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Optimization of Regional Development Administration Control by the Development Administration Bureau of the South Kalimantan Provincial Secretariat

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Abstract: The Development Administration Bureau of the South Kalimantan Provincial Secretariat is an important part of regional development. This bureau is tasked with formulating policies, supervising the implementation of regional tasks, and monitoring and evaluating the implementation of regional development policies. This bureau also assists the governor as the representative of the central government in regional development. This bureau also assists in regional development and the development of civil servant resources for regional development. The Development Administration Bureau of the South Kalimantan Provincial Secretariat has implemented two strategies to improve control over regional development: 1) Collaborating with agencies that focus on human resource development, and 2) Making optimal use of technology and information in carrying out work based on standard operating procedures (SOPs). The challenges faced by the Development Administration Bureau of the South Kalimantan Provincial Secretariat in carrying out its duties include: the large number of work areas, and changes in the system and methods of managing regional growth.

Keyword: Optimization, Development Administration, Control.

INTRODUCTION

The Regional Development Planning Agency (Bappeda) is crucial to ensuring the success of development projects in Indonesia. This includes drafting regulations, implementing programs, conducting oversight, and managing resources to create a healthier and happier society. Indonesia has diverse regions, so good management ensures that development projects run smoothly and meet the needs of each region.

Law No. 23/2014 on Regional Government is one of the regulations that emphasizes the importance of regional development management because it focuses on improving community welfare and minimizing development gaps. Strong management control helps communities see what is happening, take responsibility for their actions, and get involved in society, all of which help accelerate the achievement of development goals.

The Provincial Secretariat's Development Administration Bureau plans various matters, assesses their performance, and provides statistics to the community in South Kalimantan. Bappeda does most of the work in preparing plans such as the RPJMD and RKPD. This information is used to assist in the preparation of these plans. Bappeda also helps local governments, relevant agencies, the private sector, and the community work together to ensure that development proceeds according to the rules.

The control function of the bureau is essential to ensure the proper use of funds and that growth activities proceed according to plan. The bureau is also responsible for reviewing results, assessing how well programs are performing, and recommending changes when errors occur. These actions are consistent with the concept of executive control, which includes oversight of budget use, reporting on activities, and determining whether objectives have been achieved.

Despite the existence of numerous regulations, their implementation in the field can be difficult. A normative gap exists between the law and what people actually do. This is especially true when it comes to inter-agency cooperation and ensuring that planning and performance are aligned. Public administration and administrative control theories are useful, but when put into practice, they often fall short of the expectations of the government and stakeholders.

METHOD

This research is a detailed qualitative study. Interviews, notes, and observations were used to collect data, which was then examined using the qualitative research stages described by Miles and Huberman. These stages include data collection, data reduction, data presentation, and conclusion drawing.

RESULTS AND DISCUSSION

Four important rules: accountability, transparency, stability, and participation, are necessary for the smooth operation of government agencies. When these ideas are applied routinely and comprehensively, local governments can perform their duties well in supporting regional development. This, in turn, will result in better national development performance. When the government, the business sector, and the community work together and build unity, regional growth will be optimal. They must interact with each other based on common goals for progress, skills, honesty, and a shared vision for the fair, equitable, and sustainable welfare of the community.

Regional development occurs through planning, implementation, supervision, and review at every stage. Local governments manage all these stages, which is the main reason they are responsible for development programs. Therefore, improving the performance of the South Kalimantan Provincial Government in good governance is important to achieve better results. The community views good governance as a way for the government, community, and business sector to work together to achieve common goals.

Good governance includes freedom, respect for the will of the people, benefits, and effective and efficient management. The South Kalimantan Provincial Government is responsible for the public and private sectors and must always seek new ways to assist them. This task must be carried out honestly and responsibly so that all regulations, duties, and functions of regional government are in line with development plans.

Improving governance also helps increase regional competitiveness. In this case, the South Kalimantan Provincial Government has moved its Government Center to the Provincial Office Complex in Cempaka, Banjarbaru City. The purpose of this move is to boost the economy in Banjarbaru, reduce pollution caused by the large number of people living in close proximity, and create a multiplier effect in other cities and regencies. Then, strategic

assumptions are formulated by identifying the factors that most support the vision, mission, objectives, and development strategies of the Provincial Secretariat's Development Administration Bureau, while also considering policy changes within and outside the organization that will affect its performance over the next five years.

Using strategic assumption analysis and policy analysis at the Development Administration Bureau of the South Kalimantan Provincial Secretariat, the following strategic assumptions were selected as the most important for achieving development goals:

1. Empower regional apparatus to better coordinate the implementation of government, community, and development policies. This will assist the Governor in supporting these policies and ensuring that institutions and administration run professionally, efficiently, and effectively.
2. Use your authority to organize the implementation of government, development, and community programs to improve the quality of public services.
3. Use the Regional Revenue and Expenditure Budget (APBD) to assist you in matters related to community issues, development, and government management.
4. To meet the need for better cooperation in government, development, and community projects, as well as to give greater authority to all Provincial and Regency/City Regional Apparatus, the quality and quantity of work facilities and infrastructure need to be improved.

This study found that the Development Administration Bureau of the South Kalimantan Provincial Secretariat plays a very important role in regional development. The bureau is tasked with formulating policies, supervising the implementation of regional tasks, and monitoring and evaluating the implementation of regional development policies. The bureau also assists the governor in regional development administration as a representative of the central government. This bureau also manages the administration and recruitment of civil servants (ASN) to assist in the implementation of regional development projects.

The following is a further explanation of the duties of the Development Administration Bureau:

1. Policy Formulation:
 - a. This office is responsible for drafting local regulations for managerial oversight of development implementation, including regional development and development implementation reports.
 - b. Responsible for drafting regulations, technical directives, and guidelines on how to implement and control regional development plans.
2. Cooperation and timing:
 - a. This office works with various groups to ensure that all parties have a common understanding of how to implement growth plans. These groups include the central government, other provinces, regional agencies, and the business sector.
 - b. This office is responsible for supervising regional development management, including coordinating the implementation of regional tasks and reporting on the progress of these activities.

Over the next five years, the success rate of the implementation of programs and activities (performance) of the Development Administration Bureau of the South Kalimantan Provincial Secretariat can be demonstrated by success factors, namely strategic priorities that have been achieved in concrete terms. When these success factors are implemented, internal and external policy changes will affect the objectives, targets, and plans that provide further information on these factors.

Strategies implemented by the Development Administration Bureau of the South Kalimantan Provincial Secretariat to improve the effectiveness of regional development administration control

Strategies are important for companies to carry out their duties because they help them stay on track, focused, and working efficiently to achieve their goals. A good plan helps companies remain competitive, respond to environmental changes, and utilize their resources optimally. Without a plan, an organization can lose direction, waste resources, and fail to achieve its goals.

Understanding the internal and external factors of an organization is the first step in developing a plan. In this case, the organization being studied is the Development Administration Bureau of the South Kalimantan Provincial Secretariat.

1. My Strengths

Strengths are the positive aspects of a strategy or the best way to achieve goals so that the strategy runs smoothly. The following are some of the things that have been successfully achieved by the Development Administration Bureau of the South Kalimantan Provincial Secretariat: 1) Clear main tasks and functions; 2) Standard operating procedures (SOPs); and 3) Good coordination between employees.

2. Weaknesses

Weaknesses are shortcomings in a plan or a person's inability to achieve their goals as well as possible, which causes the plan to not run smoothly. The Development Administration Bureau of the South Kalimantan Provincial Secretariat has weaknesses in the following areas: 1) Insufficient number of human resources/employees; 2) Insufficient employee competence; and 3) Data is limited to physical and financial realization only

3. Opportunities

Opportunities are chances or smart ways for someone to achieve their goals by making the most of those opportunities in order to achieve their desired goals. The Development Administration Bureau of the South Kalimantan Provincial Secretariat can: 1) The existence of an institution that organizes human resource development; 2) The rapid development of technology and information; and 3) The existence of regulations that allow for an increase in the number of employees

4. Challenges

Threats, or challenges, occur when a person's plan to achieve a goal is questioned in a way that requires the plan to be improved. The following are the problems faced by the Development Administration Bureau, a branch of the South Kalimantan Provincial Secretariat: 1) A wide coverage area; and 2) Changes in the regional development administration control system and procedures

Based on this statement, a SWOT analysis can be conducted on regional growth monitoring carried out by the Growth Administration Bureau of the South Kalimantan Provincial Secretariat. One way to do this is with a SWOT grid. David created the SWOT Matrix model in 2014. David did not use the commonly used term SWOT; instead, he used SWOT, which seems to prioritize the study of threats and opportunities, then looks at how well internal strengths and weaknesses compare to these external factors. It does not matter whether a group is in the military, sports, business, government, arts, social, political, or other fields. The point is that they must try to find ways to move forward or survive. The following image shows the SWOT grid used in this study:

<p>Internal</p> <p>Exsternal</p>	<p style="text-align: center;"><u>Strength</u></p> <ol style="list-style-type: none"> 1. Clear main duties and functions 2. Existence of work SOPs 3. Good coordination between employees 	<p style="text-align: center;"><u>Weakness</u></p> <ol style="list-style-type: none"> 1. Insufficient number of human resources/employees 2. Employee competence is still lacking 3. Data is limited to physical and financial realization only
<p style="text-align: center;"><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. The existence of institutions that organize human resource development 2. The rapid development of technology and information 3. The existence of regulations that allow for an increase in the number of employees 	<p style="text-align: center;"><u>SO Strategy</u></p> <ol style="list-style-type: none"> 1. Coordinate with institutions that organize human resource development 2. Optimize the use of technology and information in work implementation in accordance with SOPs 	<p style="text-align: center;"><u>WO Strategy</u></p> <ol style="list-style-type: none"> 1. Improve the quality of human resources by participating in human resource development programs in accordance with their main duties and functions. 2. Propose an increase in the number of employees to be placed in the development administration bureau. 3. Optimize data management by utilizing technology and information.
<p style="text-align: center;"><u>Threat</u></p> <ol style="list-style-type: none"> 1. Wide coverage of work areas 2. Changes in regional development administration control systems and procedures 	<p style="text-align: center;"><u>ST Strategy</u></p> <ol style="list-style-type: none"> 1. Improve coordination with each regency/city in the implementation of administrative control of development in accordance with their main duties and functions 2. Conduct periodic evaluations of procedures and systems for task implementation 	<p style="text-align: center;"><u>WT Strategy</u></p> <ol style="list-style-type: none"> 1. Inventory data based on district/city areas 2. Regularly update information on regulations related to procedures and administrative control systems for development

Picture 1. Control of the Development Administration Bureau of the South Kalimantan Provincial Secretariat: SWOT Matrix

The Development Administration Bureau of the South Kalimantan Provincial Secretariat views strengths and weaknesses as internal factors, while opportunities and threats are viewed as external factors. This results in four strategic options, as shown in Figure 5.1 above: SO (Strengths and Opportunities), WO (Weaknesses and Opportunities), ST (Strengths and Threats), and WT (Weaknesses and Threats).

The SO strategy is based on the organization's mindset. In this case, this strategy is based on the mindset of the Development Administration Bureau of the South Kalimantan Provincial Secretariat, which utilizes all of its strengths to maximize opportunities. Rangkuti (2016) agrees with this view, saying that the strategy is based on the attitude, or goal, of the company, which is to maximize every opportunity. This approach leads to

1. Coordinate with institutions that organize human resource development.
2. Optimize the use of technology and information in carrying out work in accordance with SOPs.

The Weaknesses and Opportunities Strategy, or WO, states that we can overcome weaknesses by utilizing strengths. One way to do this is to use the “marriage” method to combine weaknesses with opportunities. This will result in a SWOT Matrix model strategy, which is a very detailed and comprehensive model. This is the most complete model in SWOT analysis, and it helps the plan run by utilizing opportunities to overcome weaknesses. The tactics resulting from combining weaknesses and opportunities are:

1. Improving the quality of human resources by following human resource development programs in accordance with their main duties and functions.
2. Proposing an increase in the number of employees to be placed in the development administration bureau.

Utilizing technology and knowledge to improve data management.

The ST approach uses the strength-threat method to avoid threats by leveraging strengths. This will produce a SWOT Matrix plan. Which model is the most comprehensive and works well with all of the above SWOT analysis models? This makes it possible to implement planned opportunities. Existing strengths must act as a safeguard against threats or challenges so that they do not occur within an institution or group. This allows you to face threats by using your expertise.

The farmer group discussed the strength-threat method in the informant interviews. This method shows how to deal with threats by utilizing existing strengths. This allows the threats to be handled properly through beneficial strengths. For example, pest attacks. This external danger can be overcome by using strengths such as government assistance, which can be in the form of money or chemicals to eradicate pests. This will help farmer groups and produce more crops. So, the ST approach, or strengths and challenges, is:

1. Improving coordination with each regency/city in the implementation of development administration control in accordance with their main duties and functions.
2. Conducting periodic evaluations of procedures and systems for task implementation

The WT strategy is based on minimizing weaknesses by avoiding threats. To do this, we will use the “marriage” method to combine weaknesses and threats. This will result in a SWOT Matrix model strategy, which is a very detailed and comprehensive model. Several of the above models are combined into a SWOT analysis. The goal is to minimize weaknesses so that they do not turn into external threats or internal problems. For everything to run smoothly, we must take advantage of every weakness to minimize it before it spreads. Some of these weaknesses include limited funds, a lack of awareness about farmer groups, and low farmer participation in these groups. In addition, many farmers still do not understand modern technology or feel positive about the attitudes and behavior of farmers. Furthermore, traditional ways of thinking are still strong, government extension services are not yet optimal, and farmers still lack the necessary facilities and infrastructure. All these problems can be overcome by utilizing or minimizing resources so that threats do not spread. The plan resulting from combining weaknesses and problems that can be called threats is

1. Inventory data based on regency/city
2. Regularly update information on regulations related to procedures and administrative control systems for development

Duncan (2017) states that observing the internal and external environment is very important in strategic planning. In general, a company's external environment consists of factors that can be seen as beneficial, or “Strengths,” and detrimental, or “Weaknesses.” At the same time, the external environment itself can be seen as positive, or “Opportunities,” or negative, or “Threats.” This is a strategic environmental review of strengths, weaknesses, opportunities, and threats, or a SWOT study. Thompson (2016, 97) states that SWOT analysis is a simple yet powerful tool that can help people improve in various ways and identify market opportunities, external threats, and instances when they are using resources inefficiently so that they can improve the situation in the future.

The world consists of external and internal environments. The external world has two factors: opportunities and risks. The external world has two parts: the work environment and the general environment. The internal world has two factors: strengths and weaknesses. This includes everything about the business, such as its equipment, organizational structure, and culture.

The following table shows the internal factors (IFAS) (internal factors of the Development Administration Bureau) and external factors (EFAS) (external factors of the Development Administration Bureau) of the Development Administration Bureau of the South Kalimantan Provincial Regional Secretariat.

Table 1. IFAS and EFAS of Development Administration Control by the Development Administration Bureau of the South Kalimantan Provincial Regional Secretariat

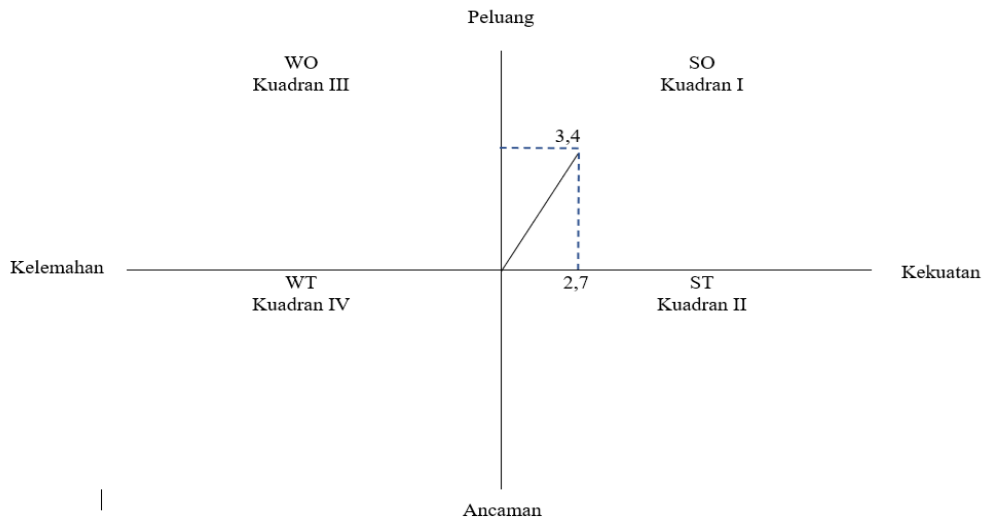
No.	Explanation	Weight	Score	Value (Weight x Score)
I	Strenght			8,6
1.	Clear main duties and functions	1,0	4	4,0
2.	Standard operating procedures	0,7	4	2,8
3.	Good coordination between employees	0,6	3	1,8
II	Weaknesses			5,2
1.	Insufficient number of human resources /employees	0,6	4	2,4
2.	Employee competence is still lacking	0,5	3	1,5
3.	Data is limited to physical and financial realization only	0,4	3	1,2
III	Opportunitues			6,1
1.	The existence of institutions that organize human resource development	0,7	4	2,8
2.	The rapid development of technology and information	0,6	3	1,8
3.	The existence of regulations that allow for an increase in the number of employees	0,5	3	1,5
IV	Threat			3,4
1.	Wide coverage of work areas	0,6	4	2,4
2.	Changes in regional development administration control systems and procedures	0,5	2	1,0

The Strength score of 8.6 can be seen in the table above. The scores for Weaknesses, Opportunities, and Threats are 5.2, 6.1, and 3.4, respectively. Strength received the highest score of 8.6, followed by Opportunities (6.1), Weaknesses (5.2), and Threats (3.4), which received the lowest score.

A SWOT study observes how well an organization's internal resources and external conditions work together. A good match will improve the strengths and opportunities of the business while reducing its weaknesses and threats. One hundred percent of managers can control the strengths and weaknesses of their employees. Strengths are things that an organization has successfully handled that are beneficial to the organization. On the other hand, weaknesses are things that the company has not been able to handle well and are detrimental to the business. The next step is to review and select a plan. This is shown in the next figure, which takes into account internal and external factors.

$$X\text{-axis} = \text{Total Strengths} - \text{Total Weaknesses} = 8.6 - 5.2 = 3.4$$

$$Y\text{-axis} = \text{Total Opportunities} - \text{Total Threats} = 6.1 - 3.4 = 2.7$$



Picture 2. Analysis and Strategy Options

The graph above shows that the Development Administration Bureau of the South Kalimantan Provincial Secretariat is in section I. This indicates that the development management of the South Kalimantan Provincial Secretariat is strong and offers opportunities. The recommended approach is Progressive, which means that administrative oversight of development for the South Kalimantan Provincial Secretariat is in excellent and stable condition. This enables sustainable development, greater growth, and maximum progress.

Based on Figure 2 above, the selected strategy is the SO strategy, which means using strengths to capitalize on opportunities or a combination of strengths and opportunities. This will lead to the creation of a SWOT Matrix strategy, which is a broad and complex model that fits all of the SWOT analysis models above. This allows for planned opportunities to be implemented in the best possible way using strengths. So, the plan is

1. Coordinate with institutions that organize human resource development
2. Optimize the use of technology and information in the implementation of work in accordance with SOPs

The strategic objective of administrative control over regional development is to improve administrative control over regional development. This can be measured by the percentage of recommendations on regional development issues that are followed up by stakeholders with funding sources such as the regional budget (APBD) and the state budget (APBN). This strategic objective is achieved through two programs, namely:

1. Provincial Local Government Support Program
 - a. General Administration of Regional Apparatus
 - b. Planning, Budgeting, and Performance Evaluation of Regional Apparatus
 - c. Provision of Local Government Support Services
 - d. Maintenance of Regional Assets Supporting Local Government Affairs
2. Development Administration Policy Program
 - a. Control of Regional Development Implementation Administration
 - b. Control of APBD Development Implementation Administration
 - c. Control of APBN Development Implementation Administration

Based on the above description, it is clear that the Development Administration Bureau of the South Kalimantan Provincial Secretariat is striving to improve development administration control by: 1) collaborating with relevant agencies in human resource development, 2) making the best use of technology and information and adhering to SOPs, and 3) improving the quality of human resources by participating in human resource development

programs related to their main duties and functions. 4) proposing additional manpower in the development administration office environment, 5) improving cooperation and coordination between regencies/cities in implementing development administration control in accordance with their main tasks and functions, 6) conducting periodic checks on work implementation steps and systems, 7) collecting data by regency/city, and 8) periodically updating laws and regulations related to development administration control procedures and systems.

Challenges faced by the Development Administration Bureau of the South Kalimantan Provincial Secretariat in carrying out its duties

This relates to the problems faced by the Development Management Bureau of the South Kalimantan Provincial Secretariat in managing regional development. These problems must be addressed immediately as they can worsen the company's performance. This study shows that the Development Management Bureau of the South Kalimantan Provincial Secretariat has difficulty in controlling regional development management due to

1. The extensive scope of its working area

The working area of the South Kalimantan Regional Development Administration Bureau covers all 13 districts/cities in South Kalimantan Province. The office's duties are to coordinate, formulate policies, supervise, and evaluate development implementation throughout the region. Its working area covers the following 13 districts/cities:

- a. Balangan District
- b. Banjar District
- c. Barito Kuala District
- d. South Hulu Sungai District
- e. Central Hulu Sungai District
- f. Hulu Sungai Utara Regency
- g. Kotabaru Regency
- h. Tabalong Regency
- i. Tanah Bumbu Regency
- j. Tanah Laut Regency
- k. Tapin Regency
- l. Banjarbaru City
- m. Banjarmasin City

The South Kalimantan Regional Development Administration Agency (BAPD) has difficulty carrying out its duties due to its vast working area, which covers the entire province of South Kalimantan. As a result, they have to handle an increasing amount of data from across the province. Collecting all the data needed for planning, budgeting, and implementing development administration controls takes a long time due to the vastness of the working area. In South Kalimantan Province, the BPD must collect a large amount of data. This means that the team in charge must be extra careful in sorting the data into categories. This is because the data must be sorted by district or city, resulting in data that is truly organized and systematic.

2. Changes to the regional development administration control system and procedures

Changes to the regional development administration control system and process aim to improve the effectiveness and efficiency of regional development management and supervision. This includes changes in work methods, the use of technology, and ensuring that there are enough people to complete the work. All of this will help ensure that growth proceeds according to plan and benefits the community.

Several aspects that need to be considered in these changes include:

1. Simplification of Procedures:
Cutting red tape, reducing unnecessary steps, and speeding up licensing and reporting processes.
2. Use of Technology:
Implementing an integrated management information system to monitor project progress in real time, manage development data, and facilitate communication between agencies and the public.
3. Increased Transparency
Ensuring easy and open access to information related to development planning, implementation, and supervision, including budget utilization and evaluation results.
4. Capacity Building
Providing training and assistance to local officials related to new control systems and procedures, as well as increasing public understanding of their rights and obligations in development.
5. Community Participation:
Involving the community in the planning, implementation, and supervision of development, as well as providing a forum for community aspirations and input.
6. Supervision and Evaluation
Monitor and assess the progress of development implementation. This will help you identify problems and think of ways to ensure they do not recur.

These changes aim to make regional development management control more effective, efficient, open, and inclusive. This will help development run more successfully and provide the best benefits for the community.

CONCLUSION

In terms of managerial control of regional development, the Development Administration Bureau of the South Kalimantan Provincial Secretariat plays a very important role. This bureau is tasked with formulating policies, supervising the implementation of regional apparatus duties, as well as monitoring and evaluating the implementation of regional development policies. This bureau also assists the governor in regional development administration while acting as a representative of the central government. This bureau also manages administration and appoints civil servants (ASN) to assist in implementing regional development projects.

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