

## Public Service Strategy in Human and Community Development Planning at the Regional Development Planning Agency of North Halmahera Regency

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### Abstract

Regional government performance planning serves as a fundamental instrument for the formulation of development programs, budgeting, implementation, and evaluation of public policies at the local level. This study aims to analyze the implementation of performance planning at the Regional Development Planning Agency (BAPPEDA) of North Halmahera Regency and to identify factors influencing its effectiveness in supporting regional development objectives. The research employs a descriptive qualitative approach, focusing on the performance planning process, alignment between organizational goals and strategic planning documents, the formulation of performance indicators, and institutional challenges encountered during implementation. Data were collected through interviews, document analysis, and direct observation of planning practices. The findings indicate that the implementation of performance planning has generally complied with prevailing regulatory frameworks and administrative procedures, particularly in the preparation of key planning documents such as the RPJMD, RKPD, strategic plans, and annual work plans. However, its effectiveness remains constrained by several factors, including limited work facilities and infrastructure, inadequate integration of development data, and suboptimal employee discipline and organizational commitment. These challenges affect the quality and timeliness of planning documents, ultimately influencing the achievement of institutional performance targets. The study concludes that effective performance planning is essential for enhancing governance quality and ensuring successful regional development. Strengthening institutional capacity, improving data integration systems, and fostering organizational discipline are necessary strategies to optimize planning performance and public sector accountability.

#### Abstrak

Perencanaan kinerja pemerintah daerah merupakan instrumen fundamental dalam penyusunan program pembangunan, penganggaran, pelaksanaan, dan evaluasi kebijakan publik di tingkat daerah. Penelitian ini bertujuan untuk menganalisis implementasi perencanaan kinerja pada Badan Perencanaan Pembangunan Daerah (BAPPEDA) Kabupaten

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Halmahera Utara serta mengidentifikasi faktor-faktor yang memengaruhi efektivitasnya dalam mendukung pencapaian tujuan pembangunan daerah. Penelitian menggunakan pendekatan kualitatif deskriptif dengan fokus pada proses perencanaan kinerja, keselarasan antara tujuan organisasi dan dokumen perencanaan strategis, penyusunan indikator kinerja, serta kendala kelembagaan yang dihadapi dalam implementasinya. Data diperoleh melalui wawancara, analisis dokumen, dan observasi langsung terhadap praktik perencanaan. Hasil penelitian menunjukkan bahwa implementasi perencanaan kinerja secara umum telah mengacu pada ketentuan peraturan perundang-undangan yang berlaku, khususnya dalam penyusunan dokumen utama seperti RPJMD, RKPD, renstra, dan renja perangkat daerah. Namun, efektivitas pelaksanaannya masih menghadapi berbagai hambatan, seperti keterbatasan sarana dan prasarana kerja, belum optimalnya integrasi data pembangunan, serta rendahnya disiplin dan komitmen pegawai. Kondisi tersebut berdampak pada kualitas dan ketepatan waktu penyusunan dokumen perencanaan serta pencapaian target kinerja organisasi. Penelitian ini menegaskan bahwa perencanaan kinerja yang efektif merupakan elemen penting dalam meningkatkan kualitas tata kelola pemerintahan dan keberhasilan pembangunan daerah.

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## **Introduction**

The Regional Development Planning Agency (Badan Perencanaan Pembangunan Daerah or BAPPEDA) serves as a supporting institution for governmental affairs in the field of regional development planning. It is led by a Head of Agency who operates under and reports directly to the Regional Head through the Regional Secretary. Organizationally, the Head of Agency oversees several divisions, including the Secretariat, the Human and Community Development Division, the Economic and Natural Resources Division, the Infrastructure and Regional Development Division, the Monitoring, Evaluation, and Reporting Division, as well as functional staff groups. As stipulated in the Regent Regulation of North Halmahera Number 42 of 2016, BAPPEDA of North Halmahera Regency is entrusted with the responsibility of assisting the Regional Head in formulating, implementing, controlling, and evaluating regional development planning policies. In carrying out these responsibilities, BAPPEDA plays a central role in coordinating and synchronizing development efforts across sectors to achieve the vision and mission of the regional government.

Performance planning constitutes a fundamental component of public administration, as it provides the basis for program formulation, budgeting, implementation, and evaluation of regional development initiatives. BAPPEDA occupies a strategic position in preparing key regional planning documents, including the Regional Medium-Term Development Plan (RPJMD), the Regional Government Work Plan (RKPD), Strategic Plans (Renstra), and Annual Work Plans (Renja) of local government agencies. These planning documents must be aligned with the broader vision and policy priorities of the local government. Performance planning is developed as a translation of organizational strategic objectives into measurable

indicators, performance targets, and implementation standards that must be achieved within a defined period. Effective performance planning enables government institutions to execute their duties in a structured, measurable, efficient, and accountable manner.

Within the framework of regional governance, the Regional Development Planning Agency of North Halmahera Regency plays a critical role as the institution responsible for preparing, coordinating, and overseeing regional development planning processes. As the central planning authority, BAPPEDA functions as an integrative coordination hub that connects various local government agencies in pursuit of coherent, sustainable, and inclusive development objectives. However, performance planning at BAPPEDA extends beyond the mere preparation of administrative documents. These planning documents serve as essential foundations for policy formulation, regional budget allocation, program implementation, and the achievement of broader development outcomes.

The implementation of regional development planning in Indonesia is guided by Law Number 25 of 2004 on the National Development Planning System, which emphasizes the integration of planning, budgeting, implementation, and supervision processes. Additionally, the Minister of Home Affairs Regulation Number 86 of 2017 provides technical guidelines for planning, monitoring, evaluating regional development, and preparing regional planning documents. Despite these regulatory frameworks, BAPPEDA of North Halmahera Regency continues to face several institutional challenges that may affect the effectiveness of its performance planning processes. These challenges include limited work facilities and infrastructure, particularly inadequate computer equipment, insufficient integration of development data, and suboptimal employee discipline in completing tasks within established deadlines. Such constraints directly influence data analysis processes, document preparation, interdepartmental coordination, and the overall achievement of organizational performance targets.

The Annual Work Plan (Renja) of the Regional Development Planning Agency functions as an operational guideline for implementing the agency's core duties and responsibilities. It outlines development policies, programs, and activities carried out directly by the regional government or through initiatives designed to encourage community participation. Furthermore, the enactment of the Minister of Home Affairs Regulation Number 86 of 2017, which replaced the previous Regulation Number 54 of 2010, requires local governments to revise and harmonize development planning documents in accordance with updated legal provisions. These revisions affect essential planning documents, including the Long-Term Regional Development Plan (RPJPD), the Regional Medium-Term Development Plan (RPJMD), the Regional Government Work Plan (RKPD), and agency-level strategic and annual work plans. Consequently, institutional adaptability and strategic public service improvements have become increasingly important to ensure effective and responsive development planning in North Halmahera Regency.

## **Literature Review**

### **Strategy**

Strategy can be understood as a set of specific goals accompanied by a structured plan of action designed to achieve organizational objectives and generate competitive advantage. It explains how an organization aligns its internal capabilities with external opportunities in order to accomplish its mission effectively. In broader terms, strategy defines the methods and approaches through which an institution utilizes available resources and opportunities to address challenges and achieve desired outcomes.

Strategic planning is closely linked to the process of strategy formulation, which represents a crucial stage in organizational management. Mahmudi, as cited in Abdussamad and Amala (2016), emphasizes that strategy formulation is a fundamental component of management control, as errors in this stage may lead to significant organizational misdirection. A flawed strategy can compromise the organization's ability to reach its intended objectives, regardless of the resources available. Therefore, determining a clear direction and defining achievable goals are essential prerequisites for effective organizational performance.

The importance of strategic alignment can be illustrated through a simple analogy. If a ship intends to travel from Jakarta to Surabaya, the captain must establish the correct route and ensure that all available resources are directed toward reaching that destination. If the navigation is inaccurate, the strategy is flawed, or resources are insufficient, the ship will fail to arrive at its intended destination. Similarly, organizations must first establish a clear vision and direction before developing strategies that guide operational activities toward those goals.

In the context of public administration, strategy plays an essential role in ensuring that government institutions can respond effectively to changing societal needs and policy demands. For agencies such as BAPPEDA, strategic planning is particularly important because it determines how institutional capacities, policy priorities, and stakeholder coordination are integrated into effective development planning. A well-formulated strategy enables public organizations to improve service delivery, optimize resource allocation, strengthen institutional accountability, and ultimately enhance the quality of development outcomes for the community.

### **Public Service**

Service can be understood as an activity or a series of intangible activities that arise from interactions between service providers and service users, aimed at addressing the needs or resolving the problems of consumers or clients. In the context of public administration, service extends beyond transactional exchanges and encompasses the fulfillment of citizens' rights and government obligations. According to the Decree of the Minister for Administrative Reform Number 63 of 2003, public service refers to all service activities

carried out by public service providers as an effort to meet the needs of service recipients and to implement statutory and regulatory requirements.

The same regulation defines public service providers as government institutions collectively comprising work units or organizational entities within ministries, departments, non-ministerial government agencies, secretariats of state institutions, and other governmental bodies at both central and regional levels, including state-owned and regionally owned enterprises. These institutions are responsible for delivering services to the public in an accountable and effective manner. Meanwhile, public service users include individuals, communities, government agencies, and legal entities that receive services from these public institutions.

In the context of regional development planning, public service plays a crucial role in ensuring that development policies and programs are designed and implemented in ways that directly address societal needs. For institutions such as BAPPEDA, public service is reflected not only in administrative efficiency but also in the agency's capacity to facilitate inclusive planning processes, coordinate stakeholders, and deliver development outcomes that improve community welfare.

## **Planning**

Planning is one of the fundamental functions of management and serves as the primary foundation for implementing organizational and individual activities. Etymologically, the term planning originates from the word plan, which refers to a structured design or sequence of actions intended to achieve a specific objective. In academic terms, planning can be defined as a systematic process of determining goals, establishing strategies, and formulating the necessary actions required to achieve desired outcomes effectively and efficiently.

According to George R. Terry (2010), planning involves determining in advance what will be done, when it will be done, how it will be accomplished, and who will be responsible for carrying it out. This definition emphasizes that planning is not merely a procedural activity but also a rational and forward-looking decision-making process. Effective planning requires organizations to anticipate future challenges, allocate resources appropriately, and align operational activities with strategic objectives.

Within public sector institutions such as BAPPEDA, planning serves as a critical instrument for guiding regional development efforts. Through structured planning processes, development priorities can be identified, resources can be allocated strategically, and policy interventions can be designed to maximize social and economic impact. Therefore, planning is essential for ensuring consistency, accountability, and effectiveness in public administration and governance.

## **Evaluation**

Evaluation is an essential tool and systematic procedure used to assess and measure performance according to predetermined standards, methods, and criteria. It serves as a mechanism for determining whether organizational goals and program objectives have been achieved effectively. More specifically, evaluation involves comparing actual outcomes with expected targets or benchmarks established during the planning phase.

In public administration, evaluation functions as a means of accountability and continuous improvement. By identifying gaps between expected and actual performance, institutions can better understand strengths, weaknesses, and areas requiring corrective action. Evaluation also provides valuable evidence for decision-making, enabling policymakers and administrators to revise strategies, improve resource utilization, and enhance overall organizational effectiveness.

For development planning agencies such as BAPPEDA, evaluation is particularly important because it allows for the monitoring of policy implementation, assessment of development outcomes, and refinement of future planning processes. Through comprehensive evaluation mechanisms, organizations can ensure that development initiatives remain aligned with public needs and government priorities.

## **Implementation**

Implementation refers to the process of carrying out or executing plans that have been previously formulated. It represents the practical realization of policies, strategies, or programs through concrete actions and operational mechanisms. In simple terms, implementation can be understood as the application of plans into measurable activities aimed at achieving predetermined goals.

According to Majone and Wildavsky, as cited in Nuraiha (2020), implementation is closely linked to evaluation, as it involves continuous assessment of how policies are translated into practice. Implementation is not merely an isolated activity but rather a structured and deliberate process guided by specific norms, procedures, and institutional frameworks. It requires coordination, commitment, and adaptability to ensure that planned objectives can be effectively achieved.

In the context of public service and regional development planning, implementation determines whether strategic plans can generate tangible improvements in governance and community welfare. Effective implementation depends on adequate resources, institutional capacity, stakeholder cooperation, and strong administrative discipline. Without proper implementation, even well-designed policies and plans may fail to produce meaningful outcomes.

## **Research Methods**

This study employs a qualitative research approach with a descriptive design. The qualitative approach was selected because it is particularly suitable for gaining an in-depth understanding of processes, strategies, and dynamics related to development performance planning conducted by BAPPEDA within the context of public service delivery. Descriptive qualitative research aims to systematically, factually, and accurately describe and analyze observed phenomena, particularly those emerging from field interviews regarding BAPPEDA's strategies in planning human and community development in North Halmahera Regency.

This methodological approach allows researchers to capture contextual data and explore institutional realities that may not be adequately reflected through quantitative methods. By focusing on participants' experiences, perceptions, and organizational practices, the study seeks to generate a comprehensive understanding of strategic planning implementation within the agency.

The collected data were analyzed using qualitative data analysis techniques, including data presentation, interpretation, and conclusion drawing. Through this analytical process, key themes and patterns related to public service strategies and development planning were identified and examined to generate meaningful findings and policy-relevant insights.

## **Results and Discussion**

Public service strategies in human and community development planning at the Regional Development Planning Agency (BAPPEDA) represent a systematic approach designed to ensure that regional development planning processes are conducted effectively, participatively, and in alignment with community needs. In this context, BAPPEDA plays a central role as a policy-formulating institution responsible for integrating multiple dimensions of development, including education, health, and economic welfare. Therefore, the public service strategies implemented by the agency extend beyond administrative procedures and encompass inclusive, evidence-based planning mechanisms.

One of the primary strategies employed by BAPPEDA involves promoting stakeholder participation throughout the planning process. Through public consultations, inter-agency coordination forums, and community engagement initiatives, the agency seeks to incorporate diverse perspectives into development priorities and policy decisions. This participatory approach strengthens democratic governance and helps ensure that development programs are responsive to local needs and societal expectations.

Another important aspect of public service strategy is the integration and synchronization of development programs across various regional government agencies (Organisasi Perangkat Daerah or OPD). BAPPEDA functions as the coordinating body responsible for ensuring that development initiatives are aligned and that policy overlap or

duplication is minimized. Through effective inter-agency coordination, development efforts can be implemented more coherently and efficiently, contributing to greater policy effectiveness and better development outcomes.

The utilization of information technology through systems such as e-planning and e-budgeting has also become a strategic component of public service improvement. These digital platforms enhance transparency, accountability, and efficiency in the planning and budgeting processes by enabling better data management and more streamlined administrative procedures. However, the implementation of these technological innovations continues to face challenges, including limited infrastructure and insufficient digital literacy in certain areas, which may hinder their full effectiveness.

Public service strategy applied in human and community development planning at BAPPEDA reflects an ongoing effort to realize the principles of good governance, including transparency, accountability, participation, and effectiveness. One of BAPPEDA's primary responsibilities is the preparation of key planning documents, such as medium-term and annual development plans, which serve as essential instruments for guiding regional policy and development implementation. The success of these strategies ultimately depends on strong collaboration among government institutions, communities, and other relevant stakeholders, supported by qualified human resources and adequate institutional systems.

### **Strategy Formulation**

Strategy formulation is defined as the process of developing long-term plans to manage external opportunities and threats while considering internal strengths and weaknesses, as proposed by Hunger and Wheelen (2003). In the context of the Regional Development Planning Agency (BAPPEDA) of North Halmahera Regency, strategy formulation is carried out through internal and external environmental analysis, followed by the preparation of development planning documents such as the Regional Medium-Term Development Plan (Rencana Pembangunan Jangka Menengah Daerah or RPJMD) and the Regional Government Work Plan (Rencana Kerja Pemerintah Daerah or RKPD), both of which are aligned with the vision and mission of the regional head. The findings indicate that BAPPEDA does not establish its own independent vision and mission; rather, it functions as a technical institution responsible for translating, structuring, and integrating the regional leader's vision and mission into actionable development programs. In addition, BAPPEDA's responsibilities include policy formulation, planning preparation, and the control and evaluation of development implementation. Overall, the strategy formulation process has been conducted systematically and purposefully in accordance with the strategic management framework of Hunger and Wheelen, although it remains highly dependent on the policy direction of the regional leadership, thereby requiring strong organizational commitment to ensure effective implementation.

Based on interview findings, it was revealed that the vision and mission of BAPPEDA are fundamentally derived from the vision and mission of the elected Regent and Deputy Regent. This demonstrates that BAPPEDA does not formulate strategic direction independently but instead serves as a technical and administrative institution responsible for preparing planning documents that support the achievement of the local government's broader development agenda. Consequently, BAPPEDA occupies a highly strategic position in ensuring that regional development planning remains aligned with the political priorities and policy commitments of the regional administration. The interviews also highlighted a strong institutional commitment within BAPPEDA to implement these strategic directives. This commitment is reflected in the execution of duties and functions that are explicitly oriented toward achieving regional development targets. In this context, organizational commitment serves as a critical determinant of successful public policy implementation, particularly in the field of human and community development planning.

Furthermore, based on the Regent Regulation of North Halmahera Number 8 or Number 16, Article 4, BAPPEDA's duties and functions encompass regional planning policy formulation, coordination of development planning processes, implementation of planning-related tasks, and the monitoring and evaluation of development outcomes. These regulatory provisions demonstrate that BAPPEDA plays a comprehensive role throughout the entire development cycle, from planning and coordination to implementation oversight and evaluation. This institutional mandate reinforces BAPPEDA's role as a key actor in ensuring integrated, accountable, and sustainable regional development governance.

Overall, the interview findings indicate that public service strategies in human and community development planning at BAPPEDA are primarily focused on aligning regional development plans with the vision and mission of the local government, strengthening organizational commitment, and executing institutional responsibilities as mandated by regulatory frameworks. Although this strategic approach has provided a clear operational foundation for development planning, further innovation and stronger participatory approaches are needed to ensure that planning outcomes are more responsive, sustainable, and closely aligned with community needs. Strengthening stakeholder engagement and incorporating more evidence-based planning mechanisms will be essential to improving the effectiveness and inclusiveness of regional development strategies.

**Table 1. Strategic Formulation Analysis of BAPPEDA North Halmahera Regency in Public Service Planning for Human and Community Development**

<b>Strategic Dimension</b>	<b>Key Findings</b>	<b>Implications for Public Service Planning</b>
<b>Vision and Mission Alignment</b>	BAPPEDA adopts and translates the Regent's and Deputy Regent's vision and mission into regional planning documents	Ensures consistency between political priorities and development planning outcomes
<b>Organizational Commitment</b>	Strong institutional commitment to achieving regional development targets	Enhances accountability, policy implementation effectiveness, and administrative responsiveness
<b>Regulatory Framework</b>	Strategy formulation is guided by Regent Regulation and national planning regulations	Strengthens legal certainty and institutional legitimacy in planning processes
<b>Core Institutional Functions</b>	BAPPEDA performs planning, coordination, implementation, monitoring, and evaluation functions	Supports integrated and sustainable development governance
<b>Strategic Challenges</b>	Limited innovation and insufficient participatory mechanisms in planning processes	Indicates the need for more inclusive and adaptive public service strategies

Table 1 summarizes the principal findings related to strategy formulation within BAPPEDA North Halmahera Regency. The analysis demonstrates that strategic alignment with the regional leadership's vision and mission serves as the foundation of institutional planning, supported by a strong organizational commitment and a clearly defined regulatory framework. These elements collectively strengthen BAPPEDA's capacity to coordinate and implement development planning effectively. However, the findings also highlight persistent challenges, particularly the limited incorporation of innovation and participatory approaches in the planning process. Addressing these challenges is essential for enhancing the responsiveness and sustainability of public service delivery, ensuring that development strategies are not only administratively sound but also socially relevant and community-oriented.

### **Strategy Implementation**

Strategy implementation refers to the process of translating formulated strategies into concrete actions through the arrangement of organizational structures, systems, and resources. It can also be understood as the stage in which management operationalizes strategic plans and policies through the development of programs, budget allocations, and administrative procedures. In the context of the Regional Development Planning Agency (BAPPEDA) of North Halmahera Regency, strategy implementation is carried out through

adjustments in organizational structure, workplace culture, and integrated planning and budgeting systems.

The findings indicate that BAPPEDA has undertaken organizational restructuring by simplifying its institutional framework into four primary divisions and one secretariat. This restructuring aims to improve operational efficiency and organizational effectiveness by streamlining coordination and decision-making processes. However, the reorganization has also led to increased workloads for personnel, requiring stronger internal collaboration and enhanced capacity management. To address these challenges, BAPPEDA has adopted a collaborative organizational culture that emphasizes teamwork and interdepartmental cooperation. This cultural orientation supports collective problem-solving, strengthens communication between divisions and the secretariat, and facilitates the timely completion of planning tasks.

Strategy implementation is further supported by a structured planning and budgeting system that connects major planning instruments, beginning with the Regional Medium-Term Development Plan (RPJMD), followed by the Regional Government Work Plan (RKPD), and culminating in the Regional Revenue and Expenditure Budget (APBD). These documents are prepared through a hierarchical and participatory process involving public consultation and development planning deliberations (Musrenbang). Such a system ensures that strategic priorities are translated into actionable programs and allocated resources in a transparent and accountable manner.

The leadership approach applied within BAPPEDA reflects a combination of top-down and bottom-up management styles. Organizational leaders provide strategic direction and policy guidance while simultaneously creating opportunities for staff participation in decision-making processes. This hybrid leadership model promotes institutional responsiveness by integrating managerial authority with input from employees and technical personnel. Overall, the implementation of strategy has progressed relatively well; however, its success depends significantly on clear task allocation, effective coordination among stakeholders, and strict adherence to planning timelines.

Based on interviews with informants, the regional planning and budgeting process follows a systematic, hierarchical, and regulation-based framework, particularly guided by the Minister of Home Affairs Regulation Number 86 of 2017. Broadly, the planning cycle begins with long-term planning documents and progresses toward annual operational plans that are interconnected across administrative levels. In the budgeting phase, documents such as the Work and Budget Plan (RKA) serve as the basis for determining programs, activities, and sub-activities incorporated into the annual regional budget.

The annual planning process typically begins in December with the collection of proposals from regional government agencies. This is followed by a series of development planning consultations (Musrenbang) conducted progressively at the village, sub-district, and district levels. Subsequently, sectoral forums and public consultations are held, involving various stakeholders, including academics and community representatives. The

outcomes of these discussions are consolidated into the draft RKPD, which outlines development priorities, planned activities, and indicative budget ceilings. The draft then undergoes verification by the regional inspectorate, deliberation with the Regional House of Representatives (DPRD), and evaluation by the provincial government before being formally enacted as a regional regulation (Perda).

In addition to the annual planning cycle, BAPPEDA also manages a mid-year budget adjustment process, usually conducted between July and August. This mechanism follows procedures similar to the main planning cycle and allows for necessary revisions in response to emerging needs or changes in policy priorities. The planning process also incorporates the legislative priorities and recommendations of the DPRD, which represent public aspirations gathered through political representation. Overall, BAPPEDA applies a combined top-down and bottom-up planning approach, where strategic directives from leadership are balanced with input from staff, functional officers, and the broader community. Within this framework, time management becomes critically important, as delays at any stage of the planning process may affect subsequent phases, including budget approval and program implementation.

**Table 2. Key Findings on Strategy Implementation in Human and Community Development Planning at BAPPEDA North Halmahera Regency**

<b>Implementation Dimension</b>	<b>Key Findings</b>	<b>Implications for Public Service Effectiveness</b>
<b>Organizational Structure Adjustment</b>	Simplification into four divisions and one secretariat	Improves coordination and efficiency but increases employee workload
<b>Collaborative Organizational Culture</b>	Emphasis on teamwork and interdepartmental cooperation	Strengthens communication and collective problem-solving
<b>Planning and Budgeting System</b>	Integration of RPJMD, RKPD, RKA, and APBD through structured procedures	Enhances planning consistency, transparency, and accountability
<b>Participatory Planning Mechanisms</b>	Use of <i>Musrenbang</i> , public consultations, and stakeholder forums	Promotes inclusiveness and alignment with community needs
<b>Leadership Approach</b>	Combination of top-down strategic direction and bottom-up staff participation	Encourages adaptive decision-making and institutional responsiveness
<b>Time Management Challenges</b>	Delays in one planning stage can affect the entire development cycle	Highlights the need for stronger discipline and scheduling control

Table 2 illustrates the key dimensions shaping strategy implementation within BAPPEDA North Halmahera Regency. The findings demonstrate that organizational

restructuring, collaborative work culture, and integrated planning systems form the institutional backbone of effective public service delivery in regional development planning. Participatory mechanisms such as Musrenbang and public consultations further strengthen the legitimacy and responsiveness of planning outcomes by incorporating community perspectives into policy priorities. At the same time, the hybrid leadership model enables strategic direction while preserving employee engagement in decision-making. Nevertheless, the effectiveness of implementation remains highly dependent on efficient time management and coordination across all planning stages. Delays or weaknesses in one component of the process may significantly affect broader development performance, emphasizing the importance of administrative discipline and institutional adaptability in achieving sustainable development goals.

### **Strategy Evaluation and Control**

Strategy evaluation and control refer to the processes of monitoring and measuring organizational performance to ensure that implemented strategies remain aligned with established goals and intended outcomes. Within the Regional Development Planning Agency (BAPPEDA) of North Halmahera Regency, strategic evaluation and control are conducted through a structured and continuous digital-based monitoring and performance assessment system. This system enables the organization to systematically track employee contributions, assess institutional effectiveness, and identify areas requiring strategic improvement.

At the beginning of each fiscal year, every employee is required to prepare an Individual Performance Target (Sasaran Kinerja Pegawai or SKP), which serves as the foundation for annual performance planning and evaluation. The SKP outlines specific performance objectives, expected outputs, and measurable indicators that guide employees throughout the implementation period. These individual performance plans subsequently become the primary benchmark for evaluating employee achievements and accountability within the organization.

In addition to annual evaluations, performance monitoring is conducted on a monthly basis to ensure continuous oversight and timely feedback. Employees are required to upload supporting evidence of completed tasks and work outcomes through the My SAPK digital platform, particularly through its e-performance (e-kinerja) feature. This documentation includes records of completed activities, deliverables, and other relevant evidence demonstrating work progress. By utilizing this digital system, organizational leaders are able to monitor employee performance regularly and access comprehensive performance data in real time.

The performance evaluation process is implemented hierarchically in accordance with the agency's organizational structure. Administrative staff and functional officers are assessed by their respective division heads or third-level echelon officials, while division heads are evaluated by higher-level leadership, including the Head of the Agency. This tiered

assessment mechanism ensures that performance supervision is conducted comprehensively across all organizational levels. It also strengthens accountability by establishing clear reporting relationships and evaluation responsibilities within the institutional framework.

The adoption of the My SAPK digital evaluation system has significantly enhanced the objectivity, transparency, and measurability of employee performance assessments. By digitizing monitoring procedures and standardizing documentation requirements, the organization can minimize subjective bias and improve the reliability of performance data. This approach aligns closely with the strategic management perspective proposed by Hunger and Wheelen, which emphasizes that evaluation and strategic control are essential not only for measuring progress toward organizational objectives but also for enabling continuous strategic refinement and institutional learning.

Evaluation and control mechanisms implemented at BAPPEDA demonstrate a strong institutional commitment to performance accountability and adaptive governance. However, the effectiveness of this system depends not only on technological infrastructure but also on employee compliance, managerial consistency, and the organization's ability to translate evaluation findings into meaningful strategic improvements. Continuous capacity building and institutional responsiveness remain essential to ensuring that strategic evaluation contributes effectively to long-term development planning and public service excellence.

**Table 3. Key Findings on Strategy Evaluation and Control in Human and Community Development Planning at BAPPEDA North Halmahera Regency**

<b>Evaluation Dimension</b>	<b>Key Findings</b>	<b>Implications for Organizational Performance</b>
<b>Annual Performance Planning (SKP)</b>	Each employee prepares an Individual Performance Target at the beginning of the year	Establishes clear performance expectations and accountability standards
<b>Monthly Performance Monitoring</b>	Employees upload evidence of completed tasks through <i>My SAPK (e-kinerja)</i>	Enables continuous supervision and timely identification of performance issues
<b>Digital Performance System</b>	Monitoring and assessment are conducted through a structured digital platform	Enhances transparency, objectivity, and accessibility of performance data
<b>Hierarchical Evaluation Mechanism</b>	Staff are evaluated by division heads, while division heads are assessed by agency leadership	Ensures comprehensive and multi-level organizational oversight
<b>Strategic Feedback and Improvement</b>	Evaluation results support strategy refinement and institutional learning	Strengthens adaptive governance and long-term organizational effectiveness

Table 3 summarizes the main findings related to strategy evaluation and control at BAPPEDA North Halmahera Regency. The analysis indicates that the institution has successfully integrated digital monitoring tools with hierarchical performance assessment

mechanisms to establish a transparent and accountable evaluation system. The use of Individual Performance Targets (SKP) and monthly reporting through the My SAPK platform enables continuous performance tracking and evidence-based managerial oversight. Furthermore, the structured evaluation process supports not only administrative accountability but also strategic adaptation by providing actionable insights for institutional improvement. Nevertheless, sustaining the effectiveness of this system requires ongoing organizational commitment, employee discipline, and the ability to utilize evaluation outcomes as a foundation for continuous development and enhanced public service delivery.

## **Conclusion**

Based on the findings of this study, which employed the strategic management framework, several conclusions can be drawn regarding public service strategies in human and community development planning at the Regional Development Planning Agency (BAPPEDA) of North Halmahera Regency. The analysis focused on three key dimensions of strategic management, namely strategy formulation, strategy implementation, and strategy evaluation and control, each of which provides important insights into the effectiveness of institutional planning and governance practices.

Regarding strategy formulation, the study concludes that BAPPEDA does not establish an independent institutional vision and mission but instead functions primarily as a technical agency responsible for translating the vision and mission of the regional leadership into formal development planning documents. This arrangement ensures alignment between political priorities and regional development agendas. However, the findings also indicate that the planning process has not yet been fully optimized due to limitations in data-based decision-making and insufficient community participation. These constraints suggest that the strategic planning process has not entirely succeeded in capturing and accommodating the diverse needs and aspirations of the community within regional development priorities. Strengthening evidence-based planning mechanisms and expanding participatory engagement are therefore necessary to improve the inclusiveness and responsiveness of future development strategies.

In terms of strategy implementation, the study finds that several operational challenges continue to affect institutional effectiveness, particularly in relation to time management and coordination. Delays occurring at one stage of the planning process often create ripple effects that disrupt subsequent phases, including the approval of the Regional Revenue and Expenditure Budget (APBD) and the implementation of development programs. Although BAPPEDA has established structured planning procedures and collaborative working mechanisms, these administrative constraints indicate that implementation has not yet achieved optimal efficiency, especially with regard to meeting critical deadlines and maintaining procedural consistency. Improving organizational discipline, coordination efficiency, and resource management will be essential for enhancing implementation performance.

With respect to strategy evaluation and control, the findings reveal that institutional performance monitoring has benefited from the adoption of digital systems and structured performance assessment mechanisms. Nevertheless, the quality and effectiveness of evaluation processes still require further strengthening. Current evaluation practices tend to focus primarily on fulfilling documentation requirements and reporting administrative performance, rather than being fully utilized as tools for continuous organizational learning and strategic improvement. As a result, the potential of evaluation to drive performance enhancement and policy adaptation has not yet been maximized. Future efforts should prioritize transforming evaluation processes into more substantive mechanisms that support innovation, institutional reflection, and evidence-based decision-making.

This study highlights that while BAPPEDA North Halmahera Regency has established a clear strategic framework for public service delivery in human and community development planning, several institutional and operational challenges continue to limit its effectiveness. Addressing issues related to participatory planning, implementation efficiency, and the strategic use of evaluation will be critical for strengthening governance quality and ensuring that development planning becomes more adaptive, accountable, and responsive to the evolving needs of society.

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