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THE EFFECTIVENESS OF THE REGIONAL LONG-TERM DEVELOPMENT PLAN OF PURWOREJO REGENCY: THE EVALUATION OF STRATEGIC PLANNING

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Abstract

The implementation of strategic planning in the public sector is the art of managing government affairs involving the utilization of state power. A set of regional planning in Indonesia is characterized by continuity and interconnectedness within a planning system consisting of the Regional Long-Term Development Plan (RPJPD), the Regional Medium-Term Development Plan (RPJMD), and the Regional Government Work Plan (RKPD). RPJPD, as part of the national development planning system in Indonesia, is a planning document that guides regional governance for 20 years and delineated into four periods of the RPJMD, each with a validity period of five years. In the planning cycle, the evaluation process is essential to do. The study aimed to examine the effectiveness of the long-term development performance in the public sector in the framework of strategic planning evaluation in Purworejo Regency. The methods employed in the evaluation were cross-sectional and longitudinal qualitative comparative, which involved comparing and correlating the performance achievement of the four periods of the RPJMD conducted at the end of each planning year in the final period. The dominant aspect that supports the achievement of development performance targets is the aspect of government. The inhibiting aspects that hinder the achievement of performance targets in the RPJPD of Purworejo Regency for 2005-2025 are the aspects of economics, infrastructure, socio-culture, and time.

Keywords: government, evaluation, RPJPD, strategic planning

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INTRODUCTION

In undertaking regional development planning, the government must prepare the strategic planning context for vital activities as it guides the functioning of governance. These results are influenced by external forces, such as economic influences (Roberts, 2000). According to (Bryson & Crosby, 2009), strategic planning is a deliberate effort to generate fundamental decisions and actions that shape and guide entities to achieve objectives. The demand for strategic thinking amidst the turbulent decades is more significant than the previous one (Hamel, G, & Prahalad, 1994). The beginning of strategic planning implementation in the public sector, primarily within the military and government system fields, corresponds to the art of managing government affairs involving the use of state power (Freedman, 2013). The alignment of objectives, efforts, and effectiveness related to performance is a significant basis for strategic planning (Bryson & Crosby, 2009). (Syahroni., 2002) also explains that regional development planning is a systematic effort from various parties (i.e., public, government, private, community, and others) to synergize in addressing the interdependence and interconnectedness of development aspects (i.e., physicality, socio-economy, environment, and others).

The systematic implementation of development guided by development planning documents will significantly impact the achievement of development objectives and targets for improving community prosperity and regional advancement (Nasution & Achmad, 2021). Regarding regional development planning, the Indonesian government, specifically the central government, has established Laws and Regulations to govern these cases, including Law Number 25 (Pemerintah Indonesia, 2004) concerning the National Development Planning System and Law Number (2014) concerning Regional Government. This law mandates regional governments to formulate regional development planning as an integration of the national development planning system. The regional development planning encompasses the Regional Long-Term Development Plan (*Rencana Pembangunan Jangka Panjang Daerah*), hereinafter abbreviated as RPJPD, the Regional Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Daerah*) hereinafter abbreviated as RPJMD, and the Regional Government Work Plan (*Rencana Kerja Pemerintah Daerah*) hereinafter abbreviated as RKPD. Urban development must consider the objectives, plans, strategies, and general policy directions of the regional government as the foundation for the development process. Therefore, regional development proceeds based on the formulated and established plans.

Purworejo Regency has RPJPD documents according to the Regional Regulation of Purworejo Regency Number 9 of 2010 concerning the Long-Term Development Plan of Purworejo Regency for 2005-2025. Purworejo Regency has a vision of "*Purworejo Daerah Agribisnis Yang Maju, Berdaya Saing, Mandiri,*

Lestari dan Sejahtera” (Purworejo as an Advanced, Competitive, Independent, Sustainable, and Prosperous Agribusiness Region). The Development Mission of Purworejo Regency for 2005-2025 has been established to achieve these visions, namely:

1. Enhancing agricultural productivity and the quality of agricultural outputs broadly by empowering, developing, optimizing agricultural potential, and increasing the added value of agricultural outputs through developing industries, trades, and services.
2. Realizing conducive climate and the availability of infrastructure to attract investment in developing industries, services, and trades to enhance regional advancement.
3. Increasing regional revenue to support development.
4. Realizing the professionalism of the apparatus and government that is trustworthy, clean, free from KKN (Corruption, Collusion, and Nepotism), and democratic by prioritizing law enforcement, security guarantees, and public order, supported by high public participation.
5. Realizing a productive, educated, and competent society with controlled growth.
6. Realizing a quality life for society, state, and nation by preserving cultural heritage, natural resources, and the environment to support tourism growth and sustainable development.
7. Realizing a healthy community physically and spiritually, positive personality traits with a profound understanding of Pancasila as an ideology, and a high regard for religion, human rights, gender equality and justice, and child protection.

The achievement of the vision and mission is assessed based on the indicators established concurrently with the establishment of the vision and mission. The steps to achieve the target indicators of the vision and mission in the long-term development plan for 2005-2025 are divided into four stages of medium-term development. Each stage has a duration of five years, namely the RPJMD of Purworejo Regency for 2006-2010, the RPJMD of Purworejo Regency for 2011-2015, the RPJMD of Purworejo Regency for 2016-2021, and the RPJMD of Purworejo Regency for 2021-2026. The effectiveness of regional development planning is inseparable from the control and evaluation process used because it can provide essential information to stakeholders and development policymakers to assist them in understanding, improving, and deciding the best action based on past experiences (IK Winaya, 2017).

Therefore, to assess the effectiveness and consistency of development planning, an evaluation of the achievement of the vision and mission based on

the medium-term planning documents must be conducted. The evaluation was conducted based on the regulation of Ministry of Home Affairs Number 86 of (Pemerintah Indonesia, 2017) on Procedures for Planning, Controlling, and Evaluating Regional Development, the Procedures for Evaluating the Regional Regulation Drafts on the Regional Long-Term Development Plan, and the Procedures for Amending the Regional Long-Term Development Plan, the Regional Medium-Term Development Plan, and the Regional Government Work Plan. The novelty from this article is RPJPD evaluation has never been carried out before

Furthermore, the implementation of evaluation is also conducted to provide crucial information that can be utilized to assist stakeholders and development policymakers in managing and enhancing previous works.

LITERATURE REVIEW

THE EVALUATION OF DEVELOPMENT PLANNING

Planning is a comprehensive process of formulating objectives by specifying the steps and actions to accomplish the predetermined objectives, supported by all available resources. Planning must also be a concern to discover a solution or an alternative for any issues that are currently or will be encountered by considering the available resources (Riyadi and Baratakusumah, 2008). Planning is also important for aligning resources and capacity and coordinating regional actions in addressing the decrease of government funding to programs/activities (Bellamy et al., 2017). In the planning process should include: thoughtfulness when create the terms of reference, extensive public consultation, and updating and reviewing the plan (Ahmad et al., 2013).

Meanwhile, according to Tjokroamidjojo (2002), development is a continuous transformation mechanism that makes a place better than its previous condition. The development process must be supported by thorough planning. Therefore, planning has a fundamental role in the process of development. In the planning, it is strongly recommended that the authorities prioritise on the cultivation aware (Lim et al., 2019). All levels of government and all elements of government (stakeholders) participate in development planning to establish development priorities and steps to take for social prosperity (Sriharyati & Sholihannisa, 2020)

The development planning mechanism requires evaluation to ensure that the development planning outcomes can effectively achieve its objectives (Kaiser et al., 1995). The planning evaluation is a structured assessment that compares various plans from multiple aspects quantitatively, based on current outcomes with selected objectives and targets. There are two types of planning evaluation described by Kaiser et al. (1995), namely:

1. Pre-adoption evaluation. Before adopting a plan, the planning evaluation becomes a tool for determining decisions. The planner can utilize the evaluation to provide recommendations for improvement.
2. Post-adoption monitoring and evaluation. After the selection and implementation of the plan, monitoring and evaluation emerge as essential processes for collecting data and information on the results of the implemented development plan. It is utilized as a benchmark for the progress of success in achieving objectives and targets. The first step is selecting the objectives and plans to take. The second step is identifying information and data, selecting the data, and conducting an evaluation. Furthermore, the third step is improving the plan for further planning. This third step becomes the foundation of the subsequent stage of planning.

The evaluation of development planning is crucial to determine whether development has successfully achieved its intended objectives and targets and its positive impact on the surrounding community. Through evaluation, the success of the planning process and actions, programs, and activities in planning can be traced to the results in the field (Lukasiewicz et al., 2020).

THE PROCEDURE FOR FORMULATING THE NORMATIVE EVALUATION DOCUMENT FOR THE RPJPD OF REGENCY/CITY

This evaluation is conducted based on the Regulation of Ministry of Home Affairs Number 86 of 2017 concerning the Procedure for Planning, Controlling, and Evaluating Regional Development, the Procedure for Evaluating the Regional Regulations on the Regional Long-Term Development Plans, and the Regional Medium-Term Development Plans, and the Procedure for Amending the Regional Long-Term Development Plan, the Regional Medium-Term Development Plan, and the Regional Government Work Plan; Specifically regulated further in the attachment of the Regulation of the Ministry of Home Affairs Number 86 of 2017.

Based on the Regulation of Ministry of Home Affairs Number 86 of 2017 Article 183, control and evaluation of Regional Development Planning include:

- 1) Control and evaluation of regional development planning policy formulation,
- 2) Control and evaluation of the implementation of regional development plans,
- 3) Evaluation of the results of regional development plans.

The results evaluation is conducted by examining the alignment and achievement of vision, mission, and objectives between the RPJPD documents and the RPJMD documents. The alignment and achievement are analyzed using form E.56 contained in the Regulation of Ministry of Home Affairs of the Republic of Indonesia Number 86 of 2017 concerning the Procedures for Planning, Controlling, and Evaluating the Regional Development, the Procedures for Evaluating the Regional Regulation Drafts on the Regional Long-Term Development Plan, the Regional Medium-Term Development Plan, and the Regional Government Work Plan.

Based on the Regulation of Ministry of Home Affairs Number 87 of 2017, the assessment of development performance achievement refers to the following levels.

Table 1: The Assessment of Performance Results

No.	Performance Realization Score Interval	Performance Realization Assessment Criteria
1.	$91\% \leq 100\%$	Very High
2.	$76\% \leq 90\%$	High
3.	$66\% \leq 75\%$	Medium
4.	$51\% \leq 65\%$	Low
5.	$\leq 50\%$	Very Low

Source: The Regulation of Ministry of Home Affairs Number 86 of 2017

THE METHOD FOR THE IMPLEMENTATION OF PLANNING DOCUMENT EVALUATION

The methods used in this evaluation process are quantitative cross-sectional-longitudinal, single case study, and comparative qualitative (Bryson & Crosby, 2009). The quantitative cross-sectional-longitudinal method is an evaluation utilizing time-series data of regional indicators for four periods of the RPJMD document of Purworejo Regency, followed by an analysis of achievement calculation by the provisions stated in the Regulation of Ministry of Home Affairs of the Republic of Indonesia Number 86 of 2017. The evaluation uses a taxonomy matrix to perform certain calculations from existing data (Ali & Ahmad, 2022). The comparative qualitative method is employed to examine the alignment of the RPJPD document of Purworejo Regency for 2005-2025 with the documents of RPJPN, RUTR of Regency, and RPJP of Province. In the evaluation process, the achievement of RPJPD is reached due to key performance indicators, macro-regional level targets, and the achievement of Sustainable Development Goals (SDGs). The achievement is completed due to the targets and indicators

realization in the RPJMD document for four periods and is related to the main targets of the RPJPD of Purworejo Regency for 2005-2025. Thus, the level of achievement of these indicators and the level of achievement of the main targets of the RPJPD of Purworejo Regency for 2005-2025 can be obtained.

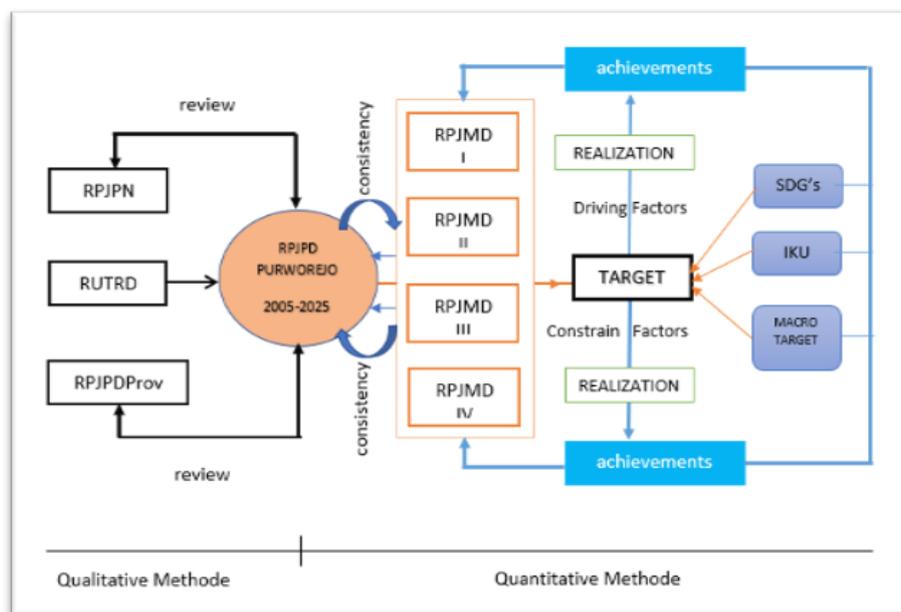


Figure 1: The Chart of RPJPD Evaluation Method of Purworejo Regency for 2005-2025

Source: Research Team

DISCUSSION

Strategic planning is flexible; therefore, its planning form varies. The strategic planning of various cases have different formats, styles, and substances. None of the forms of strategic planning is considered the most correct. Empirically, plans can vary depending on the situations related to the preparation and objectives of the planning process (Rider, 1983). Strategic planning holds significant potential in delivering benefits to the city and the community (i.e., one of which is evaluated based on the improvement of regional planning capacity or implemented innovations), even if it fails to implement its mission or achieve its vision (Abis E and Garau C, 2015).

The evaluation of the RPJPD of Purworejo Regency is conducted by assessing the alignment of the planning due to the objectives and the final results as a manifestation of its effectiveness. There is a listed format in the Regulation of Ministry of Home Affairs Number 86 of 2017, which all regions can use the

formats in evaluating development plans. The evaluation of the RPJPD of Purworejo Regency is regarded as the evaluation of the RPJPD conducted for the first time in Indonesia, specifically at the end of 2022. Based on two types of evaluation, according to (Kaiser et al., 1995), the RPJPD document evaluation of Purworejo Regency is included in the type of postadoption monitoring and evaluation because the RPJPD document of Purworejo Regency has been previously formulated with planning, objectives, and development targets for a period of 20 years. Furthermore, in the document, development planning is implemented, and the implementation process can be observed. Subsequently, it is ideally recommended to conduct monitoring and evaluation of quantitative data collection from various aspects every five years as a benchmark to ascertain the alignment of the development planning with the established objectives and targets. Afterward, the evaluation results can generate input and improvements for a better future development plan. The following are the quantitative evaluation results of the RPJPD of Purworejo Regency for 2005-2025.

THE EVALUATION OF THE PLANNING DOCUMENT FOR THE RPJPD OF PURWOREJO REGENCY

The implementation results are evaluated by considering the alignment and achievement of the visions, missions, and targets between the RPJPD and RPJMD documents. The alignment and achievement are analyzed using form E.56 in the Regulation of Ministry of Home Affairs of the Republic of Indonesia Number 86 of 2017.

THE VISION EVALUATION

The RPJPD of Purworejo Regency for 2005-2025 has a vision of “*Purworejo Daerah Agribisnis Yang Maju, Berdaya Saing, Mandiri, Lestari dan Sejahtera*” (Purworejo as an Advanced, Competitive, Independent, Sustainable, and Prosperous Agribusiness Region). The RPJMD of Purworejo Regency for 2005-2009 has a vision of “*Menuju masyarakat Purworejo yang lebih sejahtera dengan meningkatkan kemandirian serta daya saing, melalui penyelenggaraan pembangunan daerah yang aspiratif, dengan dukungan birokrasi profesional, dan bersih dari korupsi serta peran serta aktif sektor swasta dan masyarakat*” (Towards a more prosperous Purworejo community by increasing independence and competitiveness, through the implementation of aspirational regional development, supported by a professional bureaucracy, corruption free, and actively involving the private sector and the community). The visions of RPJPD and RPJMD in the first period have an alignment. It is noticeable through the utilization of the keywords of the RPJPD vision in the RPJMD vision, namely competitiveness, independence, and prosperity.

The second period, The RPJMD of Purworejo Regency for 2010-2014 has a vision of “*Menuju masyarakat Purworejo yang lebih sejahtera dengan meningkatkan kemandirian serta daya saing, melalui penyelenggaraan pemerintahan, pembangunan daerah, dan kemasyarakatan yang aspiratif bertumpu pada agribisnis, yang didukung birokrasi profesional dan bersih dari korupsi, kolusi dan nepotisme serta peran serta aktif sektor swasta dan masyarakat pada umumnya*” (Towards a more prosperous Purworejo community by increasing independence and competitiveness, through governance, regional development, and an aspirational community based on agribusiness, which is supported by professional bureaucracy and free from corruption, collusion, and nepotism as well as the active participation of the private sector and society in general). The utilization of keywords in the RPJPD vision of Purworejo Regency in the RPJMD for 2010-2014, including agribusiness, competitiveness, independence, and prosperity, demonstrates the alignment of visions between two development documents in Purworejo Regency.

During the third period of the RPJMD for 2015-2019, the alignment can also be indicated in the decline of the keywords used in the vision of the RPJPD of Purworejo Regency, namely agriculture/agribusiness and agriculture. The RPJMD of Purworejo Regency for 2015-2019 has a vision of “*Terwujudnya Kabupaten Purworejo Yang Semakin Sejahtera Berbasis Pertanian, Pariwisata, Industri, dan Perdagangan yang Berwawasan Budaya, Lingkungan dan Ekonomi Kerakyatan*” (The realization of a prosperous Purworejo Regency based on Agriculture, Tourism, Industry, and Trade with cultural, environmental, and people-oriented economic knowledge).

During the fourth period, the Development Plan of Purworejo Regency for 2020-2024 has a vision of “*Purworejo Berdaya Saing 2025*” (Purworejo is competitive in 2025). The utilization of the keyword "competitive" in this medium-term development document also demonstrates the alignment between the RPJPD document and the RPJMD document of Purworejo Regency.

Regarding the vision alignment, the overall RPJPD of Purworejo Regency for 2005-2025 has a high level of vision alignment and has been effectively interpreted into the Medium-Term Development Planning Documents. This alignment can be noticed from the utilization of keywords in the medium-term development planning document as the direction and the objective of development in Purworejo Regency.

THE ALIGNMENT OF MISSION

The RPJPD of Purworejo Regency for 2005-2025 has seven missions. Furthermore, the mission of the Medium-Term Development Planning Document of Purworejo Regency is varies. In determining this alignment, a comparison is made between the mission contained in the RPJPD of Purworejo Regency

document for 2005-2025 and Medium-Term Development Planning Document for each period.

In general, it can be inferred that the mission of the RPJPD of Purworejo Regency for 2005-2025 indicates a significant level of alignment with the medium-term planning document in the Regency. It is due to the formulation of medium-term planning documents, namely the RPJMD of Purworejo Regency for 2005-2009, 2010-2014, 2015-2019, and 2020-2024 refers to the missions that have been formulated in the RPJPD document of Purworejo Regency for 2005-2025.

In general, it indicates a high level of alignment between the mission of the long-term development planning documents and the Regional Medium-Term Development Plan of Purworejo Regency. It is revealed in the formulation of the medium-term development planning documents of Purworejo Regency, namely the RPJMD of Purworejo Regency for 2005-2009, 2010-2014, 2015-2019, and 2020-2024, which have been based on the missions outlined in the RPJPD document of Purworejo Regency for 2005-2025.

THE ALIGNMENT OF DEVELOPMENT TARGETS

The alignment of the main development targets of Purworejo Regency is conducted through a comparison between the development targets of the RPJPD of Purworejo Regency for 2005-2025 and the targets of the medium-term development planning documents. It is indicated that the main development targets of the RPJPD and the RPJMD of Purworejo Regency are in alignment. There is an alignment between the RPJPD of Purworejo Regency for 2005-2025 and the RPJMD of Purworejo Regency for 2005-2009. This alignment is related to the targeted sentence contained in the RPJMD document of Purworejo Regency for 2005-2009, which was formulated based on the RPJMD missions and aligned with the main development targets contained in the RPJPD of Purworejo Regency for 2005-2025. Furthermore, it indicates an alignment between the targets of the RPJPD and the RPJMD for 2010-2014. The RPJMD for 2010-2014 has 61 targets. The target of this RPJMD is formulated based on the mission of the RPJMD and aligned with the main development targets outlined in the RPJPD. Accordingly, it shows an alignment.

There are 58 targets in the RPJMD of Purworejo in period III. This target aligns with the existing target in the RPJPD of Purworejo for 2005-2025. The main development targets in the RPJPD of Purworejo Regency are implemented and detailed in the targets of the RPJMD in period III. Furthermore, the RPJMD in period IV, the RPJMD for 2020-2024, has 17 targets. These targets indicate an alignment with the targets contained in the RPJPD document.

The level of development targets achievement in each RPJMD period in Purworejo Regency varies, as explained below:

1. The Level of Performance Achievement of Development Targets in the RPJMD for 2005-2009
 The level of performance achievement of development targets in the RPJMD in period I is indeterminable and unquantifiable. It occurs due to the absence of target data for all performance indicators, despite the achievement data, resulting in the unknown (0%) or very low due to performance achievement of the RPJMD in period I.
2. The Level of Performance Achievement of Development Targets in the RPJMD for 2010-2014
 The level of performance achievement in the RPJMD development targets in period II is 94.08% or very high.
3. The Level of Performance Achievement of Development Targets in the RPJMN for 2015-2019
 The level of performance achievement of development targets in the RPJMD in period III is 89.79% or high. The percentage calculation of RPJMD in period III with performance achievement level uses the calculation of RPJMD period III + IKU (Key Performance Indicators) + macro target. Calculating the percentage of performance achievement in the RPJMD in period III is determined by calculating the RPJMD period III + IKU + macro targets.
4. The Level of Performance Achievement of Development Targets in The RPJMD for 2020-2024
 The level of performance achievement of development targets in the RPJMD in period IV + IKU is 83.94% or high.
5. The Level of Performance Achievement Assessed from the Overall Targets of The RPJPD in Each Period
 The table and graph depicting the achievement level of the main targets in each period of the RPJMD of Purworejo Regency are presented. The level of achievement varies. Additionally, period I cannot be calculated due to the unavailability of data.

Table 5: The Achievement Level of Basic Targets in Each Period of RPJMD

Target	Period I	Period II	Period III + 20 IKU + Macro Targets	Period IV + 30 IKU	Average
Target 1	0%	91.68%	89.19%	75.00%	63.97%
Target 2	0%	90.99%	94.40%	99.72%	71.28%
Target 3	0%	91.69%	75.42%	55.56%	55.67%
Target 4	0%	94.80%	99.95%	98.76%	73.38%
Target 5	0%	89.42%	96.82%	94.69%	70.23%

Target	Period I	Period II	Period III + 20 IKU + Macro Targets	Period IV + 30 IKU	Average
Target 6	0%	100%	85.71%	93.95%	69.92%
Target 7	0%	100%	87.06%	69.92%	64.24%

Source: The Calculations Research by Research Team

Table 5 shows the average level of achievement of the main target of the RPJPD of Purworejo Regency for 2005-2025, namely the average score of Target 1 is 63.97%, while Target 2 has achieved a 71.28%. Target 3 obtained an achievement level of 55.67%, and Target 4 reached 73.38%, which is the highest level. Meanwhile, targets 5, 6, and 7 respectively reach an achievement level of 70.23%, 69.92%, and 64.24%. Regarding the achievement level for each target, the score of the performance achievement level of the RPJPD of Purworejo Regency for 2005-2025 is 66.95%. Based on the Regulation of Ministry of Home Affairs Number 86 of 2017, this performance scoring level is in the category of Medium.

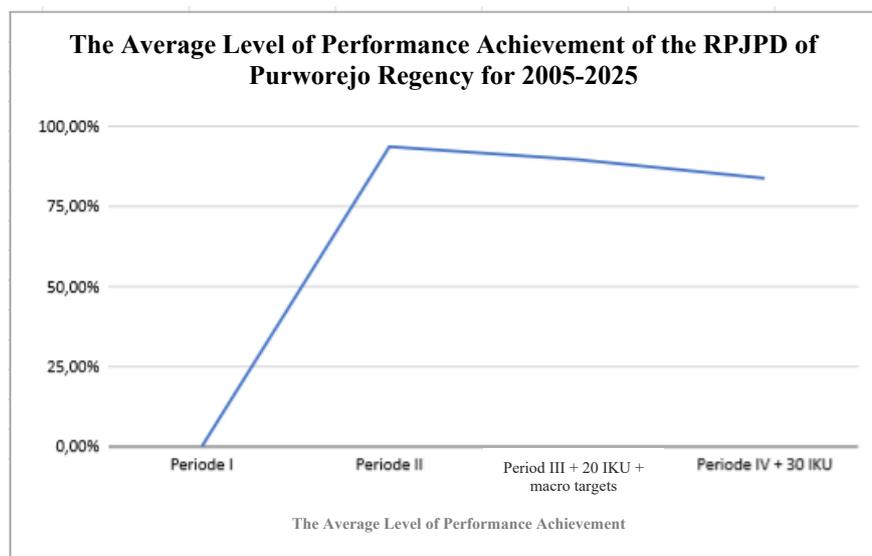


Figure 2: Graph The Average Level of Performance Achievement of The RPJPD of Purworejo Regency for 2005-2025

Source: The Calculating Results by Research Team

DRIVING AND INHIBITING FACTORS

Purworejo Regency, in the RPJPD implementation for 2005-2025, has several inhibiting factors and driving factors that affect the performance targets

achievement of RPJPD for 2005-2025, which are classified into five aspects: government aspects (i.e., apparatus, programs, regulations, and budget), infrastructure aspects (i.e., physic and environment), economic aspects, socio-cultural aspects, and time aspects.

- *Government Aspects*

An example of these driving factors is the presence of “One Agency One Innovation” policy contained in the RPJMD for 2021-2026, which mandates that all regional apparatuses must have a minimum of one innovation every year. In addition to the driving factors, government aspects also encompass several inhibiting factors, such as not optimal exploration and data collection of innovations implemented in a regional government. Many innovations have been implemented but lack legal standards, socialization to the public, and innovation from stagnant proper results due to the completion of Civil Servants (*Aparatur Sipil Negara*) hereinafter abbreviated as ASN training.

- *Infrastructure, Environmental, and Physical Aspects*

The examples of driving factors in infrastructure, environmental, and physical aspects include the improvement of healthcare service quality at both level I and higher level, supported by increased public healthcare financing, both through health insurance coverage and regional health insurance programs, as well as enhanced cross-program and cross-sector collaboration. The following driving factor is the ability to provide adequate infrastructure, which attracts investors in developing industries, services, and trades to enhance regional advancement as a priority in Purworejo Regency. It is also evidenced by the construction of the New Bogowonto Bridge as an infrastructure facility to enhance road accessibility. It accordance with (Hamzah et al., 2022) that infrastructure factors influence the assessment of the development of region.

There are also inhibiting factors from the aspects of infrastructure, environment, and physicality in many villages in Purworejo Regency topologically, whose raw water quality does not meet the standards of Minister of Health Regulation 492/2010, such as the water contains a high amount of *e-coli*, *Fe*, and others. Consequently, the necessity to use water sources from other regions causes the inability to acquire the clean water coverage percentage indicator.

- *Economic Aspects*

The driving factor in the economic aspect is the collaboration of private funding from Corporate Social Responsibility (CSR), which supports the development programs of tenements and special houses funded through CSR initiatives. Another example of driving factors in the economic aspect is the

rise in income due to the high purchasing power of the society, leading to efficient and well-distributed trade, increased demand for small and medium enterprise (SME) products, and the presence of government policies that support SMEs. The driving factors contribute to the achievement of the cooperative's growth percentage indicator.

Several inhibiting factors include funding relying on funds from Specific Allocation Fund (*Dana Alokasi Khusus*) hereinafter abbreviated as DAK and funding collaboration to accelerate the achievement of adequate sanitation. The inhibiting factors from an economic aspect can be assessed through the condition of the economy, as reflected by Gross Regional Domestic Product (*Produk Domestik Regional Bruto*) hereinafter abbreviated as PDRB, which fails to achieve key performance targets in the RPJPD.

- *Sociocultural Aspects*

An example of a socio-cultural aspect is the presence of driving factors leading to an increase in the proportion of women employed in the government sector, occupying strategic positions in the Regional Government, and the rising number of women members in Regional House of Representatives (*Dewan Perwakilan Rakyat Daerah*) hereinafter abbreviated as DPRD. Thus, it reaches the achievement of indicators of the Gender Development Index. The following example is the high work ethic among disaster personnel/volunteers and the strong moral support from the leadership and infrastructure elements of the BNPB (National Disaster Management Agency)

In the socio-cultural aspects, there are inhibiting factors, including the lack of awareness among communities to register their civil documents. This issue must be resolved to support the Movement of the Indonesian Awareness of Population Administration (GISA). Another inhibiting factor is the persistent reluctance among certain women employed in the government to undertake a duty outside of their town or undertake a duty that requires them to stay overnight. Furthermore, this case caused the women to lack professional development opportunities, although the potential achievement of the Gender Empowerment Index can be achieved. Another inhibiting factor from the socio-cultural aspect that has not achieved a performance score of up to 100% is the community's lack of habits to practice Clean and Healthy Living Behavior (*Perilaku Hidup Bersih dan Sehat*) hereinafter abbreviated as PHBS. Consequently, the indicator in the percentage of sanitation access has not reached its maximum.

- *Time Aspect*

The meaning of this time aspect refers to the period in which the implementation of the RPJPD is in accordance with the predetermined target

time or not. There is only one inhibiting factor in terms of time aspect, namely the lack of timeliness in the delivery of regional government financial reports following government accounting standards to support the achievement of audit opinion indicators by Audit Board of Indonesia (*Badan Pemeriksa Keuangan*) hereinafter abbreviated as BPK. The Regional Government Financial Reports (*Laporan Keuangan Pemerintah Daerah*) hereinafter abbreviated as LKPD receive an assessment in the form of an Opinion from BPK annually.

Regarding the five aspects of driving factors and inhibiting factors that can be identified, some dominant factors drive or inhibit the achievement of the RPJPD of Purworejo Regency for 2005-2025.

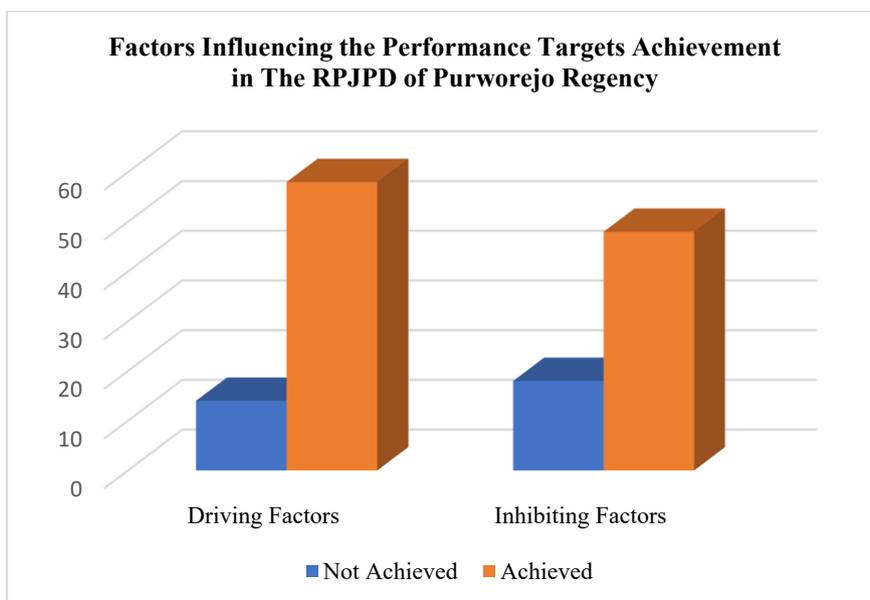


Figure 3: Graph Factors Influencing the Performance Targets Achievement in The RPJPD of Purworejo Regency for 2005-2025

Source: The Calculating Results by Research Team

Whether it can be achieved or not, performance achievement is influenced by the presence of driving and inhibiting factors. The graph above depicts the evaluation results of the RPJPD of Purworejo Regency for 2005-2025, which is evident that the factors influencing the performance achievement of the RPJPD main targets of Purworejo Regency for 2005-2025 are primarily driven by external factors. Furthermore, the driving and inhibiting factors can be further

detailed by identifying the most dominant aspects. These factors are based on the aspects of government, physicality, environment, and infrastructure.

CONCLUSIONS AND SUGGESTIONS

The implementation of the evaluation will show the level of success in the planning process, and it can also facilitate the tracking of future programs/activities to be conducted in the respective field. From the evaluation of the RPJPD documents of Purworejo Regency for 2005-2025, the conclusions can be drawn. First, the process of document evaluation was conducted based on the Regulation of Ministry of Home Affairs Number 86 of 2017. Specifically, it is further regulated in the attachment of the Regulation of Ministry of Home Affairs Number 86 of 2017 related to the standardized format that all regions can use it for conducting evaluations. The evaluation of the RPJPD of Purworejo Regency is regarded as the evaluation of the RPJPD conducted for the first time in Indonesia, specifically at the end of 2022. Second, the evaluation of the RPJPD document of Purworejo Regency for 2005-2025 reveals the alignment of vision and mission, and the quantitative calculations resulted in a performance achievement level of 66.95% for the RPJPD targets of Purworejo for 2005-2025. According to the Regulation of Ministry of Home Affairs Number 86 of 2017, the performance scoring level is in the medium category. Furthermore, some driving factors support the performance targets achievement of the RPJPD main objectives of Purworejo Regency for 2005-2025, including government, economy, infrastructure, and socio-cultural aspects. The government is the dominant aspect that supports the achievement of development performance targets. The inhibiting aspects that hinder the achievement of performance targets in the RPJPD of Purworejo Regency in 2005-2025 are the aspects of economic, infrastructure, socio-culture, and time.

From the results of the evaluation, there are several recommendations, including the need for comprehensive data and information on regional development planning to facilitate the measurement of target achievements, the formulation of the initial draft of the RPJPD should be completed no later than one year before the end of the previous RPJPD period, and the RPJPD document should undergo evaluation at least every five years to ensure adaptability and accommodation to the current situation and conditions.

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