the idea of "civil citizenship," emphasizing the state's role as an entity that both produces and distributes citizens' rights, such as freedom of speech and equality under the law. Therefore, in this article, the author sees to understand the extension to which Denhardt's ideas resonate with the public's sense of justice, which is the highest human right in a democracy. Subsequently, Denhardt's ideas above were expanded upon by Nisjar in Sedarmayanti, stating that public organizations (such as sub-districts) must possess the following characteristics:

1. Service procedures should be easy to understand and implement, avoiding excessively bureaucratic, convoluted processes.
2. Services should be provided with clarity and certainty for customers.
3. Service delivery should be both effective and efficient.
4. Service providers prioritize speed and adherence to designated timelines.
5. Customers should have ready access to transparent service-related information at all times.

From the evolution of public service theory, while on the other hand society demands public service standards, the government enacted Public Service Law no. 25 of 1999. To implement this law, three Government Regulations (PP) were required, one of which is PP

No. 96 of 2012. Article 3 of this regulation states: 'Public Service means activities or series of activities to fulfill service needs in accordance with legislation for every citizen and resident regarding goods, services, and/or administrative services provided by public service providers.' Furthermore, Article 3(2) of PP No. 96 of 2012 species that public services include: a. Goods services, b. Public services, and c. Administrative services.

Subsequently, the Minister of State Apparatus and Bureaucratic Reform specifically issued Decree No. 5 / Kep / M.Pan/7/2015 concerning government administrative services. To accelerate the orderly administration of government at the subdistrict level, the Minister of Home Affairs issued Regulation No. 4 of 2010 on the Integrated Subdistrict Administrative Service System (PATEN). According to Article 3 of Regulation No. 4 of 2010, PATENT aims to establish subdistricts as community service centers and hubs for integrated service offices at the regency/city level. To set service standards as stipulated in Article 8(1)(a), they include: a. Type of service; Service requirements; Service process/procedure; the responsible official regarding services; service time, and service fees. Meanwhile, Article 10 of Ministerial Regulation no. 4 of 2010 on the Integrated District Administrative Service System (PATEN) stipulates that the facilities and infrastructure used in the implementation of PATENT are: a. Registration counter/desk; b. Document processing area; c. Payment area, data processing center information. complaint handling center; on-duty post, waiting room; and other supporting equipment.



Subsequently, the presentation of the theoretical framework and derivative concepts up to operational concepts based on legislation, namely the Minister of Home Affairs Decree No. 138-270 of 2010 concerning Technical Guidelines for PATENTS, outlines substantive requirements, administrative requirements, and technical requirements. The substantive requirement refers to the delegation of the regent's authority to the sub-district head under the following provisions:

1. the existence of a district/city technical team.
2. the Regional Secretary as the team chair with members includes the Head of Government and Finance Division, heads of relevant Regional Apparatus Organizations (SKPD) dealing with licensing and non-licensing matters, and the Sub-District Head.
3. drafting the Regent/Major Regulation for signing and simultaneous delegation to the Sub-District Head.

The administrative requirement references to service standards and job descriptions for each sub-district employee. In the context of PATENT, it serves as a benchmark used as a guide and reference for employees to assess PATENT quality, as a promise of quality, fast, accessible, and measurable service delivery. This promise is reflected in the existence of Vision, Mission, and Service Motto. The purpose of formulating the Vision, Mission, and Service Motto is: Sub-district officials understand Enhancing knowledge and the understanding of subdistrict officials regarding the vision, mission, and motto, principles and values in the delivery of public services. Providing a foundation for developing programs and improving resources in the subdistrict. The minimum service standards must include the types of services provided at the subdistrict level, the requirements for obtaining services, the service process/procedure, the officials responsible for services, service duration, and service fees. Meanwhile, the technical requirements refer to in Article 8 of Ministerial Regulation No. 4 pertains to the implementation of PATENT, which necessitates technical prerequisites covering infrastructure and PATENT technical execution, as stipulated by Ministerial Decree No. 132-270, which establishes the following conditions:

1. The district/city technical team facilitates the fulfillment of technical requirements.
2. The fulfillment of technical requirements is carried out by the district/city team and the subdistrict technical team.

Method

In research, three types of studies are recognized: quantitative research, qualitative research, and mixed methods research (combining qualitative and quantitative approaches). According to Brannen, the key distinction between these three lies in how each treats data. In qualitative traditions, researchers must use themselves as instruments, adhering to cultural assumptions while following the data. To gain imaginative insights into respondents' social worlds, researchers are expected to be flexible and reflective while maintaining distance. A consequence of this approach is that qualitative methods par excellence involve participant observation. Creswell identifies five qualitative research approaches: narrative research, phenomenology, grounded theory, ethnography, and case studies. Based on Creswell's framework and aligned with this study's objectives, the relevant approach here is phenomenology. Creswell defines phenomenological studies as those seeking the "essence" of meaning in a phenomenon experienced by multiple individuals. For phenomenological research, researchers may choose between hermeneutic phenomenology (focusing on interpreting life texts and lived experiences) or transcendental phenomenology (where

researchers examine phenomena by setting aside preconceptions about them). From the perspectives outlined by Creswell above, to achieve objective truth, this study employs both phenomenological approaches to ensure scientifically accountable results that can serve as references for government officials in future governance. As Creswell states: 'The researcher as key instrument'—qualitative researchers personally gather data through documentation, behavioral observations, or participant interviews. While they may use protocol-like instruments for data collection, they remain the sole instrument in gathering information. This qualitative research method follows inductive reasoning, starting from human needs as the object of government services, then theoretically explained to obtain a realistic picture—specifically focusing on delegated licensing and non-licensing tasks assigned by the regent to district heads through Regent Regulations.

The qualitative research method was reaffirmed for this study because it examines phenomena involving perceptions and behaviors in public service delivery. According to Sugiyono, data selection is crucial in qualitative research. For instance, data collection techniques are the most strategic step in research, as the primary goal is to obtain data. Without proper collection techniques, researchers cannot acquire data meeting established standards. Data collection sources may include primary and secondary sources. Per Sugiyono, primary data sources directly provide data to collectors (eg, interviews), while secondary sources indirectly supply data through intermediaries or documents. Secondary data here refers to records of district office activities or archived data at the District Head's office—all of which are necessary. Understanding these qualitative research concepts and primary/secondary data collection methods will facilitate the researcher in completing this study scientifically and responsibly. The data determination and collection process in this study is conducted as follows: Population data of Siak Regency and Kampar Regency, Riau Province, particularly in the district of Data on government policies Siak Regency and Kampar Regency regarding the establishment Permit services and non-permit services granted by the regent Data on service provision based on the PATENT regarding licensing and non-licensing by subdistrict officials in the Regency of Siak and Kampar Regency.

In qualitative research, the use of informants as sources of information is crucial. Informants can be defined as individuals who provide facts through words and actions, supply data, and possess knowledge about issues closely related to the research subject. Therefore, in this study, before designing individuals as informants, key informants are also needed as gatekeepers of information. The key informants and other informants in this research are as follows: 1. The Governor/Deputy Governor as representatives of the Central

Government as supervisors and overseas of governance the regency is designed as *key informants because they aim to explore* and collecting data including: forms of guidance and supervision particularly the implementation of PATENT in districts/cities across Riau Province. The Regent/Vice Regent of Siak and These two regional officials were also designed as key informants.

The information collected *from these key informants include*: their views on the delegation of partial authority to the Subdistrict Head, the mechanism of delegation of affairs, field governance practices and the commitment of implementing staff affairs, funding sources as well as obstacles in the implementation A member of the Regional Legislative Council (DPRD) from 2 (two) districts - serving as a partner to the local government in discussing and overseas regional policies; such as approaching the funding for the PATENT program activities and conducting evaluations of the implementation of PATENT Once in 2 (two) regencies as the formulation of policies and accountability for the implementation of the program Assistant I in Government Affairs and Social Welfare in 2 (two) regencies that mentor, coordinate, and Head of Government Affairs in 2 regencies regencies that directly overseas and supervise the governance of districts.

Former Regent of Kampar for the terms 2009-2014 and 2014-2019. Former Regional Secretary of Kampar 2009-2014 regarding the existence or absence of the Regent ordered the Secretariat to create Technical guidelines from Regent's Regulation No. 49 of 2013 or approved the Technical Guidelines regarding Head of the Regional Revenue Agency Kampar Regency to verify whether the Land and Building Tax (PBB) for buildings exceeding 150 square meters (>150 m²) has been paid by residents of the Subdistrict Upper Siak. District heads in 2 (two) regencies as organizers and as those specifically responsible for government affairs. Subdistrict secretaries in 2 (two) 2 (two) village heads Village Secretary in the sub-district 2 (two) community members (household heads) in each sub-district within their respective regency who have previously handled matters at the relevant Sub-District Office regarding licensing and non-licensing matters.

From the research planning stage until completion, there were several changes among both regular informants and key informants. However, this doesn't mean the required data couldn't be observed, as the responses were evaluated not on personal names but on the public officials they represented. To identify the initial informants/key informants and their replacements during the research, refer to the following table:

Table 1 Research Key Informants and Informants.

Key info. and infor the di plan	Key info and info used	Alasandk is the key info	Status	Total
Governor / Wk. Governor	Kabiro is a government-appointed official.	It is not possible to connect	the Key informant	1
Regent/ WkRegent	Wk.The city is busy	with non-political activities.	Key info man	2
2 members DPRD di Sample area	-	-	Infor man	4
2 regional secretaries sample	-	-	Infor Man	4
Assbdg Pemerin/ Kesra	-	-	Infor man	2
2 Head of Pemerin	-	-	Informant	2
Former Regent of Kampar	-	-	Key Infor man	1
Former Regional Secretary of Kampar	-	-	Key Infor man	1
Former Dispenda Kmpar	-	-	Informant	1
2 Subdistrict heads in the sample area	-	-	Infor man	2
2 Sekcdi of sample area	-	-	Informant	2
4 Village heads in the sample area	-	-	Infor man	4
Amount	-	-		26

Source: data in the field.

According to Crasswell, researchers in most qualitative research collect various types of data and utilize the time as effectively as possible to collect information at the research site. Furthermore, Cresswell said that the data collection procedure in qualitative research involves four types of strategies with their strengths and weaknesses, namely:

- a. *Qualitative observation, (qualitative observation), is when researchers directly down the spaciousness of observing the behavior and activities of individuals in the field. In this observation, the researcher records both in a structured way and for the sake of structure (for example by asking a number of questions that the researcher really wants to know) – the activity at the research location. Qualitative research can be involved in a variety of roles, from open – ended observations where researchers ask general questions to participants free to give their views.*
- b. *Qualitative interviews researchers can conduct face-to-face interviews with participants, interviews them by phone, or engage in focus group interviews consist of six to eight participants per group.*

- c. Interviews like this certainly include generally unstructured and open - ended questions that are designed to bring out the views and opinions of participants.

During the research poses, the researcher presented qualitative documents. These documents are either public documents (eg newspapers, papers, office reports) or private documents (eg, diaries, e-mails). The last category of qualitative data is audio visual and qualitative material. This Data can be in the form of photos, objects, video tapes, or any kind of Sound/Sound. Input data collection procedures keratif Dala m Pink visual ethnography category and includes a life story, narrative, visual metaphor, and Digital Archives Clandinin B part method contains an explanation of the type of research/research design. This section describes the number of subjects and subject characteristics in Eliot's demographic data. In the research of Kua L itatif, the concept / theory that is used as an analysis knife that is used to discuss the theme of research as the main characteristics of qualitative government research.

Results and Discussion

The Implementation of Delegative Authority by Subdistrict Heads in two regencies, namely Siak Regency and Kampar Regency in Riau Province.

This delegative authority consists of two areas: licensing and non-licensing. The licensing sector includes Business Location Permits (SITU), Trade Business Permits (SIUP), and Building Construction Permits (IMB) for structures under 150 m², while the non-licensing sector covers Building Construction Permits for structures over 150 m² and Domicile Permits or Trade Business Permits for ventures exceeding Rp. 50 million.

Documentation, a process of utilizing recorded data from meeting minutes, archives, or subdistrict head diaries to provide guidance or identify challenges in implementing PATENTS (delegative authority) at the subdistrict level. Record interview sessions with predetermined informants as well as other informants as needed for the research. Images deemed relevant to both the focus and research locus as part of observational support activities. Books and papers, used for recording infrastructure and materials interviews with informants and observation results. Writing tools, used to record interview results and observation results research.

This research was conducted in two regencies: Siak Regency and Kampar Regency. These two regencies were selected as research subjects because Article 3 of the Minister of Home Affairs Decree No. 4 of 2010 on Integrated Subdistrict Administrative Services (PATENT) states that the PATENT program aims to establish subdistricts as service hubs

for integrated offices and agencies at the regency/city level. In these two regencies, the PATENT program has been implemented—starting in 2011 in Siak Regency and in 2013 in Kampar Regency. Based on annual evaluations from 2012 to 2019 conducted by the Governor through the Regional Secretariat's Bureau of Government and Regional Autonomy of Riau Province, Siak Regency consistently ranked either first or second in the PATENT competition each year. Meanwhile, Kampar Regency, which has participated in the provincial-level PATENT competition since 2013, has never won. From a governance perspective, Kampar Regency is one of the regencies that contributed to the establishment of Riau Province. Geographically, part of Kampar Regency borders Pekanbaru City, the provincial capital of Riau. This means Kampar Regency benefits from its proximity to the provincial government. On the other hand, Siak Regency is a newly formed regency, separated from its parent regency, Bengkalis, under Law no. 53 of 1999.

The data analysis technique used was qualitative data analysis, in line with the nature of the problem and the research phenomenon related to the implementation of PATENT in the respective subdistrict offices representing the governments of Siak Regency and Kampar Regency. Before conducting field research, the researcher performed preliminary data analysis using secondary data. Field data was then analyzed using Spradley's (1980) model, which includes domain analysis, taxonomic analysis, componential analysis, and cultural theme analysis. During fieldwork, the researcher identified a key informant—a credible and trusted individual who could facilitate access to the research subject. The researcher then conducted interviews with this informant and recorded the results. Attention was then directed to the research subject, with descriptive questions posed, followed by analysis of the interview results. The subject analysis included:

1. Domain analysis (conducting participatory observation, recording observation results, performing descriptive observation). In the next step, the researcher determines.
2. Taxonomic analysis (analysis of collected data based on predicted domains derived from taxonomic analysis), followed by posing questions that contradict other questions.
3. Componential analysis (identifying specific differences in each detail produced by taxonomic analysis).
4. Analysis of cultural themes or discovery of cultural themes (an effort) to find common threads integrating across existing domains.
5. Based on the findings of the analysis, the research report is then written.

This research was conducted in two regencies: Siak Regency and Kampar Regency in Riau Province. The two regencies were selected as research subjects because, in public services, there are observable differences between subdistricts in one regency and those in

another, despite the uniform service standards or references used, namely Minister of Home Affairs Regulation No. 4 of 2010 on PATENTS and Minister of Home Affairs Decree No. 138-270 on Technical Guidelines for PATENTS. As stated in Article 3 of Minister of Home Affairs Decree No. 4 of 2010 on the Integrated Subdistrict Administrative Service System (PATEN), the goal of the PATENT program is to establish subdistricts as centers of public service and hubs for integrated offices and agencies at the regency/city government level. With the PATENT program, the public will enjoy easier services, including faster processing, simpler procedures, and lower costs. Another reason for selecting these two regencies is that Kampar is the oldest regency in Riau, established in 1957, while Siak is a newer regency, established in 2000. Additionally, both regencies have implemented the PATENT program—Siak in 2011 and Kampar in 2013. Based on annual evaluations through the PATENT implementation competition organized by the Riau Provincial Government as the supervising and monitoring body for each regency/city government, conducted via the Office of Government and Regional Autonomy, it was concluded that Siak Regency consistently ranks either first or second every year. In contrast, Kampar Regency, despite participating almost every year, has never won. One of the local government's duties or functions is to provide administrative services, whether civil or public. Given the situation in Kampar Regency, many residents are disappointed because the promised services have not been realized. Through the PATENT program, the government aims to innovate in public services to eliminate the perception of disparities between urban and rural communities. By designing subdistricts as service centers, it is expected that policies delegated to subdistricts will be automatically implemented and distributed to the public, allowing policies to identify emerging social aspirations for political decision-making in community development. Starting from the disparities, particularly in the implementation of PATENT as the flagship of integrated community service centers at the sub-district level in several regencies, while conversely, in some other regencies, the PATENT program has been successfully executed. This has shifted regional autonomy, which was previously centralized in the regency capitals, toward villages through service activities, development, and community empowerment. Therefore, this study aims to determine the extension to which the PATENT program impacts public services and, conversely, how it encourages community participation in supporting government policies across various development sectors. To clarify the discussion in this paper, it would be beneficial to reiterate the purpose of this article, namely:

1. To determine the implementation of the delegative Authority of the sub-district head through the Integrated Administrative Services System District (patent) in Sungai Mandau District Siak District and District Siakhulukampar Regency.
2. To determine the factors inhibiting the implementation of the Regent's delegative meeting at the sub-district heads in each district in the sampling District.
3. To determine the implications of the implementation of delegative authority by the Sub-District Head for the enforcement of regional regulations in each sub-district in the sampling District.
4. To find out the results of the government agency Performance Accountability Report (LAKIP) Sungai Mandau subdistrict Siak regency and Hulu Kampar regency in 2017, 2018 and 2019.
5. To determine the policy model taken by each Regent in the delegation of delegated authority to the sub-district head in the sampling district.

Implementation of the authority of the de-legative from the Regent in the sub-district through the integrated administration system of the sub-district (patent) in the Office

In Article 4 of Permendagri No. 4 of 2010 explains that for the implementation of the patent program must meet several requirements. These terms include: a. Substantive terms, b. administrative requirements, and c. requirements technical. From the 3 requirements referred to in Article 4 of Permendagri No.4 year 2010 by the Mandau River District government has been fulfilled everything. For example, the terms of subsatanif evolved by the Perbup Regent Siak 42 year 2010 on Delegation Partial Authority of the head by setting as many as 75 Affairs categorized regarding permits and Affairs categorized as 25 non-licensing. Likewise, administrative requirements such as those related to the vision, mission and motto of the service already exist and have been forced to include the effectiveness of employee recruitment as many as 21 people through workshops, training and sending employees who are related to recruitment, apart from consideration of education and work experience. Then also with the work provisions for each field of service has also been created and made a standard in public service. For example, the requirements of an affair, the length of time the board and the cost of management. From a number of facts found and equipped with the results of interviews and observations, it can be concluded that the implementation of delegative authority from the Regent on the camera through the Integrated District Administration Service System (PATEN) has been carried out with good results.

Implementation of the legal authority of the Sub-District RegentKe through the Sub-District Integrated administration system (patent)

As with the implementation of patents in the SungaiMandau Sub-District Head Office Siak Hulu Regency Pampar Sub-District Head Office to assess the implementation of the patent program from Article 4 of Permendagri number 4 of 2010 which includes 3 requirements, namely:

Substantive requirements, b. administrative requirements, and c. requirements technical.

From the findings in the field that substantive requirements already exist, namely the submission of some of the affairs of the Regent at the sub-district, namely Perbup number 49 of 2013, but a number of procedures are not passed until signed by the Regent of Kampar. For example, the establishment of the formation of Perbup consisting of Regional Secretary as Chairman, Head of government as Secretary, Head of Finance as treasurer, and a number of Heads of agencies or bodies that have fields of work related to the sub-district head duties, including the sub-district head himself as a member, are not all invited. This is considered an administrative defect because each department or agency is asked which tasks they want to delegate related to the consideration of whether the sub-district head assigned tasks are ready and what facilities they need. From the administrative requirements of the Subdistrict Head or Sekcam cannot provide information whether in the form of Vision, Mission or motto of Service. The reason for their new chief working in the upstream district, while the old employee also said that the previous address had also never done a standard patent program. From the workroom or picket table, it is seen that there are no service activities that show the patent system in the service except for the user service delivery where the applicant cars his file from the table to the officer's table. From the description of the facts in the field can be concluded that the district has not run Siak Hulu patent program as expected minister of Home Affairs No. 4 of 2010.

Factors causing not running Service System Program District Integrated Administration (Patent)

As explained that one of the barriers is a welcome Authority according to Newman in Sofyan Arief is caused by 2 things, namely:

1. From the border: a). The Chief considered him more better than anyone else, b). Inability of superiors to give up work, c).Lack of Trustin subordinate, d).Absence of supervision in the case of Kewngan, e).Don't give up on what is given.
2. From the bottom: a).Mental inhibition of subordinates, b). Fear of criticism, c).The Malays are responsible, d). Under the burden of Duty, e). Lack of confidence in oneself, In practical government superiors and subordinates are determined through law. This means that the boundary can be whether or not someone is acting determination by rule or law Invite. E. G. involving rules Civil Serviceorcivil servant sada Law no. 8 of 1974 About The Trees Of Peace. In Article 1 of the letter which is interpreted with the superior is an authorized officeis an official who because of his position or position in charge of one or more civil servants. While in Article 1 letter a What is said to be state employees are those who have fulfilled the requirements is determined in applicable laws and regulations, appointed by the competent authorities authorized officials who have PPNS are those who have fulfilled and assigned other state tasks that are set based on a legal regulation and salaried according to applicable laws and regulations.

Implementation of delegations from the Regent at the sub-district head

Nationally, the law that regulates civil servants including civil servants in the District of Sungai Mandau is Law No. 8 of 1974 on the basics of Personnel.From 2 quotations of Article Uuabout the Mainstaysofficial above it is clear that an officeis a person determined by the state to carry out certain duties and like civil servants as subordinates must also carry out orders from officials based on applicable regulations. Thus it is clear that all the actions of officials and employees in their capacity as state servants are not allowed to give reasons such as Newman's arrest because they are people who are bound by their freedom because they are elements of the state apparatus, state servants and public servants who obey and are loyal and obedient to Pancasila, the 1945 Constitution, the state and government. Thus, new opinions about 2 causes of an authority not running government organization are only the causes of their own superiors and subordinates or civil servants are not all proven, especially at the Sungai Mandau Subdistrict Office, Siak Regency. For example, superior who says it is better for him to do his own duties than subordinates, or the inability of superior to divide work with subordinates or vice versus subordinates who are not ready, or fear criticism or lazy to bear responsibility, is denied because the government organization in addition to setting standards for officials or subordinates in working also the tasks assigned to officials or subordinates have been established through laws or government regulations or regulations

and ministerial decisions. The position of an official in working more as a mentor, development and as a supervisor so that it is ensured that all tasks assigned to subordinates can be followed. If there are obstacles to the work should be sought solutions so that work was completed as intended regulations. In Siak regency starting from 2000, the Year of the establishment of the Regency, every 5 years the election of the Regent is people who come from bureaucrats so that in leading the government does not become a problem. Consequence in describing tasks and responsibilities on subordinates do not experience problems. For example, when the Regent Siak set perbup No.42 of 2011 on the delegation of some Kewangan Bupati at the Sub-District Head. Perbup was established as a policy through the district team by involving a number of offices, agencies and sub-districts as referred to by Permendagri number 4 of 2010. After it is formulated, then consult with the Regent and at the same time prepare the Implementing Regulation on Perbup number 42 of 2011. Then Perbup number 42 year 2011 sent to Sub-District. Then, before being appointed by the Head of Government, a workshop was held by inviting the Subdistrict Head and Secretary in order to understand the patent policy to be implemented in order to improve the efficiency and effectiveness of services to the community. In the District of Sungai Mandau number of employees who have the status of civil servants there are as many as 18 people with the composition of Education: 2 meisters, 5 people Bachelor, 3 PEOPLE high school, 1 graduate Smp and the rest graduated from elementary school. With the number of employees as many as 18 people plus honorarium 3 people, then all the tasks that are attributive and delegative The sub-district head can be done well including patent Affairs. According to the Sub-District Head, the role of the Regional Secretary is very large in preparing human resources and facilities needed by the sub-district government. Thus, through the mechanism of employee work that has been arranged in accordance with the rules of the law to create a patterned relationship between superiors in this case is the Regent and subordinates in this case the Sub-District and its employees until in carrying out various good activities in the field of government-hold such as the implementation of Administrative Service Programs Integrated District (patent), as well as the field of development and other social fields have been running well.

The delegation of authority from the Regent to the District Head

In Kampar Regency, the election of the head of the last 3 priods, namely from 2006/2011, 2012/2017 and 2018/2023, came from political party cadres. In the period 2012/2017 and 2018/2023 the head of the Daerahorang is the same as a different Deputy

Regent. In the 3rd year of leadership Kamparpriode Regent 2012/2017 for the first time the Regent issued Perbup about the delegation of partial authorization regent on Camat, namely Perbup No. 49 of 2013, although late year later than the time limit requested Minister of Home Affairs Regulation No. 4 of 2010. In this Perbup has been decided as many as 89 matters related to licensing issued, while non-licensing (recommendation) as many as 31 matters. Perbup Number 49 year 2013 last issued because the Regent questioned why the team is not complete and why some heads of agencies or Badan was not invited in a meeting. Then by Sekda already explained the reason and then asking for approval Bupati to legalize the Regent's Decree on technical implementation perbup field, the Regent demoed by high school teachers, because the Regent moved the assignment of an exemplary teacher at the national level, away from the capital district. And demo which for weeks was not only followed by teachers, even students, the public and finally by the parliament was impeached, although ready it was annulled by the minister because no law was violated so that the death was oriented to follow government management for 6 months at the Ministry of Home Affairs and after that was returned to the region for duty.

With the political problems faced by the Regent of Kampar, and this has an impact on performance as a regent so that it cannot sign the Regent's decision to be used as a guideline in carrying out Perbup No. 49 of 2013 which has been signed by the Regent himself. A consequence of the delay in the ratification of the decision of the district administration on the Technical Guidelines for the implementation of Perbup No. 49 of 2013, a number of administrative requirements and other technical requirements so that the implementation of delegative powers of death in the sub-district in Siakhuluk sub-district of Kampar regency cannot be carried out because administrative requirements and technical requirements are not available.

Implications of delegative Authority at the sub-district head to the implementation of regional regulations

One of the purposes of policy making by the government or the body given state authority for it is to answer a problem. Likewise, the regions that the state is given the right to regulate and take care of themselves (autonomy). In relation to regional autonomy, this case the Siak regency government and the Kampar regency government have issued various policies in the form of regional regulations or regulations. In this paper, What is highlighted is the Regent regulation issued by each Regent, one of the objectives of which is to support and launch the Regency government program - not various regulations.

Implications for the implementation of Siak Regent Regulation Number 42 of 2011 on the delegation of authority to the Sub-District.

Siak regency with an area of 8,556.09 km, consisting of 14 districts, 122 villages, and 9 villages, with a total population in 2023 of 480,169 people. Meanwhile, Sunga Mandau District with an area of 1704.92 km has 9 villages and a population in 2024 of 5,062 people. Perbup Siak number 42 of 2011 contains 67 pieces of licensing and 25 non-licensing affairs. From 67 licensing affairs 2 affairs were sampled, namely building permit affairs (IMB) whose size is less than 150 m (<150m) and place of business license (SITU) under a capital of IDR 25 million. While the affairs concerning non-permitisanyang sumllah25 Affairs, set sample 2 affairs namely: extension of work permits and building permits (IMB) above 250 m (> 150 m). From the results of research prove that in the field of licensing management of 3 homeowners who were sampled from IMB < 150 m, as many as 1 person who has not yet had IMB because before their house was rehabilitated the house was categorized as semi-permanent house and now it is categorized as semi-city because there is a mixture of krekel, sand, iron and cement and the size is less than < 1500 m. While the provision of work permits, such as health, nurses and midwives must extend their work contract with the Health Office every once a year through the Camat recommendation so that they can be given a long-term work permit because the Camat determines the technology in the field. That's also how the community who wants to create a new building or add a building above 150 AD (>150 AD) should get recommended from the address easily (wait approximately 5-10 minutes) get services from the office address because the motto used in the concurrent program PATENT is 'No complaint '

Implications for the implementation of Kampar Regent Regulation No. 49 of 2013 on the delegation of authority to the Sub-District Head.

Kampar regency with an area of 1,289.28 km, has 21 villages, 422 villages and 8 villages. One of these districts is Siak Hulu district with an area of 689.80 km and a total of 12 villages and a population of 109,545 people. As is known, the Kampar government in its summary of Perbub number 49 of 2013 is not all policy formulation process stages carried out in accordance with Minister of Home Affairs Regulation no. 4 years 2010, but finally Perbub Number 49 years 2013 legalized. Perbub number 49 of 2013 which bestows as the authority of the Regent on the address which in essence has as many as 89 types of licensing Affairs and as many as 31 types of non-licensing Affairs. But procedurally a general

Regulation which is such as Perbup No.49 of 2013, requires the elaboration in the form of so-called technical regulations of the implementation of an act or act to be used as guidelines in carrying out the Law or Perbupguna avoid deviation from the intent and purpose of the act or the Regulation. It is very unfortunate that Perbup Kampar number 49 year 2013 does not yet have technical implementation regulations, whereas of the 12 villages in SiakHulu District, 3 villages are directly limited by The New City as well as the capital of Riau province. These three villages are populated by urban villagers and 25 % of these 3 designers are residents of Pekanbaru, who have permanent jobs in Pekanbaru but for limited administrative matters use KTP kampars while living in the Kampar area. Because the village is located on the outskirts of the city, many livelihoods change from labourerssabutan becomes a traders ranging from daily stalls, food stalls or drinks, stalls osongan until open baitokobarang grocery, daily goods, cosmetics, electronics and the like. Alltypesof people's economic business do not have to start IMB, SITU, Commercial Business Letter. Community activities are economically able to increase the business PAD as well as legally protected citizens when services are given to the maximum. In the case of one of theobjectives of PATENTS is released sothat long bureaucracy and high costs can be eliminated.

Analysis of Government Accountability Report (LAKIP) of Sungai Mandau Sub-District, Siak regency in 2017, 2018 and 2019.

Preparationof Performance Accountability Report of government agencies (LAKIP) is a form Death performance agreementthe MandauKabupatenSiak River in 2018and 2019. Based on the table data above, it can be seen the differencein the performance target plan of the Siak Hulu district government in 2019 with the target plan in 2018. As a comparisonwill be elaborated on the performance targets of the Mandauu river district government in 2017. In its implementation, the realization of performance achievement in 2017 and 2018. SungaiMandaut district government has made a work agreement that has been set before, with the rician program as follows; Table3.1. About The Strategic Targets Of The Year 2018/2019.

Strategic goals	performance indicators	TARGET 2018 (%)	TAR GET 2019 (%)
improving the quality of service to the community.	1.San community satisfaction level for the service of the head office.	95	95
	2.The levelof employee satisfaction in providing services.	80	80
	3.Implementation of the Centire District Work program.	90	90
Increasing District Level perloman events	1.Increasingthe quantity and quality of Sub-District MTQ caravans.	85	85
	2.Increasing the quality of sports from Arts and Culture Sports.	80	80
	3.Increased sense of nationalism and nationality.	80	80

Based on the table above, it can be known the occurrence of the same or static performance target in 2019 with 1918.This means that the 2018 targets the sameas before. Furthermore, as a support for the implementation of performance in the Mandau River District in 2018 and 2017, the budget of Siak regency has been budgeted. For details program for each year can be seen the data can be seen as the following table:

Table 2 About the employment agreement and Financing Program 2017/2018.

PROGRAM	2018 WINDOW (%)	FINANCE 2017 (%)
Adm Services. Office,	Rp.985,609,500.00	Rp. 887,119,500.00
improvement of facilities and apparatus prasarna	Rp. 153,200,000.00.	Rp.252,150,000, 00.3.
development and empowerment of the District	Rp.763,030,500.00.	Rp.763,030,000.00
Total	Rp. 1,850,000,000., 00	Rp. 1,902,300

Based on Table 3.2 above can be known to guitargetkinerjapemewarn District Siak Hulutahun 2019 and 2018 there is no change, meaning that the work target is static from 2018 and 2019.from a responsibility to the main tasks and functions and authority in the management of resources and policies outlined by the government and operational policies carried out in the region in order to realize the achievement of the vision and mission of the district government and feedback (feek back) to make improvements in terms of planning, especially in the short-term planning or medium-term planning.

Analysis of thereport on the government budget (LAKIP) districts in Siak and Kampar

The essence of the Accountability Systemof the government agency performance accountability system (LAKIP) is the realization of the implementation of the management control system in the public sector. The control system model is an infra-structure for management to ensure that the vision, mission and strategic objectives can be met through

coordinated achievement strategies (programs and activities). On that basis, the cycle of the system begins with the preparation of a strategic plan (Renstra) that defines the vision, mission, and strategic goals/objectives. performance measurement This performance measurement system is essentially built and developed to assess the extension to which the achievement of the performance of sub-district government units.

Analysis of the Performance Accountability Report of the government agency (LAKIP) of Sungai Mandau District, Siak regency in 2017, 2018 and 2019.

Performance Planning.

The work plan of the Sungai Mandau Sub-District Office of Siak regency is a description of the targets and programs that have been set out in the Strategic Plan of the Sungai Mandau Sub-District Office of Siak 2016-2021 which includes an agreement on performance indicators used to measure work achievement and targets in 2017 and 2018, strategic targets: that for 2017 and 2018 the government is Rp. 2,050,265. 125.00.00, so that the total budget in 2017 coupled with direct spending is Rp. 3,925,832.00. One explanation of Visi on government se camatan sung Mandau is : realizing the resources of the District of Sungai Mandau has set a budget of Rp. 1. 902,300.00. It means a qualified human being, virtuous, virtuous, faithful and pious, Purpose:

1. Achievement of Community Development and Empowerment.
2. Performance measurement is carried out using performance indicators or performance in the form of input, output and output: Measurement Of Performance Achievement in 2018 and the year In 2017, it was announced that : a). On indicatorstargeting one after show performance achievements very good that is 100%. This success is caused by planned activities with well, so as not to experience obstacles to reach the target the target has been set. So alsoachievement achieve performance on target. in 2017 was also very well that is 100%, meaning nono drop in access performance in 2018 comparedto 2017. b). In terms of indicators ontargeting Two of them shown signs Excellent performance that is 100 %. Success due to activities haswell planned it's so good that no experience obstacles to meet target Target has been set. That's how the performance targets Two in 2017 is also very wellthat is 100 %, meaning there is no decrease in performance in the year Compared to 2018 2017. (c). In terms of indicatorson target three of them shown signs The performance is very good that is equal to 100 %. This success is due the activities have been well planned so that there are no obstacles to meeting the three performance

targets in 2017, also very good which is 100 %, meaning there is no decrease in performance achievement in 2018 compared to 2017.

Measurement of labor activity (PKK)

Based on the components of inputs, outputs and outcomes produced, the output indicators (out put) in 2018 in Sungaimanda subdistrict, Siak regency were mostly translated through 3(three) programs and 21 (Twenty One) activities, most of which reached 100%.Likewise, the components: input, output and output produced, indicators of output (output) in 2017, most of the activities described through 3(three) programs and 23 (twenty three) activities reaching 100 %, meaning there is no decrease in performance achievement in the Mandau River District of Siak regency in 2018.

Cover

Performance achievement of Sungai Mandau Sub-District Siak regency in 2018 with 2017, most of them have reached the targets and targets set in performance planning or are at 100% achievement and there is no decrease in targets in achieving performance in Sungaimandau Sub-District Siak regency in 218 and 2017.

Analysis of the Performance Accountability Report of government agencies (LAKIP) Siak Hulu District, Kampar regency in 2017, 2018 and 2019.

Performance Planning

The Camat Siak Hulu kabupaten kampar office work plan is a description of the goals and programs that have been set out in the CamatSiak Hulukabupatenkampar Office Strategic Plan 2016-2021 which includes an agreement on performance indicators used to measure work and target achievements in 2017 and 2018, strategic goals :Siak Huluk District Kampar District Work Agreement 2018 and 2019.

Table 3 About strategic targets and indicators for 2018 and 2019.

Target	Strategic performance indicators	TARGET 2018 (%)	TARGET 2019 (%)
realize effective and efficient maintenance of existing	HRs 1.The implementation of adm tasks. Office effectively/efficiently in accordance with the duties.	85	80
	2.Increased facilities/office infrastructure.	85	85
	3.Increasedits quality of planning and reporting accountability.	80	80

Increased community empowerment and celebration of local culture	1.The riseof social problems, 2.Increased the quality of the Conti-ngenmtq observations.	80	80
	3, Improving the quality of local culture following the District'S MTQ	85	85
		85	85

Based on the data in Table 3.4 above, the occurrenceof statistical performance targets in the Siak Hulu district government in 2019 with a target in 1918. As a comparison of the performance target of Siak Hulupada district government in 2017. In its implementation, the realization of performance achievement in 2017 and 2018 through a work agreement stipulated previously with the following program details

Table 4. About strategic targets and Performance Indicators in 2017 and 2018

strategic targets	PERFORMANCE INDICATORS	TAR performance indicator GET 2018 (%)	TARGET 2017 (%)
realizing effective and efficient business administration improvement by utilizing existing human resources.	1.The implementationof adm tasks. Office-torance efficiently and effectively according to duties.	80	80
	2 increasein the number of volunteers and volunteers.	80	80
	3.Increasedcauldron-tas preparation of ren-canakerja and report-an accountability of financial performance.	80	80
Increased Community Empowerment and preservation as well as local culture.	1.The increasing empowerment of the social problems facing the great day of Islam.	80	80
	2.Risingcauldron-contingent bags Mtq ecamatan.	85	85
	3.Increasing me-local cultural litas-last mtq country level,	85	85

Furthermore, as a support for the implementation of performance planning in 2019 and in 2018, the above-mentioned costs have been budgeted through the APBD of Kampar regency in 2019 and 2018, which for clarity program and strategic targets and what indicators are used can be seen in Table 3.6 below:

Tabel 5 About the 2018 and 2019 TA Strategic Programs and Targets.

Program	Budget 2018 (%)	Budget 2019 (%)
ServiceAdmOffice	Rp. 211,832,500	Rp. 211,832,500
improving facilities and infrastructure apparatus	Rp. 12,917,500.	Rp. 12,917,500
Increasing The Institutional Capacity of The District	Rp. 42,950,000	Rp. 42,950,000.

Total	Rp. 267,700,000	Rp. 267,700,000
-------	-----------------	-----------------

Based on your non-financial Table 7 above, the amount of budget in 2019 has been set as RP. 2,229,000, while in 2018 only Rp. 1,850,000. This means that there is a decrease in the amount of budget for direct spending budget in Siak Hulu District. While indirect shopping directly in 2018 is Rp. 1,050. 265,125, so that the total budget of Siak Hulu subdistrict in 2018 coupled with direct shopping is Rp. 2,900,265. 125. In terms of the amount of indirect shopping the Siak Hulu district government in 2017 is Rp. 1,341,556,680, so that the total budget in 2018 plus direct spending of Rp. 3,444,961. 445, where all budgets come from the Kampar District budget. Furthermore, as a support for the implementation of the performance planning of Siak Hulu District Government in 2018 and 2017 mentioned above costs have been reduced through the Kampar District budget in 2018 and 2017, as the following table data:

Table 6 About program and Budget TA 2018 and 2019.

Program	Budget 2018 (%)	Budget 2019 (%)
Adm Services, Office	Rp. 211,832,500,	Rp. 211,832,500
improvement of facilities and infrastructure	Rp. 12,917,500,	Rp. 12,917,500
District Institutional Improvement	Rp. 42,950,000	Rp. 42,950,000
Total	Rp. 267,700,000.	Rp.267,700,000..

Based on the uniqueness of the data in Table 8 above known that the use of direct goods shopping in Siak Hulu District has been fixed in the size of the budget in 2019 of Rp. 2,259,000.00, while in 2018 only Rp. 1,850,000.00. This is that there is a decrease in the size of the budget for direct shopping. While indirect shopping in the District of Siak Hulu in 2018 is Rp. 1,050,265,125.00, so that the Total Upstream of the District Siak budget in 2018 coupled with direct spending is Rp. 2,900,265,125.00. In terms of indirect shopping in Siak Hulu District in 2017 was as big as RP. 1,341,556,680.00 so that the total budget in 2018 plus direct spending is Rp. 3,444,961. 445.00,00 of which all funds come from the Kampar APBD. Furthermore, in relation to the target and work program at the Camat Siak Hulu Office Kampar regency in 2019 and in 2018, the following table data can be seen:

Table 7 About programs and work targets and Performance Indicators in 2019.

Programs	Target	Performance indicator Target PROGRAM No.
the realization of optimal services to the community	of perkan - toran Administrative Services.	10 Activities
the realization of optimal services to the community.	Improvements facilities and infrastructure.	3 Activities

realization of Pening-katan facilities and infrastructure.	Increased discipline of the apparatus.	5 activities.
development and empowerment of the community.	The development of the community.	4 activities.

Furthermore, in the following table, it is also described about the target and annual Work program of RP. 2018/2019 head office Siak Hulu Kampar Regency.

Table 8 on the objectives and work programs and performance indicators of FY 2018/2019.

Target	program objectives	performance indicators
the realization of optimal provision to the public	of Administrative Services offices.	10 Activities
the realization of optimal services to the community.	Improvements facilities and infrastructure.	3 Activities
realization of Pening-katan facilities and infrastructure.	Increased discipline of the apparatus.	5 activities.
Community Development and empowerment.	The great and the wicked.	4 activities.

The vision and mission of Siak Hulu, Kampar Regency. Siak Hulu subdistrict District Kampar punya Regency vision is "the realization of excellent service, transparent, energetic, and captivating" In realizing the vision of Siak Hulu District, Kampar regency government has set 3 Sub-District missions as follows:

Mission I

Improving the quality of public services at the level of upstream Siak District. Objective: to improve the quality of public services in Siak Hulu subdistrict, Kampar regency.

Mission II.

‘There is a need to improve the quality of the facilities and services provided by the local government. dan prasarana Siak Hulu. Purpose: improving services, facilities and infrastructure of the District apparatus.

Mission III.

Realizing quality human resources, noble character, faith and betaqwadi Siak Hulu District. Purpose: the creation of development and community differentiation in Siak Hulu District. Accountability Performance Siak Hulu District Kampar Regency. In Basically, the measurement of performance in Kecamatan Siak Hulu Kampar regency is done by using all performance indicators in the form of input, output and output performance.

Measurement of performance achievement in 2018 and 2019 can be seen as follows:

- a). In terms of indicators related to the target, it has shown a very good performance achievement of 100%. The success issue to all activities have been planned well so that the midah can be run with constraints that can be controlled. 2018 is also in a very good category!00%, meaning there is no decrease in performance in 2019 compared to the performance in 2018, as well as with the performance in 2017.
- b).In terms of indicators on target twohas also shown very good performance achievement that is 100%. The success of the achievement of the above performance is also due to the well-planned activities so that there are no obstacles to achieving the target goals that have been set. Likewise, the performance achievement of target two in 2018 is also very good, namely 100%, meaning there is no decrease in performance achievement in 2019 compared to the performance achievement in 2018, but in 2017 there was a decrease in performance.

District performance (PKK).

Based on the components consisting of input, output and out come yang elements resulted output indicators (output) in 2019 in Siak Hulud subdistrict, in this case, most of the activities are translated through 3 programs and 13 activities, most of which reach 85-100 %. Likewise, most of the input, out put and out come components produced by output (output) indicators in 2018 were activities in jabarkan through 3 programs, with 18 activities that mostly revolve between 85-100%, meaning that although in 2018 the performance achievement of Siak Hulu District has not been maximized but the target is still achieved. In the previous year of 2017, in this case the components, inputs, outputs and outcomes produced, the output indicator (output) in 2017 was generally described through 3 programs, 18 activities mostly reached 85-100%, meaning that the average decline in performance did not reach below 85 %, while some activities have reached 100%. And when compared with the Year 2017 Siak Hulu District there is a decrease in performance equal to the occurrence of the year after 2018.

Cover

Based on the description of the Data Tables above, the District of Siak Hulu Kampar Regency in 2018 with 2017 most have reached the target and targets that have been set in performance planning or in general have been on the achievement of 100 %, and also in

general there is no decrease in the target in achieving the performance of the district of Siak Hulu Kampar in 2019 with 2018 and between 2018 and 2017 are also the same as the previous figures.

Model of Delegation of Authority

Delegative by the Regent at the Sub-District Head In The Administration Integrated District (patent) in Sungai Mandau District Siak. In Article 126 of Law no. 23 of 2004 on governance explained the purpose of delegation of authority Regent on Camat is the distribution of employment as Regent duties because it is efficient and effective when done by the head than when done by the Regent. The business delegated to this sub-district is a matter of granting permits or non-licensing. Some of the contributions delegated to the Sub-District Head made study in this paper include licensing and non-licensing matters. Therefore, in order to launch and optimize public services both related to licensing and non-licensing issues. In order to maximize the dealings delegated Regent on At the head of the Sub-District, grave route of the Minister of Home Affairs No. 4 of 2010 energized by Article 12 of Law No. 22 of 1999 and ending with Article 126 of UUNomor23 of 2014 so that regional autonomy can be enjoyed by the community in all corners of the country. In the regulation of the Minister of Home Affairs No. 4 Lord 2010 on integrated Administrative Services guidelines District (Patent) and the decision of the Minister of Home Affairs No. 138-270 of 2010 on the technical guidance on integrated Administrative Services District made reference in the management of affairs delegated to the Sub-District. In Article 1 Paragraph (4) Minister of Home Affairs Regulation No, 4 year 2010 confirmed that the Regent is assigned to form a patent technical team with composition Secretary as Chairman, Head of government-hold as Secretary, Head of Finance, Head of Service / Agency associated with services as well as District Head as members through article 14 paragraph (2) team duties are:

- a. Identify the authority of the Regent in relation to administrative services delegated to the Sub-District Head.
- b. Prepare the design of policies and general and technical instructions needed in the framework of the application of patents,
- c. Facilitate the implementation of patents, and
- d. Recommend To Regents for districts that have met the requirements set as the organizer of the patent.

Further in the decree of the Ministry of Internal Affairs No.138-270 of 2010 affirmed in the implementation of the patent is requested at the patent provider to make a commitment or fact of integrity will be earnestly in the implementation of the patent. Based on the provisions of candy-dagri No. 4 of 2010 and Ministerial Decree - dagri No. 138-270 in 2010, the Regent of Siak made policy number 42 of 2011 about the delegation of some of the authority of the Regent at the Sub-District. Model problem what makes policy policy bupati siak in orderto delegate authority to the head of Siak regency.

Stages of the process of making wisdom plateau in the form of Regent regulations described as follows:

- a. Preparation of Technical Committee, and Establishment and Determination based on Decree. Regent No.13 of 2013.
- b. The team conducted a workshop to seek input on the delegation of authority to the Sub-District Head.
- c. Team Report on the Regent affairs whatever matters is given to the district.
- d. The Regent corrected and *bekonsulta-si* returned with Secretary about Perbup to be issued.
- e. The regional secretary fixes the results of the Regent's correction while preparing a draft of the Regent's decision on technical instructions regarding the implementation of Regent Regulation Number 42 of 2011.
- f. The regional secretary reported on the work of the team from the district, as well as reporting on the preparation of the sub-district including showing the *Doku-facts* integrity between throughout with the *Camatas* well as the fact of the integrity of the sub-district head with the Regent in the success of the patent program in each Sub-District.

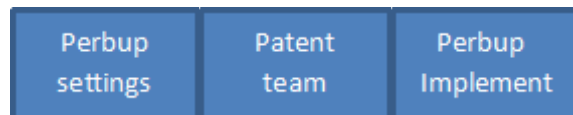
When described the stages of the process starting from the formulation, determination until the implementation stage of Perbup number 42 of 2013 can be illustrated as follows: From the series of stages of activities such as figure above, then the following will be illustrated policy model used Siak Regent in formulating, set to Perbup No. 42 in 2011. From the policy model used Siak Regent tend to use a comprehensive rational model. From the procedures and stages carried out by the Regent of Siak in settling the Regent Regulation No. 42 of 2011 using a comprehensive rational approach. The reason for taking the decision of the Regent is not only receiving all of the instructions from the superiors (Pemendagri No. 4 of 2010) also received the advice of practitioners and heard the voice of the community. This is marked by a workshop to deepen the substance of the contents of a policy in government services to the community related to the application of patents in the midst of people whose villages are difficult to do by road, so the government needs to prepare

a multi-functional car to start visiting isolated villages and make a car as a sub-district Service office to serve various things related to government services to the community. Likewise, in the use of policy, it is always based on theory because the rules made by the government above are always based on the latest theories such as the theory of Public Services.

Delegation of Authority Model

Delegative by the Regent at the Sub-District Head In The Administration Integrated District (patent) in Siak Hulu Subdistrict Is A Subdistrict Of Siak Hulu Regency. One of the purposes of Article 126 of Law No. 23 of 2004 on your government is that household contents can be enjoyed by the whole community. Because people live in various villages where between villages not all have the means and prasana perhubungan darat because it is faster and cheaper when compared with other means of liaison. Facing the problem of village conditions like that, every Perbup that has been issued by the Regent must support the national policy through the patent mechanism, because through the patent it is hoped that isolated communities can be reached and served by the patent program. In order to realize Article 126 of Law No. 23 of 2014, the Government of Kampartahun 2013 has issued Perbup No. 49 of 2013 on the authority of the Regent of the Sub-District. In The No. 49 in 2013 there were 87 types of business categorized as licensing and 31 types of business that are not categorized as licensing. In Kampar regency, the process of policy formation or Perbup not fully underlying Article 14 paragraph (4) Permendagri number 4 year 2010 on the delegation of authority to the Sub-District Head Regent. The facts show that in the sk bupati only mentions the name of the Regency technical team memberships consist of the Regional Secretary as Team Leader, Head of government as Secretary, Head of Finance - an, head of Department and Agencies of people as well as a total of 2 people. In fact, the presence of officials who are not invited will concern the affairs of the state or bodies that are under their authority taken by the team to be distributed to the Sub-District Head. Likewise, the presence of the address will be able to provide guidance on whether the business can be carried out because it concerns human resources and work facilities. Then the team assigned to prepare the draft decision of the Regent as a technical regulation (Juknis) did not have time to break it down so that the head office is still using SK. Number 5 / Kep./ Man PAN RB /7/ 2015. If Kep. Men PAN Rb which is used as the basis of service then automatically services related to the affairs that should be served through the patent system are not given. This means that all the affairs of the Siak Hulu Sub-District Office are served equally between the affairs

delegated by the Regent to the Sub-district Head with the affairs of the Regent where the sub-district as a Regency device. Sub-district office services are based on SK. Number 5/ Kep / Men PAN RB/ 7 / 2015. For clarity on the stages of preparing the Kampar Regency Regulation Number 49 of 2013 regarding the implementation of the Kewe-Nangan Regent at the Sub-District starting from the formulation, determination to the stage of implementation can be seen in the following figure:



From a series of stages of activities such as the picture above, the following will be illustrated policy model Used by the Regent of Kampar in formulating, setting up to run Perbup No. 49, 2013. From the policy model used by the Regent of Kampar, it is seen that the Inkrimnetal model is used. Incremental Model is a policy-taking policy that does not want to look at the time and if there is only considering the consequences of the limits so that the incremental policy pattern is more remedial, or improve the old policy by adding or subtracting from the parts that are in accordance with the current situation. Egnotin frequently as Perbup Kampar number 49 year 2013, there are actually some that block the new rules as far as there are old rules such as SK. MenPAN RB number 5 / Kep. / Man PAN RB / 7 / year 2015 on Public Service. From a series of stages of activities such as the picture above, the following will be described the policy model used by Siak Regent in formulating, setting to run Regency No. 42 in 2011. From the policy model used Siak Regent tends to use a rational-comprehensive model. Then the sequence picture of the comprehensive rational model is as follows:

Conclusion

Delegative from the Regent at the Sub-District Head in the implementation of the patent in the District of Sungai Mandau Siak regency has been running well. Delegative from the Regent at the sub-district head in the implementation of patents in Siak Hulu Kampar District Regency did not go well. Factors that impede the re- the delegative authority of the Regent at the sub-district head through the patent system was denounced by the Mandau river was not found. Factors that impede the re-lengaran delegative authority of the Regent at the sub-district head through the patent system in Siak Hulud District due to weak managerial leadership and lack of loyalty subordinates to superior. The implications of delegating delegated authority from Regent to Subdistrict Head through the patent system in Sungai Mandau subdistrict Siak regency are very knowledgeable in the enforcement of

regional regulations and regional regulations. The implications of delegating delegated authority from the Regent to the sub-district head through the patent system in the Siak Hulu Sub-District of Kampar regency do not affect the enforcement of local regulations and regulations. The performance of Sungai Mandau subdistrict Siak regency is related to the use of patent programs in 2017, 2018 and 2019 based on input, output and output components, most of the plans have reached the targets and targets set with performance achievements at 85-100 %. The performance of Siak Hulu subdistrict, Kampar regency without the use of patent progressed on input, output and out come components for the year 217, 2018 and 2019as large has been achieved, although in 2017 the target reach was below 85 %. Meanwhile, for 2018 and 2019, work planning was successfully achieved despite being less than 100% but still above 85 %. The policy model used by the Regent of Siak in establishing Perbup Siak number 43 of 20011 on the delegation of some of the delegative Authority of the Regent in Camat through the Patendikabupaten Siak system is a rational-comprehensive model. The policy model used by the Regent of Kampar in setting Perbup No. 49 of 2013 on the delegation of some of the delegative Authority of the Regent at the sub-district head through the Kampar regency PATEND system is an incremental model.

Reference

- Amiruddin, 2010, Implementasi PP Nomor 19 Tahun 2008 Tentang Kecamatan di Kabupaten Biak.
- Briant C. Smith, 2012, Decentrali-zation The Territorial Dimension of State, Jakarta, MIPI
2. Clandinine, DJ, & Connely, FM 2000, Narrativeinquiry : Experience andstory in qualitative, *San Francisco Bass research*.
- Denhardt dan Denhardt, 2003, New Public Service Sarving No streeing.
- Donal Klingner, 1983, Public Admi-nistration Management Approach, Houghton, Miffin Co Boston.
- Elliot J, 2005, Using Narrative in social research : QualitativeandQuantitive Approach, London : Sage
- Huroiroh, E., & Fauzi, M. (2022). Konsep Negara Federasi Dalam Bingkai Negara Kesatuan Republik Indonesia. *Sosio Yustisia: Jurnal Hukum dan Perubahan Sosial*, 2(1), 18-41.
- Iskatrinah, I. (2017). Politik Hukum Pemekaran Daerah Dalam Negara Kesatuan Republik Indonesia. *DE LEGA LATA: Jurnal Ilmu Hukum*, 2(1), 23-46.
- John W, Creswell, 2013, Qualitative Research & Research Design, Choosing Between Five Approaches, Jogya, Student Library.

Kunsi, D., & Karmudji, Z. (2021). Sejarah Desa Mopusi Kecamatan Lolayan Tahun 1935-1947. *Jambura History and Culture Journal*, 3(2), 35-41.

Marume & Ndudzo, Chukasha The Espede of The Principle of Delegation of Authority.

Mirrian Sjoyan Arif, et al, 2010, Government Management, Jakarta, publisher of the Open University (UT).

Prasetyo, Y., & Abdullah, A. (2017). Pendekatan toponimi dalam penelusuran sejarah lokal nama Kecamatan Sidoarjo. *Jurnal Edukasi*, 3(2), 165-174.

Unifah Rosyadi, Desertasi 2007, UI. Reformasi Tata Kelola Administrasi Kecamatan, Bogor, Jawa Barat.

Sadu Wasistiono dan Kawan, 2009, Penataan Kelembagaan di Kabupaten Kuningan Jawa Barat.

Sari, I. (2015). Federal Versus Kesatuan: Sebuah Proses Pencarian terhadap Bentuk Negara dalam Mewujudkan Otonomi Daerah. *Jurnal Ilmiah Hukum Dirgantara*, 5(2).

Sedarmayanti, 2013, reform, administration, bureaucracy, and future leadership. (Making Prima and Kempe-command services come true), Bandung, PT. Fefika Aditama.

Sugyono, 2008, Understanding Qualitative Research, Bandung, Alfabeta.

Stoner Jane & Arthur, 1982, Finch Management, Prentice, Hall Internasional, New Jersey (Volume I Translation).