



## Factors that Influence the Electronic-based Development Planning Process in Makassar City

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### **Abstract**

This study aims to analyze the factors that influence the electronic-based development planning process in Makassar City. This research method uses a mixed-method approach or mixing method, namely quantitative and qualitative. In this study, several types of data collection techniques were used, including interviews, observations, document tracking, and notes. The data analysis technique in the mixed convergent method is side by side comparison. The results of this study indicate that regulations that are used as guidelines for development planning are often released late, there is a tendency to be inconsistent with differences in performance indicators, the main ideas of DPRD are not verified, the concern of regional officials in compiling documents Development planning is limited to rhetoric, maximizing big data, optimizing the SIPPD, the results of research and surveys that have been conducted by the Makassar City Regional Research and Development Agency cannot be utilized optimally by the Makassar City Development Planning Agency as analysis material to be considered in development planning. There is a need for development to improve the quality of an electronic-based development planning system so that transparency and speed of completion can be optimized.

**Keywords:** *Development Planning; Electronic Systems; Documents*

### **Introduction**

The advancement of e-government today is extraordinary, especially in increasing the capacity to store data and process data through broadband technology, and the fact that many people now access the internet. A further innovation is the emergence of various types of mobile devices such as smartphones and various other technologies, all of which allow for the rapid communication process between the public and the government or in the delivery of public services. Although the risk of using information and communication technology can pose risks such as the confidentiality of a person's identity, information about security and others, new technology also provides opportunities to redesign public interaction with the government regarding the environment, security and public health (Lundgren, RE, & McMakin, AH (2018).

Based on these regulations, Makassar City in compiling planning documents applies technology and information through electronic-based development planning. Makassar City through the Regional Development Planning Agency (Bappeda) compiled Makassar Mayor Regulation Number 53 of 2012 concerning Guidelines for Regional Development Planning, which in the attachment of the Mayor Regulation contains a mechanism for implementing Musrenbang starting with the Village Musrenbang, District Musrenbang to City Musrenbang. However, this Mayor Regulation was then revised in 2015 with Number 73 of 2015. The substance of these changes is in the attachment.

Often the development planning process does not produce a good plan or planning that is not in accordance with community development goals. Community involvement in development planning activities at the deliberation stage of development planning in the framework of formulating local government work plans which have been implemented has tended to be only a justification for a regional development planning process. The government does provide space for the community to participate in the planning process, but at the stage of determining programs and activities that will be determined as policies, sometimes it does not accommodate proposals that come from community needs. The space given by the government is only for fulfilling regulatory provisions which require that the development planning mechanism still prioritizes broad community involvement. Triwibowo's research results (2008) confirm that community involvement appears to be limited to the process of proposing programs and development activities through the Community Empowerment Institution (LPM) in every development planning deliberation activity at the sub-district and sub-district level as well as at the city level. Muslim (2007) suggests 3 (three) main reasons community participation in planning is very important. Community participation is a tool to obtain information about the conditions, needs, and attitudes of local communities. The community will have more confidence in development programs and activities if the community is involved in the preparation and planning process, because the community will know more about programs and activities and will have a sense of belonging. Encouraging public participation because there will be an opinion that it is a democratic right if the community is involved in development.

The realization of the vision and mission of the regional head has a significant effect on the welfare of the community. Regional development planning policies and regional budgeting policies together have a significant effect both on the welfare of the community and on the realization of the vision and mission of regional heads to improve the welfare of the community (Tarmizi, 2019). This influence shows that there is a causal relationship between the variables of regional development planning policies, regional budgeting policy variables, variables of the realization of the vision and mission of the regional heads and variables of community welfare in realizing the vision and mission of regional heads towards the welfare of the community (Pike et al., 2016). From the research, it is revealed that the most dominant dimension in shaping the influence of regional development planning policies and regional budgeting policies in realizing the vision and mission of regional heads towards community welfare is the application of economic planning requirements to community welfare, the application of compatibility of planning and budgeting systems in realizing the vision and mission of regional heads. on public welfare, budget execution, and the successful implementation of the main functions of local government (Nasution et al., 2016).

From the results of preliminary observations and supported by various information that the preparation of development planning in Makassar City through a mechanism that starts with community deliberations, village-level musrenbang (Development Planning Conference), sub-district, public consultation, regional apparatus forums, and city-level musrenbang has not been maximized, representation from technical agencies at the time Development planning deliberations at both the kelurahan and kecamatan levels are very low. Furthermore, the electronic-based development planning process that has been developed by the Makassar City Government has not run optimally, the concern of regional officials in compiling development planning documents is only limited to rhetoric, the human resources who compile the development planning documents are still inadequate. Another thing that is the

preliminary finding is that the availability of data and information that becomes a guide for planners in making decisions quickly and accurately is not yet available according to needs, causing planning to be less consistent and less in accordance with the objective priority scale.

### ***Methods***

The method used in this research is a mixed-method approach, namely quantitative and qualitative (Creswell, 2017). Determination of the informants in this study using a parallel convergent mixed-methods approach. As for parallel variables or concepts that are requested during the qualitative data collection process such as in open-ended interviews with the Head of the Makassar City Regional Development Planning Agency (Bappeda), Secretary of the Agency, Head of Planning and Control, Head of Sub Division of Macro Planning, Chair of the House of Representatives Local People (DPRD) of Makassar City, Chairperson of the Makassar City Community Empowerment Institution Communication Forum (FK LMP) Association, Chair of the Makassar City Community Empowerment Institution Communication Forum (FK LMP), and support staff who help compile electronic-based planning and reporting documents.

In this study, several types of data collection techniques were used, including interviews, observations, document tracking, and notes. To avoid the weaknesses of the mixed parallel convergent method, the data collected was verified through interviews with several people who were considered to have a connection or understand the substance of the data. If deemed necessary, the findings data are compared with available data so that the accuracy of the data is more guaranteed.

The data analysis technique in the mixed convergent method is side by side comparison, which is to collect and combine two databases analyzed separately and then combine or make comparisons in the discussion of presenting one set of findings first and then the other.

### ***Results and Discussion***

In the preparation of planning documents, there are very complex problems, one of the indicators is that the proposed programs and activities have not shown results that are more optimal and effective in fighting for people's needs to be accommodated in development planning documents as well as outlined in financing through the Regional Revenue and Expenditure Budget. The implementation of development planning deliberations opens partnership space to the Makassar City Government together with the Community Empowerment Institution. In fact, the partnership between the division of responsibilities and authority for implementing musrenbang (Development Planning Conference) activities were not fully implemented.

Development planning in several countries is often more of a political document on desired development goals in the sense that it is not a blueprint for activities that may be implemented to achieve certain development goals. Development planning in the form of programs or activities will only become a redundant document if it is not linked to budgeting. That is why the budget formulation process is a very important part of the realization of the development plans and targets that have been previously set. The reality in the field is that it often happens that long and medium-term planning documents have not been fully used as a reference in preparing annual activity plans so that the programs and activities planned are not consistent with budgeted programs and activities. When an organization does not have a high commitment to maintaining consistency in planning, it will have implications for planning implementation.

The results of the research analysis showed that there was a tendency to be inconsistent, this was evident when evaluating regional development. Factors that cause differences in program performance indicators (outcomes) and activity performance indicators (outputs) contained in the work plans of regional apparatus with program performance indicators (outcomes) and activity performance indicators (outputs) contained in local government work plan documents.

This factor is not in accordance with the objective scale of priority because when the operator input the proposal into the Regional Development Planning Information System (SIPPD) there is no slight intervention from the Bappeda, everything is purely a suggestion from the community. If there are those who are not included but become a priority scale, it is because the formulating team does not work optimally in compiling the priority scale list, or indeed the formulating team does not work at all so that all proposals are directly entered into the SIPPD without a selection process to determine the priority scale.

In determining the priority scale carried out by the formulating team at the time of the musrenbang implementation, the results of research in the field showed that there were still some formulating teams who did not work in accordance with the mechanisms and requirements in the technical manual for implementing musrenbang. The proposals that are input by the operator into the Regional Development Planning Information System (SIPPD) do not have the slightest intervention from the Bappeda, all are purely suggestions from the community. If there are those who are not included but become the priority scale it is because the formulating team does not work optimally in compiling the priority scale list, or indeed the formulating team does not work at all so that all existing proposals are directly entered into the SIPPD without a selection process to determine the priority scale, and assume that the proposed programs and activities do not need a priority scale because everything becomes a priority.

In addition, there is distrust towards the implementation of the musrenbang (Development Planning Conference) by assuming that the musrenbang is only a gathering place or an ordinary meeting which cannot produce a firm decision because not all of the proposed programs and activities are accommodated, even if no one is accommodated so that the formulation team is representative of The community becomes apathetic because the focus of planning is not yet based on the aspirations and needs of the community.

Furthermore, regarding the results of a review of the DPRD's main ideas formulated in the list of development problems to be included in the Makassar City Regional Development Planning Information System (SIPPD). Based on the Regulation of the Minister of Home Affairs Number 86 of 2017 in article 178 paragraph (5), it states that the main thoughts of the DPRD as referred to in paragraph (5) are included in e-planning for regions that already have SIPD.

From the research results, these conditions did not run optimally in accordance with applicable regulations. The main ideas of the DPRD based on the results of the recess/collection of the aspirations of the community as materials for the formulation of activities, activity locations, and target groups that are in line with the achievement of targets should have been mapped based on the nomenclature of the types of activities and regional apparatus, the location according to the electoral district. Then, verification of the work plan document for the regional apparatus is carried out so that it can be seen that the main ideas of the DPRD are accommodated in the development planning document.

The main thoughts of the Regional People's Representative Council that have been inputted into the Regional Development Planning Information System based on the electoral district (dapil) and the supporting parties but have not been verified.

The process of the DPRD's main ideas is the same as the mechanism for implementing the Musrenbang. However, the DPRD's main ideas are immediately sorted according to the proposal and included in the division of planning dimensions. As the planner, Bappeda has not verified the regional apparatus to include it in the work plan of the regional apparatus, so that all the main ideas of the DPRD should be verified and confirmed with the regional apparatus so that they are included in the work plan of the regional apparatus. If this mechanism does not work, it will result in the possibility of intervention from the legislature (DPRD) to propose several new activities during the Regional Revenue and Expenditure Budget discussion meeting, which activities were not listed in the previous planning document, thus deviating from the proposed programs and activities. by regional devices.

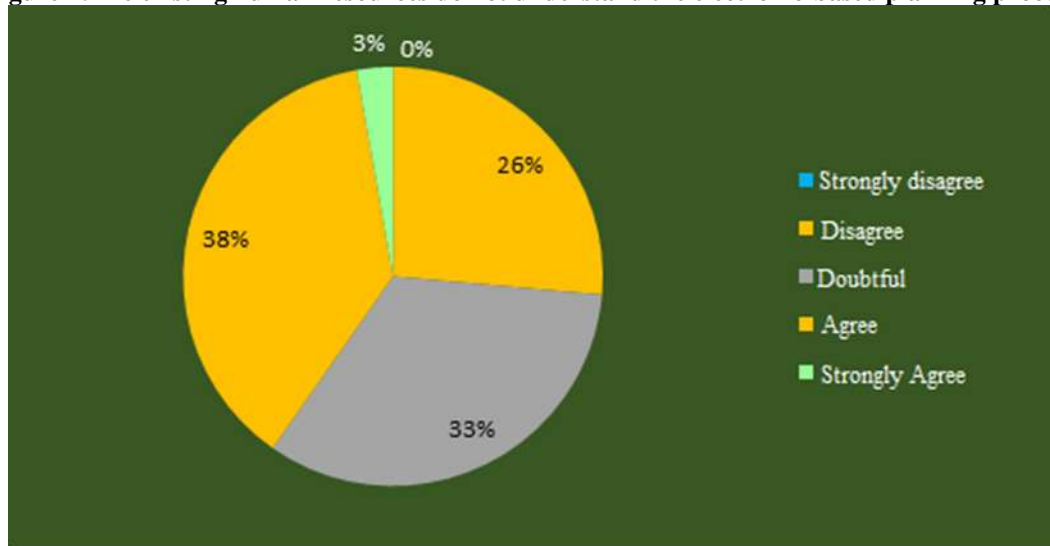
Based on the results of the research on several statements above, related to the planning document factors that are less consistent and not in accordance with the objective priority scale due to, among others: (1) There is a tendency to lack consistency due to differences in program performance indicators (outcomes) and performance indicators of planned activities (outputs). the work of the regional apparatus on the work plan of the regional government. (2) The formulation team was not serious in determining the priority scale. (3) The main ideas of the DPRD which are used based on the results of the recess/collection of public aspirations as material for policy formulation do not run optimally because Bappeda has not re-verified them.

Regional development planning uses scientific methods and frameworks to achieve regional development goals and objectives, besides involving all stakeholders. Given capacity requirements, the diversity of actors in the planning process is essential. The not optimal commitment in the organization indicates that organizational commitment is considered a component that is very supportive of the success or achievement of an organization's performance.

Programs and activities in planning must be directed based on issues that are considered relevant for development. Provide an opportunity for the community or related stakeholders to channel their perceptions and aspirations into regional development programs and activities, so that technically they can be implemented if they have been included in planning documents.

From the results of the study, it was found that the implemented development planning prepared by the Makassar City Bappeda was already running according to planning principles but was not optimal. In the development planning document, work plans and funding based on priority targets and programs as well as priority activities referring to the results of development evaluation have not all been carried out.

One of the questions from the research questionnaire that is submitted to respondents in Figure 1 is related to human resources in the regional apparatus at work, they do not understand the electronic-based planning process, the results of the questionnaire show that only 38 percent agree, while 26 percent disagree and have doubts. doubt by 33 percent. This illustrates that there are still many human resources in the regional apparatus that do not yet understand the electronic-based development planning process.

**Figure 1: The existing human resources do not understand the electronic-based planning process**

*Source: Processed data questionnaire results, 2020*

This should be anticipated by the Makassar City Bappeda so that in the future before compiling the annual development planning document, even though at the end of the year and early in the year, technical guidance is provided to all planners, both operators and heads of sub-planning in the regional apparatus. So as not to become an obstacle in the preparation of the master planning document (RKPD).

Regional priority program and activity plans are a formulation of the results of a series of discussions on program substance and activities that have been carried out through a deliberative development planning process, but are still not complete. One of the causes is the lack of intensive communication with regional officials. This is due to the lack of satisfactory and incomplete explanations given by the regional apparatus at the time of verification and assistance.

In preparing development planning, program and activity assistance is carried out, but only planning staff are present, not from structural officials from echelon three or at the same level as the head of the regional apparatus. The staff who provide assistance cannot make decisions or policies on whether these programs and activities can be included in a work plan document to be implemented or removed and not included in the work plan document of the regional apparatus.

This statement shows that the seriousness of the regional apparatus in preparing regional development planning documents is still limited to rhetoric, there is no seriousness to implement it in accordance with planning principles. A very different matter is seen in the planning staff who actually compile the planning documents according to the regulations or instructions submitted by the Makassar City Bappeda.

Development planning by Bappeda as an actor in the implementation of regional development planning must have high competence and credibility in raising regional strategic issues and make the development planning process more dynamic and in accordance with statutory regulations. This indicates that development planning is the main process that will determine the success of the development, so that in stages it must be carried out optimally. Optimization of development planning is successful if it is supported by competent apparatus resources and accurate and complete statistical data. The existence of accurate statistical data will greatly assist Bappeda in identifying and evaluating constraints and ideal thoughts that must be appreciated in the process of preparing regional development planning documents.

Based on the research results, there are some data and information as well as the results of research and surveys that are not available, making it difficult to conduct analysis and evaluation. Data is needed to compile projections, make estimates and plan development projects, so that this weakness results in poor or less feasible planning. As in chapter two, a general description of the condition of the area which explains the general condition of Makassar City both in terms of demography and geography, which explains the area and percentage or the area of the sub-district as well as topographic, geological, hydrological, land use, green open space and the distribution of the islands and the potential for regional development in Makassar City, all of which require the latest data. In terms of the public welfare aspect, the data needed are economic growth, GRDP, inflation rate, Gini index, aspects of public services, and aspects of regional competitiveness. These four aspects really need to be supported by the availability of data. If one aspect is not fulfilled, it will be difficult to analyze and evaluate the implementation of programs and activities. What happens is that the regional apparatus is often late in delivering the supporting data, and sometimes even some of the matrices given as supporting data are not filled.

From the results of research that has been carried out by the Regional Research and Development Agency of Makassar City, it should be able to be used because it has been through scientific research and carried out by an independent team. These results take regional strategic issues that depart from development problems.

The statement illustrates that the factor of statistical data and information, Makassar City Development Planning Agency has done the maximum through the administrative process with correspondence or communicating directly to request the data, but the problem is the source of data from regional apparatus which is always late to perform data the latest. Although the Makassar City Government has built a big data infrastructure including technology-based services in all service sectors, there are not many data related to development planning needs.

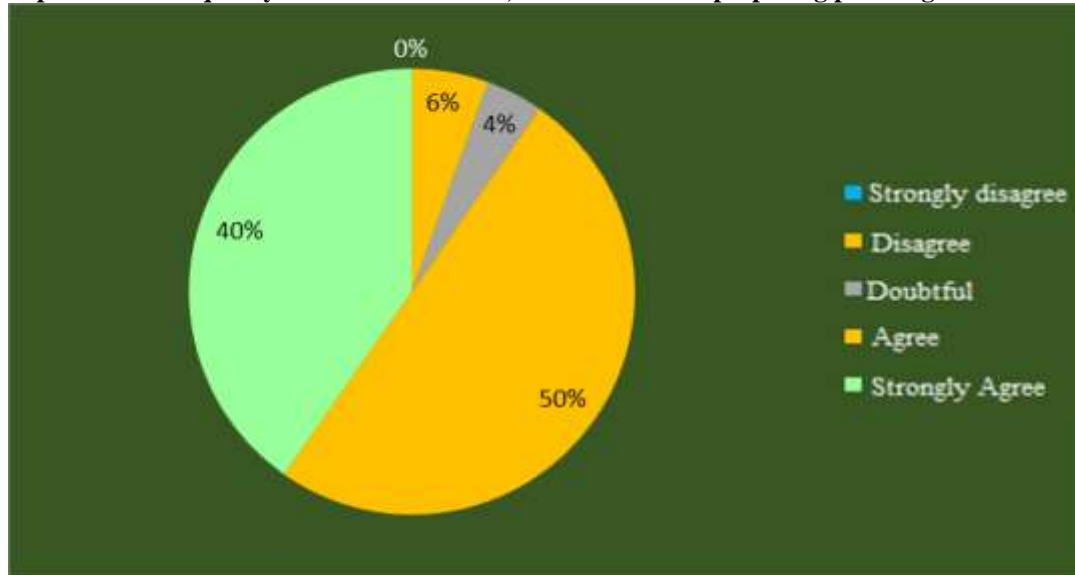
In relation to the results of research and surveys that have been carried out by the Regional Research and Development Agency of Makassar City as part of its function as a technical policymaker for the implementation of functions and implementation of technical support to support government affairs in the research and development sector as well as to monitor and evaluate these functions. Considering that the duties and functions of the Regional Research and Development Agency should be utilized by the Makassar City Bappeda as analysis material to be considered in development planning.

The role of government officials, especially planners, is very important as the spearhead in the preparation of local government administration documents. Planners are required to act professionally and master their work well. The weak quality of planning will lead to some policy descriptions that are inconsistent with the program. Another thing that planners' mastery of planning techniques is reduced due to mutations. The frequent mutation of planners carried out by the government even though with certain considerations has weaknesses. One of the weaknesses is when planners who are considered established in the sense that they have attended various education and trainings, but sometimes have not put their knowledge into practice, they are transferred to other agencies that are not relevant to their field of knowledge. The implication is that the field that deals with program planning is no longer compiled by the planning apparatus but is compiled by the apparatus which may not master the consistent description of planning and budgeting.

The results showed that the planners' lack of mastery over planning techniques was due to a shift or mutation made by the Makassar City Government for reasons of refreshment. In addition, there is still a lack of educated and skilled personnel in the planning sector at the local agencies or apparatus in Makassar City.

Based on the results of the research questionnaire in Figure 2 related to questions other than the quality of human resources, the constraint in preparing planning documents is time, respondents who answered agreed were 90 percent, while those who disagreed were 6 percent and were doubtful by 4 percent.

**Figure 2. Apart from the quality of human resources, the constraint in preparing planning documents is time**



*Source: Processed data questionnaire results, 2020*

The results of the questionnaire reflect that the preparation of development planning documents should not be complacent due to several obstacles because there are still many further stages to be passed. So that if one of the stages is late, all the influential stages will be too late. In the preparation of the development planning document, the time limits for each stage have been set. This is a scourge for planners in preparing development planning documents.

The facts on the ground appear to be the cause of the planners' lack of mastery over planning techniques due to the existence of central government policies that are often late in issuing regulations related to guidelines for drafting development planning documents. Moreover, there was no socialization of the newly issued regulation because the time for the stipulation of the development planning document was almost over with the issuance of the regulation.

The late regulations must be studied and understood in advance while the planning timetable continues. So that both the provincial and regency/city governments become confused in interpreting development planning documents.

A number of regional apparatuses in compiling development planning documents rely solely on staff or echelon four officials for contract labor to prepare development plans so that intensive assistance is still needed for the perfection of these development planning documents.

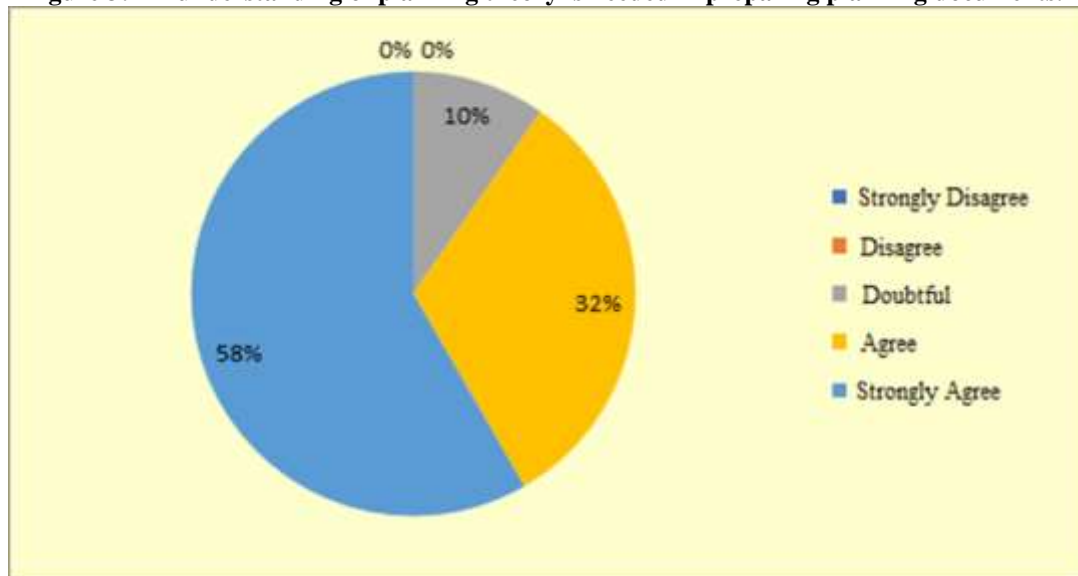
The Makassar City Regional Development Planning Agency related to the utilization of existing human resources has not acted optimally in accordance with its duties and functions as a planner, controller, and evaluator. The description of the quality of existing human resources still needs to be improved by always including various education and training courses as well as technical guidance on the methods or ways of preparing development planning documents. The existing human resources should be more empowered in accordance with the disciplines that have been obtained in college. If given the



responsibility for completing one of the planning activities it can run well because their placement is in accordance with their competence.

In line with the results of the interviews expressed by the informants related to the results of the research questionnaire in Figure 3 related to an understanding of planning theory, it is very necessary to prepare planning documents, respondents who agree are 90 percent, while those who disagree are 0 percent and doubtful by 10 percent. These results indicate that a planner needs a comprehensive understanding of preparing development planning documents.

**Figure 3: An understanding of planning theory is needed in preparing planning documents.**



*Source: Processed data questionnaire results, 2020*

The results of this study found that several qualified planning staff had shifted to agencies or agencies due to the planners' own requests. In addition, there are still several structural positions at the echelon four levels that have not been filled definitively or are only positions by the task force. Although it is known that those who occupy these positions are personnel who are capable and competent in compiling development planning documents, appreciation is also needed, in the form of support for the position. However, the reality is that the official does not get a position allowance even though he has worked in accordance with the main duties and functions according to the position that is held.

Based on the research results, the planners' lack of mastery over planning techniques is due to, among others: (1) There is still a lack of educated and skilled personnel in the field of planning in the regional apparatus of Makassar City. (2) There are shifts or mutations carried out by the Makassar City Government. (3) The Makassar City Regional Development Planning Agency (Bappeda) related to the utilization of existing human resources is not optimal. (4) There are several structural positions at Bappeda at the echelon four levels that have not been filled definitively or are only positions by the task force. (5) The existing human resources cannot be utilized optimally.

The aim of improving administration is to achieve efficiency and effectiveness in the fields of organization, procedures, and personnel, so that the government apparatus and administration are able to carry out plans and programs that have been compiled (Homburg, 2008). Under certain conditions, most administrations are accompanied by the strength of the influence of actors in formulating public policies that are inherent throughout the stages of the planning process, causing a shift in proposed activities every

year. In the administration sector, it is necessary to carry out a reform to support the planning and implementation of development.

The development process can be successful if the administrative system is good, healthy, and appropriate. Also to carry out the development program as well as possible requires an effective and efficient government apparatus (Rondinelli, 1981). In the development process, administrative improvement is an absolute requirement that cannot be avoided (Aucoin, 1990; Keyte & Locher, 2004).

From the results of research and study of planning documents, it is quite good This is indicated by several facts such as work activities or office administration services that are always in work planning in every budget year, the implementation of which is carried out by every sector in the Makassar City Bappeda, where the secretariat is the main driving force. In addition, there is budget support as outlined in the budget implementation document and the achievement of its realization every year is very maximal. Another condition in this research related to administration is the utilization of potential Human Resources (HR) of employees according to their competence to carry out office administration work which is quite optimal. The use of work equipment facilities and infrastructure is optimal enough for the implementation of office administration work in accordance with standard operating procedures. The results of office administration work at the Makassar City Bappeda in each budget year are good and quite satisfying but not yet optimal. This shows that the efficiency of office administration at Bappeda City of Makassar is quite good in terms of the ratio or comparison between work results and resources used to achieve work results in supporting the implementation of planning document preparation.

### **Conclusion**

Factors that influence the development planning process in Makassar City include regulations that are used as guidelines for development planning which are often released late, the tendency is less consistent with differences in performance indicators, the main ideas of DPRD are not verified, the concern of regional officials in preparing development planning documents is limited to rhetoric. , maximizing big data, optimizing the SIPPD, the results of research, and surveys that have been conducted by the Makassar City Regional Research and Development Agency cannot be utilized optimally by the Makassar City Development Planning Agency as material for analysis to be considered in development planning.

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