LANDSLIDE DISASTER MITIGATION POLICY IMPLEMENTATION IN THE REJANG LEBONG REGENCY, BENGKULU PROVINCE

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ABSTRACT

This research aims to examine the implementation of structural landslide disaster mitigation policies in Rejang Lebong Regency. The study is qualitative descriptive research, with data collection carried out through observation. The data analysis technique involves data reduction, data presentation, and drawing conclusions. The findings show that the implementation of landslide disaster mitigation policies in Rejang Lebong Regency has been carried out according to the targets set by the Head of the Agency in the performance agreement, which each relevant sector must implement. However, these targets have not been fully achieved. Despite coordination among agencies to meet the policy goals and evaluation through the Government Agency Performance Report, implementing the landslide mitigation policy has not yet reached optimal results. Therefore, it can be concluded that the implementationof landslide disaster mitigation policies in Rejang Lebong Regency has not been maximized.

Keywords: Policy Implementation, Mitigation, Landslides.

ABSTRAK

Penelitian ini bertujuan untuk mengetahui implementasi kebijakan mitigasi bencana tanah longsor struktural di Kabupaten Rejang Lebong. Jenis penelitian yang digunakan adalah penelitian deskriptif kualitatif dengan teknik pengumpulan data melalui observasi. Teknik analisis data yang digunakan mencakup reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa implementasi kebijakan mitigasi bencana tanah longsor di Kabupaten Rejang Lebong telah dilaksanakan sesuai dengan target yang ditetapkan oleh Kepala Badan dalam kesepakatan kinerja, yang harus dilaksanakan oleh setiap sektor terkait.

Namun, pencapaian target tersebut belum sepenuhnya maksimal. Meskipun koordinasi antar instansi telah dilaksanakan untuk mencapai sasaran kebijakan dan dievaluasi melalui Laporan Kinerja Instansi Pemerintah, pelaksanaan kebijakan mitigasi tanah longsor belum mencapai hasil yang optimal. Oleh karena itu, dapat disimpulkan bahwa implementasi kebijakan mitigasi bencana tanah longsor di Kabupaten Rejang Lebong masih belum maksimal.

Kata Kunci: Implementasi Kebijakan, Mitigasi, Tanah Longsor.

INTRODUCTION

Indonesia is among the countries with the highest vulnerability to natural disasters worldwide. Various types of disasters frequently occur, including hydrometeorological disasters such as landslides, floods, and earthquakes (Haniya et al., 2021). These disasters are triggered by multiple factors, primarily climate conditions and extreme weather events. Landslides, in particular, are common in regions dominated by mountainous terrain and slopes. This is impacted by several factors, including the rainy season, extreme weather, and expansion of development activities that fail to account for their vulnerability to disasters. Therefore, it is crucial to implement mitigation measures following the definition outlined in the Law of the Republic of Indonesia Number 24 of 2007 (Hidayatush Sholikah et al., 2021; Waladani et al., 2022). Mitigation is a series of actions to reduce disaster risks by developing physical infrastructure or enhancing awareness and capacity to address disaster threats. In this context, it is demanded that the government and regional governments establish these measures, which relevant agencies will subsequently coordinate according to the conditions and authority of each region (Hidayatush Sholikah et al., 2021; Riani et al., 2024).

Regions with steep slopes and mountainous terrains, such as Rejang Lebong Regency in Bengkulu Province, are geographically surrounded by the Bukit Barisan Mountains and Bukit Kaba. Topographically, Rejang Lebong Regency is a hilly area in the highlands and the Bukit Barisan mountain range, with an elevation of 100 to 1,000 meters above sea level. These conditions contribute to including several subdistricts in Rejang Lebong Regency as landslide-prone areas. The Regional Disaster Management Agency (BPBD) of Rejang Lebong Regency has identified several subdistricts as being highly exposed to landslides, including Sindang Kelingi, Sindang

Dataran, Bermani Ulu, Curup Selatan, and Binduriang (Tirta, 2020).

Based on the preliminary observations conducted by the researcher concerning the implementation of disaster mitigation efforts carried out by the Regional Disaster Management Agency (BPBD) of Rejang Lebong Regency in addressing landslide disasters, several findings are as follows:

1) The non-structural disaster mitigation efforts undertaken by the Regional Disaster Management Agency (BPBD) of Rejang Lebong Regency are considered adequate. This is evidenced by the community outreach activities conducted in villages, including the "Disaster-Resilient Village" program. Additionally, preparedness simulations, such as the "Disaster-Resilient School" program, have been carried out in disaster-prone areas. BPBD has also installed an Early Warning System in high-risk areas to detect early soil movement and placed disaster risk maps and evacuation route signs to enhance disaster preparedness.

2) The resources of the Regional Disaster Management Agency (BPBD) of Rejang Lebong Regency still need to be considered adequate, mainly because some of the existing personnel need an educational background relevant to disaster management. Although the facilities and infrastructure owned by BPBD are relatively acceptable, specific heavy equipment essential for disaster response has yet to be available. Thus, collaboration with the provincial government addresses difficulties during disaster events.

Therefore, the author deems it necessary to research the implementation of the policies applied by the Rejang Lebong Regency Government in structural disaster mitigation. As indicated in the preliminary research, several non-structural and structural disaster mitigation programs have already been implemented. However, the author believes that the findings from the preliminary research could have provided a detailed explanation of structural mitigation policies, and they could have clarified the implementation process. Thus, this study examines the implementation of structural landslide disaster mitigation policies in Rejang Lebong Regency. The benefits of this research for the government and society include providing information on the extent to which the structural landslide mitigation policies have been

implemented, focusing on structural mitigation measures.

Earlier studies have examined implementing structural and non-structural disaster mitigation policies applied by municipal and district governments. Therefore, this research will provide a more in-depth analysis by evaluating the implementation of policies by the Rejang Lebong Regency Government based on the established policies. Thus, the novelty of this study lies in the detailed examination of the implementation of structural landslide disaster mitigation policies carried out by the Rejang Lebong Regency Government. Therefore, to support the examination of policies applied by the Rejang Lebong Regency Government in mitigating structural landslide disasters, this study will utilize the Policy Implementation Model proposed by Van Meter and Van Horn (Suhari, 2017). This model measures the success of policy implementation through six variables: 1) Policy Scope and Objectives, 2) Policy Resources, 3) Communication between related organizations and implementation activities, 4) Characteristics of the implementing agency, 5) Economic, social, and political conditions, and 6) Implementer Tendencies.

THEORETICAL REVIEW

1. Policy Implementation

The policy implementation theory by Van Meter and Van Horn, as cited in Suhari (2017), states that variations in the policy implementation process are influenced by the characteristics of the policy being implemented (Suhari, 2017). Six independent variables influence the connection between the policy and its outcomes or performance accomplishments (Amanda, 2020; Riani et al., 2024; Sanjaya & Budiana, 2020), which are described as follows:

a. **Policy Scope and Objectives** refer to the anticipated impact or changes following the implementation of the policy. Indicators of policy achievement are crucial for evaluating the extent to which the policy's objectives have been met and its influence on attaining the desired outcomes.

b. **Policy Resources:** The success of policy implementation often relies on the availability of resources such as funding, facilities, and workforce to support the effective execution of the policy. Proper allocation of resources is a crucial factor in ensuring that the policy can be carried out as planned.

c. **Communication between Organizations and Implementers:**

The success of the implementation process will be more optimal if there is effective communication between the involved organizations and a well-functioning coordination mechanism. This mechanism enables the implementers to carry out policy procedures consistently, aligned with the established goals and indicators, thereby increasing the likelihood of successful implementation.

d. The success of the implementation process is more assured if there is good communication between the involved organizations and an efficient coordination mechanism. This mechanism enables the implementers to execute policy procedures consistently, in alignment with the established goals and indicators, thereby increasing the chances of successful implementation.

e. Characteristics of the Implementing Agency: Various characteristics of the implementing agency can influence the success of policy implementation, as follows:

    i. Competence and number of staff

    ii. Level of hierarchical supervision over decisions and processes

    iii. Political resources held by the organization

    iv. Vitality or adaptability of the organization

    v. Openness of communication, both horizontally and vertically

    vi. Formal and informal relationships between decision-makers or policy implementers.

f. **External** factors such as economic, social, and political conditions significantly affect policy implementation. These factors can either support or hinder the implementation process, depending on the extent of their influence on the resources and work environment of the implementing agency.

g. Tendencies **of Implementers (Implementors):** The attitudes and behaviors of the policy implementers significantly affect the implementation's success. If the implementers support the policy's goals, they will likely carry it out more efficiently. On the other hand, opposition to the policy's objectives can hinder the achievement of the desired outcomes.

The policy implementation theory proposed by Van Meter and Van Horn is relevant to this study as it provides a comprehensive framework for analyzing the various factors that influence the

effectiveness of landslide disaster mitigation policies in Rejang Lebong. In this regard, the variables outlined in this theory, such as the size and objectives of the policy, available resources, and inter-organizational communication, are critical for evaluating the extent to which the mitigation policy can be successfully implemented. (Ode et al., 2022; Prasetyo et al., 2018; Sanjaya & Budiana, 2020; Siregar, 2022).

Economic, social, and political conditions significantly influence the resources and support for policies, which in turn affects their implementation on the ground. Furthermore, the characteristics of the implementing agency, such as staff competence, oversight, and open communication, also impact the policy's success (Riani et al., 2024). Accordingly, this theory provides a solid foundation for analyzing the challenges and key factors that influence the implementation of landslide disaster mitigation policies in Rejang Lebong.

METHOD

This study employs a qualitative research design with a qualitative descriptive approach. (Ashari & Sallu, 2023), The research aims to investigate the implementation of landslide disaster mitigation policies in Rejang Lebong

Regency through a preliminary study, which explains several policy programs that have been implemented by the Regional Disaster Management Agency (BPBD), the Regional Planning and Development Agency (BAPPEDA), and the Public Works and Spatial Planning, Housing and Settlements Department of Rejang Lebong Regency. These programs are assessed based on their performance and the facts presented, described using words and language obtained through observations, interviews, and various documents from the relevant departments. By using this qualitative descriptive research approach, the researcher aims to describe the events or phenomena as they occur in the field (Bestraningsih et al., 2022; Setia Darma Tri Sinurya, Widodo, 2021), with the data produced in the form of written or oral words from the informants observed during the implementation of structural landslide disaster mitigation policies in Rejang Lebong Regency.

The data collection techniques in this study involve primary data obtained through interviews and secondary data, which consist of a review of previous research that aligns with the research topic (Bestraningsih et al., 2022). Secondary data gathered by searching for written sources that reflect precise, synchronic

language usage. This study collects secondary data by reviewing several articles relevant to the research topic (Along, 2020; Karima et al., 2021) namely structural landslide disaster mitigation policies in the Rejang Lebong Regency.

RESULTS AND DISCUSSION

The government authorized to implement and create policies based on the specific conditions in the region. In Rejang Lebong Regency, the formulation of policies aligned with the vision and mission of the Regent and Vice Regent, as outlined in the Medium-Term Regional Development Plan, which aims for "the realization of a healthy, intelligent, devout, and prosperous Rejang Lebong community." Includes a mission to protect the people of Rejang Lebong from disaster threats by reducing disaster risks, building a resilient disaster management system, developing human resources that are responsive and prepared for disaster management, strengthening community resilience and institutions during critical periods, and ensuring disaster management conducted in a planned, integrated, coordinated, and comprehensive manner. (Perdana & Siregar, 2022).

Disaster management is also carried out in a planned, integrated,

coordinated, and comprehensive manner to ensure the effectiveness of protection for the people of Rejang Lebong Regency (Alfarabi & Adhrianti, 2023; Perdana & Siregar, 2022). The data presented was obtained through data reduction techniques from interviews with the designated informants. The results of the research are as follows:

a. **Scope and Objectives of the Policies**

The scope and objectives of the landslide disaster mitigation policy in Rejang Lebong Regency have been meticulously formulated in alignment with the local government's vision and mission, as outlined in the Regional Medium-Term Development Plan (RPJMD). This policy is guided by Law Number 24 of 2007 on Disaster Management, which provides a legal framework for implementing systematic and coordinated disaster mitigation at the local level. The scope of the policy is reflected in systematic procedures such as field surveys to assess regional conditions, reviews conducted by the Regional Development Planning Agency (Bappeda), and annual policy evaluations. These processes ensure the mitigation measures are implemented per current conditions and the community's needs.

The primary objective of this policy is to protect the community from

landslide risks through integrated mitigation efforts. This objective encompasses several critical aspects, such as disaster risk reduction through physical infrastructure development and community preparedness, enhancing human resource capacity, and strengthening institutional frameworks for disaster response. Through this policy, the Rejang Lebong Regency government is committed to building a reliable disaster management system, ensuring effective inter-agency coordination, and fostering community resilience during critical periods. Overall, this mitigation policy aims to create a community that is responsive, proactive, and better protected from landslide threats, aligning with the region's goal of becoming a safer and more resilient area when facing disaster threats.

b. Sources of Policy

The resources for this policy assessed based on the utilization of available capacities, including human resources, facilities, and budgets. Human resources pertain to the skills required to implement the policy effectively, financial resources relate to the funding necessary for the policy's sustainability, and facilities serve as supporting tools to achieve the policy's targets. The following presents the interview findings regarding the resources for landslide disaster mitigation policies in Rejang Lebong Regency, as stated by the Head of the Section for the Regional Disaster Management Agency and the Head of the Subdivision for Settlement & Regional Infrastructure at the Regional Development Planning Agency of Rejang Lebong Regency.

Based on the interview with the Head of the Subdivision for Settlement & Regional Infrastructure, it was explained that the allocation of budgetary funds falls under the responsibility of the Regional Development Planning Agency (Bappeda). Bappeda determines the budget allocation for the relevant agencies based on the proposed policies or programs. The respective agencies may receive funding that meets their expectations or needs to catch up to the proposed amount.

Based on the interview with the Head of the Preparedness Division, it was explained that Bappeda is responsible for budget allocation. Therefore, there are instances where the proposed budget aligns differently from the amount ultimately allocated.

According to the statement made by the Head of the Preparedness Section Rejang Lebong Regency, the management of budgetary funds is a sensitive topic.

Ideally, the desired approach is *money follows the program*, where the allocated budget supports implementing policies and programs. However, the reality in Rejang Lebong Regency reflects a contrasting approach: the program *follows money*, where programs must align with the limited budget available. Consequently, the relevant departments must minimize expenditures to ensure established policies are implemented despite the constraints imposed by insufficient funding.

Therefore, some of the achievements in the implementation of the policy did not meet the established targets, as can be seen in the following table:

Table 1. Work Agreement of the Regional Disaster Management Agency of Rejang Lebong Regency

No	Strategic Objectives	Performance Indicators	Target
1.	Implementing planned and integrated preventive activities reduces disaster risks by improving community preparedness to face disaster threats.	Percentage of implementation of disaster-resilient villages, disaster-safe schools, and madrasahs, and the formation of disaster-resilient volunteer training programs.	26%
2.	Ensuring the maintenance of infrastructure and facilities and the continued operation of public services and governance.	Percentage of post-disaster surveys and infrastructure repair and recovery efforts.	30%
3.	Improving good governance and accountability.	Evaluation score of the Government Agency Performance Accountability System (SAKIP).	B
4.	Ensuring the implementation of emergency response measures.	Percentage of response time in disaster management.	40%

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

The following table outlines the performance agreement established by the Head of the Regional Disaster Management Board (BPBD) of Rejang Lebong Regency, which delineates the policy objectives to be achieved or implemented by the relevant Regional Apparatus Organizations (OPD) under BPBD. In alignment with the first strategic goal, this agreement aims to reduce disaster risks by enhancing community preparedness to face disaster threats by implementing planned and integrated prevention activities. Performance indicators include the percentage of implementation for disaster-resilient villages, disaster-safe schools and madrasahs, and disaster-resilient volunteer training, with a target of 26%. This performance agreement applies to all

disasters occurring in Rejang Lebong Regency, as reflected in the realization

data spanning the years 2016 to 2021, which are shown in the following table:

Table 2. Achievement of Key Performance Indicators (KPI) for Program Targets 2016-2021

Program Objectives	Performance Indicators	2021	2020	2019	2018	2017	2016
Reducing disaster risks by enhancing community preparedness in addressing disaster threats by implementing planned and integrated prevention measures.	The percentage of implementation of disaster-resilient villages, disaster-safe schools, and Madrasahs was established, and the training of disaster-resilient volunteers was established.	12%	25,58	25,58	6,98	4,65	2,33

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

The table above presents the annual realization of policies implemented by the Regional Disaster Management Board (BPBD) of the Rejang Lebong Regency. These policies align with the program's objective to reduce disaster risks by enhancing community preparedness to address disaster threats by implementing planned and integrated prevention measures. This objective is pursued through establishing disaster-resilient villages, disaster-safe schools and madrasahs, and training disaster-resilient volunteers. In 2016, the realization was only 2.33%, increasing to 4.65% in 2017, 6.98% in 2018, and peaking at 25.58% in 2020, before declining again to 12% in 2021.

The Fact above indicates that implementing this policy still needs to be fully optimized. One contributing factor is that establishing disaster-resilient villages has been conducted in only some disaster-prone areas but is somewhat limited to specific regions. Similarly, the disaster-safe school and madrasah policy has only been implemented in simulations or training in areas with high landslide vulnerability. Furthermore, while disaster-resilient volunteer training has been

conducted periodically, it has been limited to a select group of experienced or qualified volunteers without incorporating new volunteer recruitment or training updates. Additionally, funding allocation must be consistent with proposed needs, significantly impacting policy implementation. This budgetary constraint represents a key obstacle to effectively achieving the established policies or programs.

According to Van Meter and Van Horn, policy resources serve as fundamental criteria in policy implementation as they assess the adequacy of available resources. These resources include sufficient funding and the ability to implement effective measures. (Ode et al., 2022; Sasuwuk et al., 2021). Based on interviews and the theory of policy resources, the author concludes that the variable of policy resources for landslide disaster mitigation in Rejang Lebong Regency has yet to be implemented optimally. According to the Government Agency Performance Report, the targets outlined in the performance agreements have yet to be consistently achieved, with fluctuating realization rates each year. This is partly due to inadequate human resources within the Regional Disaster Management Board (BPBD), which hinders the effective

implementation of programs. Additionally, limited budget allocations and insufficient facilities further contribute to the suboptimal achievement of targets and program outcomes.

c. Inter-Organizational Communication

Inter-organizational communication regarding the implementation of landslide disaster mitigation policies in Rejang Lebong Regency involves coordination between the Regional Disaster Management Board (BPBD) and various related agencies, such as the Public Works Office, the Forestry Office, and the Regional Development Planning Board (Bappeda). This cooperation is important to achieve policy targets, as expressed by the Head of Planning Subdivision of BPBD and the Head of Preparedness Section. For example, BPBD cooperated with the Forestry Agency to plant 100,000 trees in landslide-prone areas and with the Public Works Agency to install information signs in disaster-prone locations. The accomplishment data from 2016 to 2021 indicates an increase in policy success, with realizations surpassing targets in specific years, underscoring the effectiveness of coordination efforts. According to Van Meter and Van Horn's theory, this success is achieved through

consistent adherence to organizational mechanisms and procedures. Interviews reveal that effective communication between BPBD and related agencies has bolstered the implementation of landslide mitigation policies. This is consistent with the findings of Perdana and Siregar (2022), which highlight that inter-organizational communication and stakeholder participation significantly enhance policy success. The following outlines the Key Performance Indicator (KPI) achievements for program targets from 2016 to 2021.

Table 3. Achievement of Key Performance Indicators (KPI) for Program Targets 2016-2021

Program Objectives	Performance Indicators	2021	2020	2019	2018	2017	2016
The maintenance of infrastructure and facilities, as well as the continuity of public and governmental services.	The percentage of post-disaster surveys and the repair and recovery of infrastructure following disasters.	150	100	40,91	100	85	100

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

The KPI achievement table illustrates the implementation of policies to maintain infrastructure and facilities and ensure the continuity of public and governmental services. To achieve these targets, coordination with various agencies was essential. The data reveals that the realization rates were 100% in 2016, 85% in 2017, 100% in 2018, 40.91% in 2019, 100% in 2020, and 150% in 2021. These results highlight the significant success of the policy implementation, as the achievements consistently met or exceeded the set targets despite annual fluctuations. The successful maintenance of infrastructure and public services was achieved through coordinated efforts with relevant agencies. The Public Works Office contributed by ensuring the availability of informational signs in landslide-prone areas. Similarly, the Provincial Forestry Office supported the policy by planting hardwood trees in landslide-prone regions. Additionally, the Regional Development Planning Board (Bappeda) participated in training sessions organized by BPBD to align with the established objectives. Furthermore, local volunteers from disaster-prone areas maintained evacuation facilities and

shelters, which played a critical role in ensuring the program's effectiveness.

Based on the interview results, inter-organizational communication in achieving the success of policies or programs implemented directly by the Regional Disaster Management Agency (BPBD) of Rejang Lebong is facilitated through collaboration with other agencies to achieve the targets set by the established policies. According to Van Meter and Van Horn, inter-organizational communication and the activities of implementers are considered successful if the institutional mechanisms and procedural requirements are adequately fulfilled and the implementers consistently perform their duties in alignment with the defined policy objectives and measures (Riani et al., 2024). Based on the interview results and the theory of inter-organizational communication and implementation activities, it can be concluded that the variable of inter-organizational communication and implementation activities in the landslide disaster mitigation policy in Rejang Lebong Regency has been carried out effectively. This is evidenced by statements from several informants who confirmed that the relevant agencies were willing and had actively participated in the activities led by the primary agency in the landslide disaster mitigation program in Rejang Lebong Regency.

The results of this study align with other research conducted in Bengkulu Province regarding inter-organizational communication. According to the findings of Alfarabi dan Adhrianti (2023) the BPBD of Bengkulu Province has implemented disaster mitigation in river basin areas using structural and non-structural approaches. Regarding communication, BPBD Bengkulu Province utilizes direct coordination (face-to-face meetings) and messaging applications (WhatsApp group) to communicate with the public and relevant agencies. In addition, BPBD also utilizes social media (Facebook and Instagram) to disseminate information to the public, although the use of social media for disaster mitigation is still limited. While inter-organizational communication is ongoing, opportunities exist to enhance its effectiveness, mainly through more communicative and informative social media platforms.

The study by Perdana & Siregar (2022) explains that the BPBD of Central Bengkulu Regency implements a more organized communication strategy with a customer-focused approach, where the community is the primary focus in disaster-related socialization. They

prioritize using print media such as newspapers, brochures, and posters to convey information about disaster-prone areas. BPBD also involves task forces that directly monitor vulnerable areas in the field. Inter-organizational communication, such as between BPBD, government agencies, and the public, runs effectively through various information channels incorporating different media and direct approaches.

Both articles highlight the importance of inter-organizational communication and the implementation of disaster mitigation activities. The BPBD of Bengkulu Province and Central Bengkulu Regency have utilized various communication channels, such as face-to-face meetings, messaging applications, social media, and print media to provide disaster-related information. However, a common finding is that despite communication efforts, there are still opportunities to enhance its effectiveness, particularly in leveraging digital technology and social media as more efficient communication tools with broader reach. Overall, the findings from both articles indicate that while inter-organizational communication and disaster mitigation activities are ongoing in each regency in Bengkulu Province, improvements are still necessary to achieve more optimal results, especially in terms of utilizing technology and disseminating information to the public in a more structured and communicative manner.

d. Features of the Executing Agency

The characteristics of the implementing agency in the landslide disaster mitigation policy in Rejang Lebong Regency focus on measuring the organizational performance, which is influenced by the structure and relational patterns within the organization. Berdasarkan wawancara dengan Kepala Sub Bagian Perencanaan dan Kepala Seksi Kesiapsiagaan Badan Penanggulangan Bencana Daerah (BPBD), kebijakan mitigasi bencana diimplementasikan melalui perjanjian kinerja yang ditetapkan oleh Kepala Badan. Perjanjian kinerja ini kemudian diterjemahkan menjadi Sasaran Kinerja Pegawai (SKP) yang akan disusun dalam Laporan Kinerja Instansi Pemerintah (LKJIP) sebagai laporan kolektif dari setiap Organisasi Perangkat Daerah (OPD) di BPBD. Dalam LKJIP, tercatat hasil kinerja dan target yang ditetapkan, diukur dalam bentuk persentase atau predikat, dengan penentuan target yang menjadi kewenangan Kepala Badan untuk memastikan pencapaian kebijakan.

Table 4. Work Agreement of the Regional Disaster Management Agency of Rejang Lebong Regency

Strategic Objectives	Performance Indicators	Target
The Advancement of Good and Accountable Government Management	Evaluation score of the Government Agency Performance Accountability System (SAKIP)	B

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

The table above outlines the performance agreements established to improve good governance and accountability, implemented through the evaluation of the SAKIP (Government Agency Performance Accountability System). The target for this evaluation is set at grade B. This demonstrates the achievements in the realization of the policy objectives outlined.

Table 5. Achievement of Key Performance Indicators (KPI) for Program Targets 2016-2021

Program Objectives	Performance Indicators	2021	2020	2019	2018	2017	2016
Advancement in Good Governance and Accountability, Supported by Comprehensive and Planned Prevention Strategies	Score of the Government Agency Performance Accountability System (SAKIP)	B	B	B	B	B	B

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

From 2016 to 2021, the Regional Disaster Management Agency (BPBD) achieved its targets, earning a "B" rating in the SAKIP evaluation. This rating indicates that the structure and relationship patterns within the BPBD organization have been effective in supporting the achievement of policy objectives. According to Van Meter and Van Horn's theory, the characteristics of an implementing body include establishing structures and relationship patterns that influence policy implementation (Riani et al., 2024; Sanjaya & Budiana, 2020). The establishment of a performance agreement, which serves as the foundation for preparing Employee Performance Targets (SKP) and the Government Agency Performance Report (LKJIP),

indicates that the Rejang Lebong Regional Disaster Management Agency (BPBD) has a clear structure in place for measuring and evaluating the performance of disaster mitigation policies.

e. Economic, Social, and Political Landscape

Non-structural landslide disaster mitigation in Rejang Lebong is influenced by several external factors that affect the effectiveness of existing policies. Economic, social, and political conditions play a significant role in either supporting or hindering the implementation of mitigation measures. Economic stability is a key factor, as it directly impacts the region's capacity to allocate budgets for various mitigation activities, such as public education and strengthening land-use policies. A stable economy enables more optimal implementation of mitigation policies, whereas economic instability can divert attention away from disaster prevention efforts. Political support is equally critical in ensuring the sustainability of mitigation programs. Without a firm commitment from the government, implementing mitigation policies may face disruptions.

Furthermore, social conditions also influence the success of mitigation programs. Communities residing in landslide-prone areas often need more awareness of the importance of behavioral changes or necessary mitigation policies. This low level of awareness frequently delays mitigation efforts.

Another challenge is the issue of coordination among various government agencies, which can delay necessary actions due to complex bureaucratic processes. Additionally, geographical factors that create difficulties in monitoring, particularly in remote areas, pose significant obstacles (Alfarabi & Adhrianti, 2023). Despite implementing mitigation policies, their success largely depends on managing available resources, including human, financial, and technical resources, as well as the ability to address resistance to change, such as implementing safer land-use policies. In other words, while mitigation policies may be in place, their effectiveness heavily relies on active community participation and consistent political support (Perdana & Siregar, 2022).

f. Tendencies of Implementers

The tendencies of implementers in landslide disaster mitigation policies in Rejang Lebong Regency are influenced by the characteristics or values held by the implementers, which affect the success of policy implementation. In this context, implementing landslide disaster mitigation policies faces challenges in achieving

predetermined targets, particularly regarding response time during emergency handling when disasters occur.

Table 6. Work Agreement of the Regional Disaster Management Agency of Rejang Lebong Regency

Strategic Objectives	Performance Indicators	Target
Effective Emergency Management	Response Time Percentage in Disaster Management	40%

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

Although the Regional Disaster Management Agency (BPBD) has a clear performance agreement target of achieving a 40% response time in disaster management, actual achievements often fluctuate. The response time was recorded below the desired target in previous years, with significant declines in specific years. This highlights the influence of external factors on the effectiveness of policy implementation, one of which is geographical challenges. The considerable distance between the BPBD office and disaster locations affects the speed of response to disaster events, potentially undermining performance in meeting the response time target.

This indicates that limitations significantly influence implementing disaster mitigation policies in infrastructure and available resources. As observed in the execution of emergency management policies, response time frequently fluctuates due to the considerable distance between the BPBD office and disaster sites. This trend is shown in the following table:

Table 7. Achievement of Key Performance Indicators (KPI) for Program Targets 2016-2021

Program Objectives	Performance Indicators	2021	2020	2019	2018	2017	2016
Effective Emergency Management	Response Time Percentage in Disaster Management	40%		20%	30%	40%	

Source: 2021 Performance Report of the Regional Disaster Management Agency (BPBD)

The table illustrates fluctuations in achieving the target response time for disaster emergency management, with a performance agreement target set at 40%. In 2017, the response time met the target, but it declined to 30% in 2018 and dropped to 20% in 2019. However, the target was achieved again in 2021,

reaching 40%. This reduction was attributed to the location of the disaster, which affected the execution of emergency response efforts involving the Regional Disaster Management Agency (BPBD), volunteers, and coordination with rapid response teams on-site. The process required verification and confirmation, as well as the deployment of heavy equipment when necessary, which occasionally hindered the optimal achievement of response time.

According to Van Meter and Van Horn, the success of policy implementers depends on their characteristics and values in performing tasks as agreed upon in the initial framework. Coordination between the Regional Disaster Management Agency (BPBD) and volunteers ensures a swift and organized emergency response. Failure to maintain effective communication can hinder disaster management efforts and the achievement of targets. The characteristics of policy implementers, such as leadership, coordination skills, and commitment, significantly influence the implementation of disaster mitigation policies.

Moreover, collaboration with relevant agencies greatly supports policy success, including providing resources and strengthening communication networks. Altogether, the success of disaster mitigation policies in the Rejang Lebong Regency depends on the implementers' ability to adapt to existing conditions and the importance of coordination and inter-agency collaboration to achieve optimal outcomes.

CONCLUSION

Based on the analysis of the landslide disaster mitigation policy in Rejang Lebong Regency, it can be concluded that the existing policy encompasses clear objectives and systematic measures. However, its implementation still faces several challenges that need to be addressed.

a. The scope and objectives of the landslide disaster mitigation policy in Rejang Lebong Regency have been formulated with clear goals and measurable indicators; however, limited budget and resources remain the primary obstacles to the optimal implementation of the policy.

b. The resources available for the mitigation policy, regarding budget and human resources, are insufficient to support all the necessary mitigation activities. This limitation delays the policy's planning and execution processes.

c. Communication among relevant agencies is functioning adequately but needs improvement to enhance coordination and effectiveness of implementation in the field. Better coordination among the parties involved, including local government and the community, ensures that the mitigation policy operates more efficiently.

d. The economic, social, and political conditions reveal several challenges in landslide disaster mitigation in Rejang Lebong. Geographically, the hilly and landslide-prone areas worsen the disaster risk. Economically, budget constraints hinder the development of adequate mitigation infrastructure. Socially, there needs to be more public awareness regarding the importance of mitigation, while politically, instability in support and weak coordination among government agencies exacerbates the policy's implementation. These interconnected factors affect the overall effectiveness of mitigation efforts.

e. The characteristics of the implementing body for the landslide mitigation policy in Rejang Lebong Regency are that it has a clear structure and performance agreements in place. However, there are challenges in execution, particularly concerning implementing the National Action Plan for Disaster Risk Reduction (RAN-PRB), which requires more attention to monitoring and evaluation.

f. The tendencies of the implementers, including geographical challenges, limited infrastructure, and coordination difficulties between policy implementers and other local stakeholders, act as barriers to implementing the landslide mitigation policy in Rejang Lebong. These factors affect the ability to respond quickly to disasters and hinder comprehensive policy implementation.

Overall, the landslide disaster mitigation policy in Rejang Lebong Regency has shown reasonable efforts in formulating and implementing the policy. However, there are still obstacles to resources, coordination, and implementation. Improvements are needed in areas such as budgeting, inter-agency communication, and enhancing the capacity of implementing bodies to increase the effectiveness of mitigation policies in the future.

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