

Legal Perspectives on Driving Economic Growth: A Study of Strategic Plan Implementation in East Kalimantan

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Article Info

Received: 2022-02-12

Revised: 2022-04-21

Accepted: 2022-06-06

Keywords:

policy implementation;
Strategic Plan
(RENSTRA); economic
growth; Regional
Development Planning
Agency (BAPPEDA); East
Kalimantan

Abstract

This study aims to describe and analyze the Strategic Plan (RENSTRA) implementation process for East Kalimantan Province to strengthen economic growth. The research adopts a qualitative approach involving steps such as formulating research questions, collecting primary data through interviews and observations, and analyzing data using the interactive model developed by Miles and Huberman. The research focuses on policy implementation aspects such as clarity of standards and objectives, resource allocation, and inter-organizational coordination. The East Kalimantan Regional Development Planning Agency (BAPPEDA) serves as the locus of the study, with the selection of primary data involving key informants and informants through purposive sampling techniques. The findings indicate the commitment and efforts made by BAPPEDA to achieve regional economic development goals through the implementation of RENSTRA. However, challenges such as limited human resources, budget allocation, and consistency in inter-organizational communication still need to be addressed. The limitations of this study include its focus on East Kalimantan Province, which limits the generalizability of the findings. Further research could expand the scope to compare RENSTRA implementations in other regions or more deeply explore factors affecting policy implementation performance. It is hoped that future research will provide deeper insights and more effective solutions to enhance regional economic growth in East Kalimantan and other areas.

I. Introduction

The study of implementation can be found at the intersection of public administration, organizational theory, public management, and political science (Fischer *et al.*, 2007). Policy implementation is how policies achieve their goals (Nugroho, 2023). Policy implementation is the execution of public policies that have been decided, and it also involves breaking down a policy into operational policies outlined in targets (Mutiarin *et al.*, 2017). As explained by Satispi & Mufidayaiti (2019), policy implementation is a way for a policy to achieve its goals. Implementation studies involve investigating policy studies that focus on implementing a policy.

One of the policies that must be considered in its implementation process is development policy. Development policy implemented by the government aims at the society itself. Development is a planned process of change aimed at improving various aspects of people's lives (Digdowiseiso, 2019). As explained by Hasan & Aziz (2018), a nation's fundamental problem is finding and achieving an ideal societal state. The quest for ideal formulas and strategies to transform society is called development. This responsibility is officially entrusted to the state by its government, thereby making it the responsibility of a government to lead all citizens toward a better state within a certain period.

Research on policy implementation, especially in the context of strategic plans as discussed in this study, involves aspects of administrative law. Nurfurqon (2020) revealed that the central government actively involves local governments as partners in addressing this issue, acknowledging that local governments have a better understanding of the characteristics of their communities and regions. However, it is important to note that local governments must operate in accordance with clear legal foundations and follow proper administrative procedures.

Similarly, Rozczyński (2022) emphasizes the importance of administrative law in various aspects of citizens' lives and state activities. Standardization or simplification of fundamental issues crucial to the functioning of public administration is necessary to ensure the efficiency of public administration. In this regard, administrative law provides a framework for government agencies to implement policies and achieve established goals. Administrative law ensures that administrative actions comply with legal principles of legality, accountability, and procedural fairness, thereby ensuring that the implementation of strategic plans complies with applicable legal norms and standards. Consequently, the analysis of the implementation of the Strategic Plan (RENSTRA) of East Kalimantan Province naturally involves consideration of the principles and regulations of administrative law.

The province that will be particularly highlighted in development is East Kalimantan. This is based on the issuance of Law Number 3 of 2022 concerning the National Capital City (IKN), which designates East Kalimantan Province as the new location for the National Capital City, an essential step towards promoting more

balanced growth and development in Indonesia. Furthermore, the relocation of the national capital from Java Island to Kalimantan Island is one of the efforts to promote regional equality and reduce disparities between the Eastern and Western regions of Indonesia, especially between the areas of Java and those outside of Java (Hariati & Saputri, 2022).

The relocation of the national capital to East Kalimantan cannot be regarded as ordinary. The provincial government must not only wait for the central government to initiate development but also prepare itself by formulating specific guidelines for development. This is reflected in the documents such as the Medium-Term Development Plan of East Kalimantan Province for the period 2019-2023 and the Strategic Plan of the Regional Development Planning Agency (BAPPEDA) of East Kalimantan Province for the period 2019-2023, which elaborate on the Macro Development Indicators of East Kalimantan Province as follows:

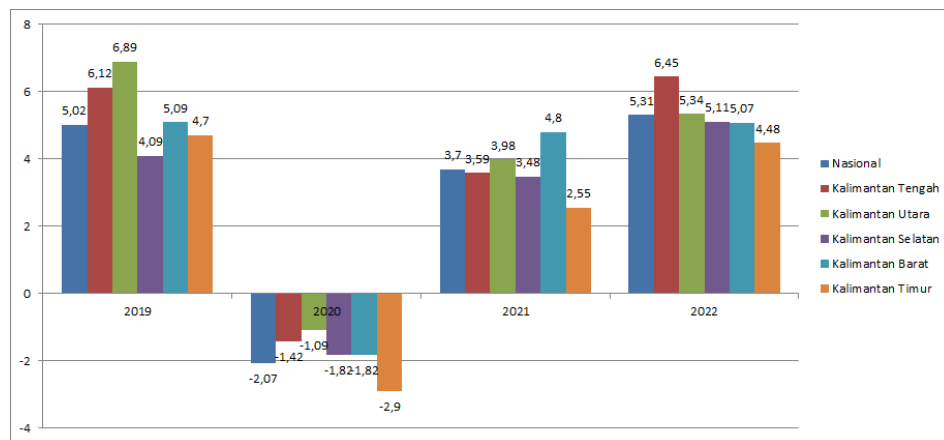
Table 1. Macro Development Indicators of East Kalimantan Province

Number	Indicator
1	Human Development Index (HDI)
2	Poverty Rate
3	Open Unemployment Rate
4	Economic Growth Rate
5	Gini Index
6	Environmental Quality Index (EQI)
7	Bureaucratic Reform Index

Source: Document of the Strategic Plan of the Regional Development Planning Agency (BAPPEDA) of East Kalimantan 2019-2023

Based on Table 1, one of the macro development indicators for East Kalimantan Province is Economic Growth Rate. Furthermore, one of the development goals set in the Regional Development Plan of East Kalimantan Province for 2024-2026 is to achieve quality economic growth, with the provincial government establishing several indicators for this goal, including the economic growth rate. East Kalimantan Province still faces challenges in economic development, particularly concerning the established goal indicators.

Economic development is crucial for a region, particularly in efforts to increase income and welfare of the society (Hidayat *et al.*, 2022). However, the economic growth rate of East Kalimantan is still facing challenges. However, one of the success factors of regional development can be observed from its economic growth rate (Safira *et al.*, 2019). The economic growth rate of East Kalimantan Province has been fluctuating in recent years. As illustrated in the figure below:



Source: (Sistem Informasi Dan Manajemen Data Dasar Regional, 2023)

Figure 1. National and Provincial Economic Growth Rates on the Island of Kalimantan from 2019 to 2022

Based on Figure 1, data processing from the Regional Basic Data Management and Information System website shows that the economic growth rate of East Kalimantan (Kaltim) is still lower than the national economic growth rate. The economic growth rate of East Kalimantan in 2022 also ranks as the lowest among the provinces in Kalimantan, standing at only 4.48%. This certainly requires economic development policies integrating government efforts to create a conducive environment for sustainable economic growth.

Recognizing the development challenges East Kalimantan faces, particularly in economic development as seen from the indicator of economic growth rate, the implementation phase becomes a crucial initial step in determining policy success. Implementation is a vital phase in the public policy cycle. Implementation is paramount because a policy only holds meaning if it can be effectively and properly executed (Anggara, 2018). According to Van Meter & Van Horn (1975), policy implementation encompasses public or private individuals (or groups) actions to achieve objectives set forth in prior policy decisions. Van Meter & Van Horn (1975) offer a model of public policy implementation that suggests a linear progression from public policy to implementers to policy performance. This model proposes variables such as 1) Policy Standard and Objectives, 2) Policy Resources, 3) Interorganizational Communication and Enforcement Activities, 4) The Characteristic of the Implementing Agencies, 5) Economic, Social, and Political Conditions, 6) The Disposition of Implementors.

The presence of the Regional Development Planning Agency (Bappeda) of East Kalimantan Province as a planning element in local government administration becomes a crucial actor in the implementation of the strategic plan (RENSTRA) specifically concerning the economic growth rate. Therefore, the implementation of development policies in East Kalimantan is essential. However, stipulated in East Kalimantan Governor Regulation Number 2 of 2022 on Amendments to East Kalimantan Governor Regulation Number 24 of 2019 regarding the Strategic Plan of

Regional Devices of East Kalimantan Province for the 2019-2023 period, it is stated that Bappeda of East Kalimantan Province still faces several issues related to the implementation of the strategic plan, namely: 1) Lack of precision in implementing the strategic plan and budget utilization caused by planning that is still not based on the evaluation results of previous programs and activities. 2) Communication and coordination regarding scheduling activities across departments are poorly integrated. 3) Limitations in technical staff related to monitoring and evaluation analysis. 4) Limitations in data and information analyst personnel.

Based on these issues, several implementation indicators appear to be suboptimal when juxtaposed with the implementation model proposed by Van Meter and Van Horn. Specifically, regarding the Policy Standard and Objectives indicator, the execution of the strategic plan and budget utilization does not align with the evaluation results of previous programs and activities. Furthermore, concerning the Policy Resources indicator, Bappeda of East Kalimantan Province still needs to improve its human resources. Additionally, regarding the Interorganizational Communication and Enforcement Activities indicator, there are ongoing issues related to coordination and communication across departments. These challenges inevitably lead to the implementation of a suboptimal strategic plan in East Kalimantan Province.

The importance of implementing a strategic plan has been highlighted in several studies. Tamam & Djasuli (2016) explain that implementing a strategic plan plays a crucial role in organizations, particularly in the public sector. It involves collaboration among various organizational elements, from leaders to administrative staff, to build a unified understanding of the essence and approach of plan implementation. Strategic planning is a process applied by organizations, and when executed formally and systematically, it enhances organizational operations' effectiveness and positively impacts desired outcomes (Retnandari, 2022). Furthermore, Mutie & Irungu (2014) elaborate that strategic planning steps assist organizations in setting direction and resource allocation to realize strategies, including setting up control mechanisms to guide strategy execution.

This study considers legal aspects in the context of implementing the Strategic Plan (RENSTRA) of East Kalimantan Province to strengthen economic growth. Legal elements are crucial as they determine the framework governing the implementation of regional development policies. Specifically, this research will examine the regulations governing the implementation process of RENSTRA, and how compliance with these legal provisions affects the achievement of economic development goals at the regional level. By understanding the legal framework governing the implementation of RENSTRA, this study aims to provide deeper insights into the role of law in enhancing the effectiveness of economic development policies at the provincial level.

2. Research Method

This study adopts a qualitative research methodology. The qualitative research

process, as explained by Creswell (2019), involves a series of important steps, such as formulating research questions and procedures, collecting specific data from research participants, conducting inductive data analysis that moves from specific to general aspects, and interpreting the meaning of the data.

The focus of this research is on the implementation process of the Strategic Plan (RENSTRA) of East Kalimantan Province in enhancing economic growth, based on 1) Policy Standard and Objectives, 2) Policy Resources, 3) Interorganizational Communication and Enforcement Activities, 4) The Characteristic of the Implementing Agencies, 5) Economic, Social, and Political Conditions, and 6) The Disposition of Implementors.

East Kalimantan Province was chosen as the specific locus of the research, with a focus on the Regional Development Planning Agency (BAPPEDA) of East Kalimantan Province. The selection of primary data involved key informants and informants through purposive sampling technique, which entails specific considerations in selecting data samples. Data sources were obtained from both primary and secondary sources. Data collection methods included interviews, observations, and documentation.

In this research, the researcher employed qualitative data analysis technique using the interactive model developed by Miles and Huberman. Further explanation regarding the data analysis technique utilized in this study involves the interactive model technique proposed by Miles, *et al.*, (2014), which consists of Data Collection.

3. Results and Discussion

Implementing the Strategic Plan (RENSTRA) of East Kalimantan Province in Enhancing Economic Growth Policy Standard and Objectives

Van Meter & Van Horn (1975) stated that identifying performance indicators is a crucial step in analyzing policy implementation. These performance indicators help evaluate the extent to which policy objectives have been achieved. Regarding the Clarity of Standards and Targets in Policy Implementation within the RENSTRA document, which is guided by RPJMD and RPD, it serves as the main guideline in aligning and ensuring consistency in development planning. The targets set in RPJMD and RPD serve as the basis for formulating concrete steps to improve regional economic performance. The shift in priority in the focus of economic development targets from RPJMD 2018-2023 to RPD 2024-2026 marks a significant transformation in efforts to enhance the welfare and sustainability of the regional economy. Thus, this shift in priorities reflects a commitment to creating a more diverse, inclusive, and sustainable economic environment for East Kalimantan Province. As explained by Amin (2023), there is a need for a strategic plan document that outlines policy directions and program priorities for the next five years to enable BAPPEDA to carry out its tasks and responsibilities effectively. The BAPPEDA strategic plan document must be integrated in accordance with the RPJMD document.

In the RENSTRA document, the use of Basic Measures and Policy Objectives serves as a tool to measure the achievement of these objectives. This helps in breaking down policy objectives into more measurable and specific steps, allowing for systematic evaluation of policy implementation progress. This is consistent with the explanation by Hartawan & Kosasih (2023) that standards and objectives have performance indicators indicating the extent to which policy standards and objectives are achieved. Standards and objectives can be seen through various documents such as program regulations and guidelines like implementation instructions and technical instructions.

These indicators also analyze the achievement of policy implementation standards and objectives. Success in effectively achieving basic measures and policy objectives reflects the consistency and alignment of development planning. The RENSTRA document, guided by the RPJMD and RPD, serves as the main instrument to ensure that concrete steps taken are in line with the set targets. One of the goals of implementing RENSTRA in enhancing economic growth as outlined in the RPJMD and RPD of East Kalimantan Province is to promote agriculture in a broad sense and promote economic diversification. However, challenges in economic diversification and increasing the role of non-mining sectors remain a primary focus, indicating the need for more targeted strategy adjustments and actions. This indicates that the achievement of policy implementation standards and targets is still not optimal.

The importance of setting policy objectives has also been discussed in previous studies. The success of strategic plan implementation is largely determined by how successfully the indicators of programs and activities designed are executed (Tamam & Djasuli, 2016). Policy implementation failures can occur when implementers do not fully understand the standards and objectives of the policy (Tinggogoy, 2019). However, research findings by Retnandari (2022) indicate that many strategic planning documents are merely formalities and are not used as guidelines in development activities. This aligns with research findings that the implementation of strategic plans in enhancing economic growth by BAPPEDA of East Kalimantan Province has set policy objectives but has not maximally achieved these objectives during implementation.

Policy Resources

Van Meter & Van Horn (1975) explained that policy resources are a crucial element worthy of attention as they play a significant role in supporting the success of policy implementation. These resources include not only financial aspects such as fund allocation but also incentives or other mechanisms that facilitate effective policy implementation. In this context, careful and efficient management of policy resources is key to ensuring that policies can be implemented well and have the desired impact. This discussion highlights the importance of two main aspects in the context of the East Kalimantan Provincial Development Planning Agency (BAPPEDA), namely human resources (HR) and budgetary resources.

In the context of development in East Kalimantan Province, the role of human resources (HR) is crucial in ensuring the smoothness and sustainability of the development process. In this regard, training and adaptation to organizational developments are essential steps to ensure that HR remains relevant and capable of facing ongoing changes. The success or failure of an organization in achieving its goals is greatly influenced by the quality of its human resources (Firdaus *et al.*, 2020). The lack of human resources in implementing the Strategic Plan (RENSTRA), especially concerning economic growth, can pose a significant obstacle to achieving development goals. One factor that can contribute to this constraint is suboptimal allocation of human resources, especially when one individual, such as the Head of the Technical Organization Coordination Team, is responsible for more than two Technical Organizations. Therefore, it is important to identify and address the lack of human resources as part of the RENSTRA implementation strategy.

On the other hand, discussions regarding budgetary resources indicate that budget management at East Kalimantan Regional Development Planning Agency is not a major constraint. This is primarily supported by stable and increasing local revenue from year to year. This condition makes the Regional Budget (APBD) stable every year, even experiencing growth, reflecting the government's commitment to supporting regional development. However, research also highlights the need for effective priority management in the use of available funds. This aligns with Kadji (2015) that policies require the availability of resources, including funds and other incentives. The effectiveness of policies will be disrupted if there is an insufficient supply of the needed funds.

Discussions regarding resources have also been addressed in several previous studies. The suboptimal implementation of policies can be attributed to the lack of support from human and financial resources (Tinggogoy, 2019). Strong resources, coupled with the latest technology and innovation, are key supporters in carrying out strategic plans (Mutie & Irungu, 2014). Changes in human resource practices can be undertaken by organizations to support strategic plans. Additionally, an organization's annual budget that is highly aligned with goals and priorities can support the implementation of strategic plans (Elbanna & Fadol, 2016). In the context of implementing strategic plans, attention to resources should be a top priority. This is especially true for Bappeda Kalimantan Timur, which still faces limitations in the number of human resources and requires increased efficiency in budget management.

Interorganizational Communication and Enforcement Activities

Winarno (2014) explains that policy implementation will be more effective if the stakeholders responsible for policy performance understand the measures and objectives set forth. Therefore, it is important to pay great attention to the clarity and consistency of policy basics and objectives, as well as to ensure appropriate

communication with the implementing actors. This discussion underscores the importance of consistent and appropriate communication in implementing the Strategic Plan (Renstra).

This indicator discusses the consistency of communication that has been established. Purnomo (2018) explains that communication in the context of the public sector is the process of communication interaction that occurs between leaders or public officials and various parties related to the entity or public institution. Consistency in communication has been achieved through the assistance of planning, monitoring, and evaluation in the implementation process of the economic sector's strategic plan. In this regard, the roles of the Regional Development Planning, Control, and Evaluation Agency and the Economic and Natural Resources Department are crucial in implementing the strategic plan to enhance economic growth. Key Success Factors (CSF) are elements that must be considered by an organization for its strategic plan to succeed. CSFs can include various aspects, such as communication between organizations and the implementation of activities, which are essential for the success of strategic plan implementation (Riyadi & Bratakusumah, 2004). In this context, effective communication between the East Kalimantan Regional Development Planning Agency and various related organizations, especially technical work units in the fields of economics and natural resources, is vital. Good communication enables timely and accurate exchange of information about goals, programs, and planned activities, ensuring alignment and consistency among various initiatives in supporting economic growth. Consistency in communication has been achieved through the assistance of planning, monitoring, and evaluation in the implementation process of the economic sector's strategic plan.

Another discussion point of this indicator is the accuracy of communication with the implementers. Commitment to communication support related to assisting the implementation of the strategic plan in the economic sector has also been carried out. This is consistent with Christianingsih (2018) opinion regarding communication among organizations related to activity implementation, which is a trait or attitude possessed by policy implementers, encompassing aspects such as loyalty, integrity, and participatory spirit. Its implementation is carried out through the coordination team leader from the economic and natural resources sector of the East Kalimantan Regional Development Planning Agency (Bappeda), who establishes intensive communication with technical working units in the economic field within the East Kalimantan provincial government.

Previous research has also highlighted inter-organizational communication in policy implementation. Communication serves as an effective tool in implementing public policies. The better the coordination and communication among various stakeholders involved in the implementation process, the smaller the likelihood of errors (Tinggogoy, 2019). Communication and coordination issues among different

units become challenging due to conflicts and personal preferences, which hinder agreement among decision-makers and reduce support for the implementation of strategic plans (Elbanna & Fadol, 2016). The importance of effective coordination and communication in implementing the Strategic Plan (Renstra) by the East Kalimantan Regional Development Planning Agency (Bappeda) has also been evident in efforts to enhance regional economic growth. In this context, appropriate coordination and communication among various relevant organizations are crucial to ensuring alignment and consistency among various economic development initiatives.

The Characteristics of the Implementing Agencies

In the context of implementing agencies, according to Van Meter & Van Horn (1975), bureaucratic structure refers to a series of characteristics, norms, and recurring patterns of relationships within executive institutions. This includes operational procedures, regulations, and dynamics of interaction among members of the institution that are relevant to policy implementation.

The research findings indicate that in the implementation of the Strategic Plan (Renstra), the Regional Development Planning Agency (Bappeda) of East Kalimantan Province assigns two departments to play a primary role. Firstly, the Department of Planning, Control, and Evaluation of Regional Development is responsible for the comprehensive implementation of the Renstra, while the Department of Economy and Natural Resources focuses on economic aspects. Additionally, there are 12 Technical Implementing Units (OPD) in the economic sector managed by the Department of Economy and Natural Resources to ensure coordination, communication, and alignment in the implementation of economic development.

According to Yuliah (2020), the organizational structure implementing policies has a significant impact on policy implementation. One crucial aspect of such a structure is the presence of Standard Operating Procedures (SOP), which can guide each executor in carrying out actions. Norms or rules for policy implementation, such as Standard Operating Procedures (SOP) and applicable legal bases, provide a strong foundation for conducting activities in accordance with established principles. SOPs and other regulations help establish consistent operational procedures aligned with the organization's goals. The East Kalimantan Provincial Development Planning Agency (Bappeda) has established SOPs for carrying out its work through the Decree of the Head of the East Kalimantan Provincial Development Planning Agency Number: 050/90/B.UM-BAPP/2021 concerning Standard Operating Procedures for Government Administration within the East Kalimantan Provincial Development Planning Agency.

In the study by Kusmayadi & Hertati (2022), it is explained that in various policy implementation programs, such as the implementation of real policy

programs, it is important to maintain good relationships between the involved agencies, especially in supporting communication and coordination. Solid internal relationship patterns are crucial keys to the success of implementing the Strategic Plan (Renstra). Regular coordination and performance evaluations help ensure the alignment of each step with the vision and targets set. Effective communication among members of the institution, both formally and informally, also plays a crucial role in ensuring alignment and sustainability in efforts to achieve regional economic development goals. In the implementation of the Strategic Plan (Renstra) to enhance economic growth, the established relationships are already very good, both internally within Bappeda itself and with the Technical Implementation Units (OPD) in the economic field. Effective communication and close cooperation have enabled synergy to be achieved in efforts to achieve economic development goals.

Previous research highlights the importance of the characteristics of implementing agencies. The success of implementing a strategic plan is supported by a positive organizational culture, a strong organizational structure, and effective leadership (Mutie & Irungu, 2014). As explained by Tinggogoy (2019), characteristics of implementing agencies include the ability and willingness of the agency to execute programs or policies in accordance with existing rules and procedures. This ensures that the organization or implementing agency understands and knows their tasks, functions, and responsibilities, both individually and institutionally. In the context of implementing the Strategic Plan (Renstra) to enhance economic growth in East Kalimantan Provincial Development Planning Agency (Bappeda), the characteristics of implementing agencies, which include the ability and commitment to execute programs or policies in accordance with applicable standards and procedures, become crucial. The presence of a clear organizational structure and well-defined Standard Operating Procedures (SOP) will provide a strong foundation to ensure the quality performance and effectiveness of the implementing agency in achieving the goals of regional economic development.

Economic, Social, and Political Conditions

Discussion regarding the social, economic, and political conditions in the implementation of the strategic plan by the Regional Development Planning Agency (BAPPEDA) of East Kalimantan highlights the main driving factors in regional development, particularly in enhancing economic growth. Van Meter & Van Horn (1975) stated that these factors can have a significant impact on the success of policy implementation.

Socially, the heterogeneous nature of society in East Kalimantan Province, along with minimal ethnic-based interregional conflicts, provides a stable and harmonious foundation for the implementation of the strategic plan. This condition

facilitates the establishment of a cohesive and cooperative framework among various stakeholders in carrying out development agendas. Throughout the implementation of the strategic plan to enhance the economy, no social issues have arisen, despite the diverse backgrounds of the population. However, the community is aware of the importance of economic development in the East Kalimantan region. As explained by Umar (2017), diversity within society, consisting of various ethnicities, religions, races, and social groups, can influence development, thus requiring effective management. This diversity can be a supportive factor when these differences are optimally utilized in the development process.

Next, we will discuss the economic conditions. As explained by Jupir (2013), economic aspects also play a crucial role in determining the success of public policy implementation. The economic situation in a region where policies are applied can influence whether policy implementation progresses smoothly or not. In terms of the economy, East Kalimantan Province is supported by strong natural resource sectors such as mining and agriculture. The wealth of natural resources provides a solid foundation for regional economic development. The implementation of the strategic plan to enhance economic growth can be more targeted by leveraging the potential of existing economic sectors and formulating policies based on the development of identified leading sectors. This implementation is also supported by the economic conditions of the community, where the population is heavily dependent on the economy derived from natural resources. This indicates that policy implementation aligns with the economic needs of a population that has been proven to rely on natural resources.

Furthermore, consistent political support from the local government and legislative bodies also plays a crucial role in ensuring the success of strategic plan implementation. Maintaining political stability creates a conducive environment for the smooth execution of development programs. Hidayat (2021) explains that in reality, policy implementation is a highly complex process often influenced by political interests and the involvement of various political actors. In the implementation of the strategic plan to enhance economic growth, garnering broad political support from both the executive and legislative branches is essential, as it fosters a shared understanding of the overall benefits of economic development.

Several previous studies have highlighted the significance of external conditions in supporting policy implementation. According to Tinggoy (2019), social, economic, and political environments that are not supportive can be major causes of policy implementation failure. The presence of a supportive social environment plays a key role in achieving policy objectives. Organizational capacity aligned with planning concepts states that organizations have the ability to determine their goals in accordance with the internal and external environmental conditions (Retnandari, 2022). The importance of environmental factors in policy implementation has shown that the success of strategic plans depends heavily on a

deep understanding of the existing social, economic, and political dynamics. Aligning organizational goals with the external conditions is a crucial step in ensuring the sustainability and effectiveness of strategic plan implementation. In this context, Bappeda Kaltim needs to adopt a responsive approach to environmental changes, both internal and external, to ensure that the formulated strategic plans can effectively address challenges and capitalize on emerging opportunities.

The Disposition of Implementors

The cognition or understanding of policies related to the implementation of the Strategic Plan (Renstra) in enhancing economic growth by Bappeda Kaltim includes a deep understanding of the vision, objectives, and strategies contained within the Renstra. The understanding of policies by the implementers is already very good, due to the work environment factors influencing implementer performance, such as synergy between departments, support from leadership, and positive work culture, also playing a crucial role. Synergy between departments enables effective and efficient collaboration in carrying out development activities, while support from leadership provides the necessary guidance and motivation for implementers. The involvement of implementers in the process from formulation to implementation of the Renstra is key in providing understanding for the implementers themselves. As explained by Winarno (2014), the implementers' understanding of the general objectives as well as the basic measures and objectives of the policy is crucial; successful policy implementation must be accompanied by a comprehensive awareness of the policy.

Acceptance of the primary indicators and objectives of policies is a driving factor in the success of policy implementation (Winarno, 2014). In implementing the Strategic Plan (Renstra) by Bappeda Kaltim to enhance economic growth, the response to policies becomes an essential aspect influencing implementation effectiveness. This response can include various dimensions, including understanding the Renstra, acceptance or rejection of policies, and response intensity. Research findings indicate that the policy response from implementers is very positive and characterized by support from all implementers. This strong acceptance of the Renstra strengthens the commitment of implementers to carry out the programs contained within it. This is influenced by a positive work culture, encompassing values such as professionalism, integrity, and teamwork, which also contribute to increasing implementer support for policy implementation.

The intensity of response refers to the feedback provided by policy implementers regarding their understanding of the implemented policy (Bastiar *et al.*, 2022). In implementing the Renstra to enhance economic growth, the intensity of response from implementers, demonstrating active participation and close collaboration, is crucial. Through practical cooperation among stakeholders, including implementers, Bappeda of East Kalimantan Province can achieve optimal

effectiveness in implementing economic development programs.

Previous research has highlighted the importance of implementers' tendencies in policy implementation. Policy implementers must be willing and agree to execute policies effectively and efficiently (Tinggogoy, 2019). Understanding and commitment to implementing a strategic plan can be achieved by involving as many people as possible in developing and adopting the plan (Mutie & Irungu, 2014). Consistent with research findings, implementing the Renstra by the East Kalimantan Provincial Development Planning Agency (Bappeda) to enhance economic growth is greatly influenced by the responses and feedback of implementers to the applied policies.

4. Conclusion

The implementation of the Strategic Plan (RENSTRA) of East Kalimantan Province in enhancing economic growth depicts the commitment and efforts made by the Regional Development Planning Agency (Bappeda) to achieve regional economic development goals. Using basic measures and policy objectives, RENSTRA is the primary guide in aligning development initiatives with established priorities and vision. In the execution of RENSTRA, there is clarity in the standards and implementation targets of policies, which serve as the basis for measuring development goals' achievements. However, challenges persist, particularly concerning human resource limitations, optimizing budget allocations, and ensuring consistency in communication among organizations.

The limitations of this research include its focus on the implementation of RENSTRA in East Kalimantan Province, thus limiting the generalization of findings. Future research could broaden its scope to compare RENSTRA implementations in other regions or delve deeper into the factors influencing policy implementers' performance. Additionally, future studies could further explore the effectiveness of specific strategies and policies in achieving economic development goals and investigate their impact on community welfare more comprehensively. Consequently, future research is expected to provide deeper insights and more effective solutions to enhance regional economic growth in East Kalimantan and other areas.

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