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## BAPPEDA Role Analysis in Regional Development Planning

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### ABSTRACT

*Badan Perencanaan Pembangunan Daerah (Bappeda)* is a body that has an important task in regional development planning. Bappeda assists the Regional Head in determining policies in the field of regional development planning and assessing their implementation. This research aims to find out the role of the Regional Development Planning Agency in the development planning process in the Pasangkayu Regency area and also to find out the policy formulation process. This research uses a qualitative approach with a case study method, which is a method used to elaborate on and understand the meaning ascribed to social or humanitarian problems. The result of this research is that the Regional Development Planning Agency has an important role in carrying out the function of coordinating regional development planning with all agencies in the government in order to realize a new planning system that must be comprehensive. Factors supporting policy formulation include coordination, community participation, and government commitment. Meanwhile, the factors that hinder the policy formulation process include budget adjustment and readiness, too many proposals, and limited supporting documents.

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## INTRODUCTION

Conceptually, the granting of the widest possible autonomy to the regions is directed to accelerate the realization of community welfare through improved services and the empowerment of the community. In addition, through autonomy, the regions are expected to be able to increase competitiveness by taking into account the principles of democracy, equity, justice, specialty, and specificity, as well as the potential and diversity of the regions in the system of the Unitary State of the Republic of Indonesia.

In order to provide a wider space for the regions to regulate and manage the lives of their citizens, the central government, in forming policies, must pay attention to local wisdom, and vice versa, the regions, when forming policies, both in the form of local regulations and other policies, should also pay attention to national interests. Local governments try their best to determine strategic policies to take advantage of their autonomous rights in order to realize the welfare of the people in their territory. This has been stated in the rules of Law Number 23 of 2014, which is the starting point for regional autonomy.

The form of the local government's efforts for the welfare of the community is one of them through development, where the development itself is based on the potential and condition of the community and the region as a supporting factor for the development of a region. In the development itself, it is very important to do what is called development planning. A development can run effectively and efficiently if it has a good plan, is directed at a shared vision, and is able to accommodate the interests of each stakeholder, such as the community, the private sector, and development actors involved in the development planning process. Therefore, an agency was formed called the *Badan Perencanaan Pembangunan Daerah*, or BAPPEDA. BAPPEDA itself is an agency that acts as a regional technical institution in the field of research and regional development planning, led by an agency head who is under and responsible to the Governor, Regent, / Mayor through the Regional Secretary.

This agency holds the primary responsibility for aiding governors, regents, or mayors in executing regional governance through research and regional development planning. As outlined in the Minister of Home Affairs Regulation No. 86 of 2017, which pertains to the protocols for regional development planning, control, and assessment, the Regional Government assumes the task of devising a regional development plan guided by key principles. These principles dictate that the plan is an essential facet of the larger national development framework, a collaborative effort between the regional government and stakeholders based on their respective roles, and a convergence of spatial planning with regional development goals. Furthermore, the plan is to be executed in alignment with the distinctive conditions and potential of each area, all while remaining attuned to the fluctuations within both regional and national development landscapes.

Based on the above regulations, regional development planning is an important process to determine future actions in the implementation of development in the area. By using planning, it is hoped that the implementation of development can achieve the desired results. An important factor in development planning is the courage to decide what to do, then when to do it, then how to do it, and finally who does it. Regional Development Planning is an important process to determine future actions in the implementation of development in the area. By using planning, it is expected that the implementation of development can achieve the desired results. An important factor in development planning is the courage to decide what to do, then when to do it, then how to do it, and finally who does it. Good planning can be achieved by considering conditions in the future. Good planning will also produce good decisions or results.

The nature of planning is actually a rational way to prepare for the future. On the other hand, planning is basically the process of determining what is to be achieved in a certain period of time and determining the stages needed to achieve it. Some developing countries, including Indonesia, still view development as physical development in the form of infrastructure and supporting infrastructure based on applicable laws or policy arrangements. A regional development plan is needed to support this physical development. National development planning and regional development planning use sectoral and regional approaches (Zai, 2018). The development of a planning area is very important because, by using planning, it is expected that we know what is needed in a development. Development is a concept that has a goal in the process of improvement.



Therefore, the existence of Bappeda in a region will determine a structured and systematic planning process. Development planning is defined as the main function of development management in the state process. This function arises as a result of the need for development that is greater than the availability of resources. With good development planning, development activities can be formulated efficiently and effectively with optimal results.

This is also ideally done by the Pasangkayu Regency BAPPEDA. Pasangkayu Regency is one of the Level II regions in West Sulawesi Province, Indonesia. The district capital is located in Pasangkayu sub-district. The regency is an expansion of Mamuju regency, which is located 719 km to the north of Makassar, the capital of South Sulawesi province. Judging from the Human Development Index (HDI), Pasangkayu Regency in 2021 reached 67.79% (BPS Pasangkayu Regency, 2021). When viewed from the social conditions and welfare of the people, especially in the realm of education, Pasangkayu Regency has 135 elementary schools, 49 junior high schools, 12 high schools, and 14 vocational schools spread throughout the district. As we know, one of the most important things in development is human resources. Education is one of the components of measuring human resources. With quality human resources, it can encourage the development of a region. Based on North Mamuju Regent Regulation Number 29 of 2016, Bappeda also has the main task of organizing supporting functions for regional government affairs on physical and regional infrastructure, macro planning, development funding planning, monitoring, evaluation, and reporting. Therefore, researchers feel the need to elaborate on how to analyze the role of Bappeda in regional development planning in Pasangkayu Regency.

## THEORY REVIEW

### Concept of BAPPED

The establishment of Bappeda of the Republic of Indonesia was stipulated by Presidential Decree of the Republic of Indonesia No. 27 of 1980 concerning the Establishment of Bappeda RI, in which Bappeda has two levels of position. The first are Bappeda level I (now provincial government) and Bappeda level II (now regency or city government). Bappeda stands for Regional Development Planning Agency, and according to the rules of KEPRES No. 27 of 1980, in Chapter I, this agency is a staff agency directly under and responsible to the Regional Head. Bappeda acts as an assistant to the regional head in determining policies in the field of regional development planning. To improve regional regulations, especially in the implementation of equitable regional development based on the principle of broad autonomy, the government also issued Law No. 25 of 2004 concerning the National Development Planning System (Rizam, 2019).

The Regional Development Planning Agency, known as BAPPEDA (Badan Perencanaan Pembangunan Daerah), was established in 1980 through Presidential Decree No. 27 of 1980. BAPPEDA serves as a pivotal institution with defined tasks, functions, and responsibilities within its organizational framework. These encompass various divisions including the Head of the Agency, the Secretariat, the Economic Division, the Research and Development Division of Data Collection and Reporting, as well as the Investment Division. As outlined in Ministry of Home Affairs Regulation No. 57 of 2007 regarding technical guidelines for structuring regional apparatus organizations, BAPPEDA operates as a crucial planning entity with primary roles and functions which include; Formulating policies for the regional leadership; and Coordinating the development of plans that encompass the vision, mission objectives, policy strategies, programs, and developmental endeavors of each regional apparatus organization.

As people know, in its duties and functions, BAPPEDA is required to play an active, effective, and efficient role in forming a strong regional development framework to realize development success (Iqbal & Utomo, 2020). BAPPEDA also has duties and functions in the planning process, including technocratic, participatory, top-down, and bottom-up processes in the tasks and functions at the planning stage. BAPPEDA has the role of preparing, controlling, and implementing plans. After passing the planning stage, BAPPEDA is tasked with preparing the RPJPD, RPJMD, and RKPD. These documents are abbreviated as RPJPD, RPJMD, and RKPD, representing the Regional Long-Term Development Plan (Rencana Pembangunan Jangka Panjang Daerah),



Regional Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Daerah), and Regional Annual Development Plan (Rencana Kerja Pembangunan Daerah) respectively.

According to the thoughts of experts, BAPPEDA is formed based on regency and city regulations and is a staff element in the field of regional development planning that is responsible to the Regent or Mayor based on Regional Regulations (RR). The main task of the Regency or City BAPPEDA is to assist the head of the region in determining policies in the field of regional development planning as well as assessing their implementation. Meanwhile, the functions of the Regency or City BAPPEDA are; Formulation of technical policies within the scope of regional development planning; and Bappeda as a Supporting Service for the Implementation of Regional Government.

The Regional Development Planning Agency, according to its complete organizational structure, is the Head of the Agency, Secretariat, Economic Division, Socio-cultural Division, Physical and Infrastructure Division, Research Development Data Collection and Reporting Division, Investment Division, UPT, and Functional Position Group.

### Regional Development Planning

In the Big Indonesian Dictionary, planning comes from the word plan, which means program, design, drafting, purpose, and making notes about talks in meetings, while planning, according to the dictionary, means the process of making and how to plan (KBBI, 2014). Planning is defined as the determination of actions to be carried out. Planning is an ongoing process of program design that will be implemented in the future to achieve certain goals. Planning can mean different things to different people. For people who have certain professions, planning can mean an activity that specifically requires certain expertise, is quite complicated, drains a lot of energy and thoughts, and takes a long time in its preparation. However, for other people, planning can mean a daily job that is uncomplicated, and even the person may not realize that he has done planning.

Planning is a series of preparatory actions to achieve a goal. Planning is a guideline, outline, or set of instructions that must be followed if you want good results. In developing a plan, the first thing to do is to focus your mind on what you want to do, the short-term and long-term goals for the organization, and decide what tools will be used to achieve these goals. You have to foresee the extent to which these possibilities can be achieved, both in terms of the economic, social, and political environment in which the organization operates and in relation to the resources available to realize the plan.

Planning can also be defined as a process of determining what is to be achieved in the future and determining the stages needed to achieve it. Thus, the planning process is carried out by examining various directions of achievement and assessing the various uncertainties that exist, measuring our ability (capacity) to achieve it, and then choosing the best directions and steps to achieve it. Plans can be informal or formal. An informal plan is a plan that is not written and is not a common goal of the members of an organization. A formal plan is a written plan that must be implemented by an organization within a certain period of time. The formal plan is a joint plan of the members of the corporation, meaning that each member must know and carry out the plan. Formal plans are made to reduce ambiguity and create an understanding of what must be done (Taufiqurokhman, 2008).

### Development

Theoretically, the concept of "development" has many definitions and approaches. In the development of a region, it is important to have regional development goals and targets. The initial stage of development must begin with good and clear planning for a certain period of time. The target is basically a concrete form of the goal to be achieved through the implementation of development as planned. Meanwhile, targets are more concrete and specific targets in quantitative form that must be achieved at a certain time. According to Todaro (H.m. Safi'I, 2008), development is a multidimensional process that involves the reorganization and reorientation of the economic and social system as a whole. In addition to an increase in income and output,



development involves radical changes in institutional structures, social structures, administration, and attitudes, customs, and beliefs.

Development is also a direction that produces the impact of good development planning, where in regional development planning, the main motor is the local government itself, both in determining plans and preparing regional budgets. Regional development planning is becoming increasingly decisive because the authority of local governments is growing. However, keep in mind that, in accordance with Law Number 25 of 2004, regional development planning is an inseparable and interrelated unit (Soleman Andryan Dapakuri, 2020). The Regional Development Planning Agency of Langkat Regency plays a role in the process of improving the quality of participatory planning in the regional development planning system in Langkat Regency, both in policy formulation and in its operationalization (Simanjuntak & Silitonga, 2020).

### Regional Development Planning

Development planning is a unity of development planning procedures to produce development plans in the long term, medium term, and annually, implemented by elements of state and community administrators at the central and regional levels. According to Arthur W. Lewis (Sjafrizal, 2014), development planning is defined as a collection of policies and development programs to stimulate the public and private sectors to use available resources more productively. From the explanation of the theory above, good development is development that is able to involve actors and civil society in the development planning process in a region, be it contributions in the form of thoughts, energy, or ideas, as mandated in Law Number 25 of 2004, namely optimizing community involvement in development planning.

Then M.L. Jhingan, an Indian development planning expert, gave a more concrete definition of development planning. In Jhingan's opinion, development planning is basically the deliberate control and regulation of the economy by a central businessman (government) to achieve certain goals and objectives within a certain period of time (Sjafrizal, 2014). The term regional development planning also explains the systematic efforts made by local governments together with other related parties in formulating policy directions, strategies, and program priorities within a certain period of time to achieve development goals (Dadang Solihin in Dadang Suwanda, 2016: 27), namely:

1. Reducing disparities or inequality in development between regions, between sub-regions, and between communities (equity and justice)
2. Empowering communities and alleviating poverty
3. Create and increase employment opportunities.
4. Increase community income and welfare.
5. Maintaining and preserving the environment and resources for the benefit of current and future generations.

The regional development plan is also one of the authorities granted in the framework of regional autonomy as the government's official frame of reference in guiding and assessing development implementation. Regional development planning is a process of preparing stages of activities that involve various elements of stakeholders in it in order to utilize and allocate existing resources in order to improve social welfare in an environment within a certain period of time. In conducting regional development planning, there are several principles that must be considered, namely:

1. Is an integral part of the national development planning system.
2. Conducted by the local government together with the community and other stakeholders based on their respective roles and authorities.
3. Integrates the spatial plan with the regional development plan.
4. Implemented based on the conditions and potential of each region, in accordance with the dynamics of regional, national, and global development.



5. Formulated in a transparent, responsive, efficient, effective, accountable, participatory, measurable, equitable, and sustainable manner.

The purpose of regional development planning is to prepare a development plan, which is a guide or reference for the local government to carry out its development based on the ability and potential of resources (natural and human) and existing economic opportunities, so that they can be captured quickly. The expected benefit is an increase in the quality and standard of living of the community so that they enjoy a better life than before and the region can develop quickly and sustainably (Soleman Andryan Dapakuri, 2020).

The role of local governments in the era of regional autonomy is very large, where local governments are given the widest possible authority to take care of their own governance, including regional economic development based on the wealth of the region's potential. To carry out this task, the government must play an active role in the economic development of its region. There are many obstacles faced by local governments in their economic development, namely the inequality of industrial sector development, uneven investment, low levels of mobility of production factors, differences in natural resources, demographic differences, and a lack of smooth trade between regions. These problems have an impact on regional economic development, but these problems can also be overcome by strategies carried out by local governments or by carrying out strategies put forward by experts, including, according to the opinion of Arsyad (2000), physical development strategies, business development strategies, and community development strategies. These strategies are at least helpful or one of the references for local governments in overcoming existing problems in their regional economic problems so that economic development can run well, economic growth increases, and people's per capita income also increases (Djadjuli, 2018).

## METHODOLOGY

This research uses a qualitative approach with a case study method. John W. Creswell defines qualitative research as a method used to elaborate on and understand the meaning ascribed to social or humanitarian problems. The qualitative research process, according to Creswell, involves important efforts, which include asking questions and following procedures, collecting specific data from research subjects, analyzing data inductively from specific themes to general themes, and interpreting the meaning of the data. The final research report has a flexible structure or framework. Research conducted from a cultural research perspective is inductive in style, focuses on individual meaning, and interprets the complexity of a problem (Creswell, 2018).

## DISCUSSION

### The Role of Bappeda in Regional Development Planning

Regional development planning planned by Bappeda starts from the village/kelurahan, sub-district, district, and city levels to the provincial level through Musrenbang (Development Planning Consultation). In this regional development planning, there is a need for local community participation in the implementation of development in the region. To support the implementation of regional development, the government, on behalf of the Minister of National Development Planning and Head of Bappenas, has issued a circular letter on the Regional Development Planning System. The circular requires local governments to prepare a Regional Long-Term Development Plan (RPJP/D), a Regional Medium-Term Development Plan (RPJM/D), and a Regional Government Work Plan (RKPD) as annual plans.

Each preparation process must have coordination between government agencies and the participation of all development actors through a forum called the Development Planning Deliberation. In its implementation, Bappeda conducts a coordinated discussion process with all Regional Work Units (SKPD) through the Musrenbang in the region, where participation from the community is also expected in the development planning deliberation.



Factors that cause the need for development, especially development in the economic sector, to be structured and organized in a planned manner include the following: 1) There is constrained mobility of factors in production and development activities; 2) Low per capita income and unequal income distribution in society; and 3) Market forces and price mechanisms cannot be used as a guarantee of a development policy in its operation (Abipraja, 2002: 11).

The Regional Development Planning Agency is required to be able to carry out the function of coordinating regional development planning with all agencies in the government in order to realize a new planning system that must be comprehensive, integrated, systematic, responsive to changing times, and implement development in harmony, integration, and synergy. (Fashrizanur, 2017). The role of the Regional Development Planning Agency (BAPPEDA) of Pasangkayu Regency in the regional development process is also very decisive because to carry out these duties and functions, the Regional Development Planning Agency (BAPPEDA) of Pasangkayu Regency functionally plays an active role as a planner, coordinator, and at the same time as an executor controller, as well as a researcher and regional development development.

### **Bappeda Policy Formulation**

The Regional Development Planning Agency (Bappeda) is a body that has an important task in regional development planning. Bappeda assists the Regional Head in determining policies in the field of regional development planning and assessing their implementation. (Siti Nur Ajizah et al., 2021). Planning is also intended to translate the vision and mission of the regional head into an actionable work plan. Everything that is directly intended to realize the goals and objectives of the RPJMD is considered strategic. Strategy and policy direction are the tasks of formulating comprehensive planning for how BAPPEDA achieves its goals and objectives effectively and efficiently. With a comprehensive approach, strategies can also be used as a means to transform, reform, and improve bureaucratic performance. Strategic planning not only schedules development activities but also all programs that support and create community services that can be carried out properly, including efforts to improve the performance and capacity of the bureaucracy, management systems, and the use of information technology.

Strategy formulations are statements that explain how goals and objectives will be achieved and are further elaborated in a series of policies. It should also demonstrate a strong desire for how BAPPEDA creates value for service stakeholders. Here, it is important to capture the key parameters that indicate how the strategy creates value (strategic objectives). Through these parameters, indications of the success or failure of a strategy can be recognized, and to create a culture of "strategic thinking" to ensure that the transformation towards better local government management, transparency, accountability, and commitment to performance, strategies must be recognized and evaluated (learning process).

In addition, the process of formulating technical policies in the field of development planning is one of the stages that can be seen in the Development Planning Conference (MUSRENBANG) process. The Development Planning Deliberation in question is a public consultation forum between stakeholders in the context of preparing the Regional Government Work Plan, commonly shortened to the District RKPD. (Gusti, 2012). To prepare the Annual Regional Development Plan in the form of the Regional Government Work Plan, it is carried out through the implementation of an absorption and aspiration gathering in the form of a Development Planning Consultation (Musrenbang) forum. Prior to the implementation of the Musrenbang, it was preceded by several stages of the process of formulating directions and policies, which became the basis for decision-making and agreement on the initial draft of the RKPD. The Process of Organizing the Development Planning Meeting in Pasangkayu Regency. In the policy formulation process, there are several influential factors, both factors that support and factors that hinder the process. Supporting factors include coordination, community participation, and government commitment. Meanwhile, the factors that hinder the policy formulation process include budget adjustment and readiness, too many proposals, and limited supporting documents.



## CONCLUSION

The role of Bappeda has duties and functions such as planning, control, and evaluation. So the planning in question is planning the objectives, programs, and activities of the region to be able to realize the vision and mission of the regional head. In the process of formulating technical development planning policies, there are several supporting factors, among them: coordination, community participation, and government commitment. Meanwhile, the factors that hinder the policy formulation process include budget adjustments and readiness, too many proposals, and limited supporting documents.

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