


Implementation of the Development Plan Policy Regional Long-Term Development Plan (RPJPD) Sumedang Regency 2005-2025

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Article Info	ABSTRACT
Keywords: Policy Implementation, RPJPD, Regional Development, Policy Evaluation, Sumedang.	This research is motivated by the fact that the implementation of the 2005–2025 Sumedang Regency Long-Term Development Plan (RPJPD) policy as a strategic document for long-term development has not been achieved. The main problems in this research are: (1) how is the implementation of the 2005–2025 Sumedang Regency RPJPD policy, and (2) what are the obstacles faced in its implementation. This research aims to comprehensively describe the process of implementing the RPJPD policy and identify factors inhibiting its implementation for two decades. The method used in this research is a qualitative method (quasi-qualitative) with a case study approach. Data collection techniques were carried out through semi-structured interviews with various key informants, consisting of elements of the Regional Head/Deputy Regional Head, DPRD, bureaucracy, community leaders, and supporting documentation. Data were analyzed thematically using the Miles and Huberman interactive model. The results of the study indicate that the implementation of the Sumedang Regency RPJPD has not been fully implemented substantially. This policy tends to be a formality document without adequate supervision and evaluation. The major obstacles are the large influence of regional heads, limited human resource capacity, minimal cross-agency coordination, and the absence of an evaluation system and integration of planning documents. The conclusion of the study shows that the success of the implementation of the RPJPD is greatly influenced by political commitment, institutional systems, and sustainability between periods. Therefore, the main suggestion is the need for an integrated regional planning system reform, strengthening the role of Bappeda, determining a special RPJPD supervisor, and periodic evaluation based on indicators.
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INTRODUCTION

Long-Term Development Planning (RPJP) is a strategic framework used by the government to achieve development goals within a period of 20 (twenty) years. RPJP is a micro-political plan that is contained in the vision, mission and direction of development. Specific elements included in long-term regional development planning are: vision and mission, goals and targets, environmental analysis, strategies and policies, programs and projects, resources, implementation and monitoring, evaluation and revision (Bryson, 2004). In implementing

development, in addition to careful planning, in formulating each stage of regional development, it also requires supervision, monitoring, control and evaluation.

The long-term development plan of this region is used as a guide for the region to know and understand the development and direction of regional development. More specifically, the community knows the advantages and disadvantages in the implementation of regional development which will be a basis for policy makers to always monitor and evaluate every step of future development. In addition, as an effort to create harmony between policies, plans and development programs with the principles of sustainable development, so as to be able to manage the potential that causes environmental impacts and/or risks in the Regency/City.

In practice, the preparation of the RPJPD document is carried out in several stages of the process involving all stakeholders in the region. Through an open forum, all parties are invited to be involved so as to create meaningful public participation. The results of the formulation are then determined in the form of regional regulations. For Sumedang Regency itself, the RPJPD document is regulated in Regional Regulation Number 2 of 2008 of Sumedang Regency concerning the Long-Term Regional Development Plan (RPJPD) of Sumedang Regency for 2005-2025.

The Sumedang Regency RPJPD document has been implemented in three RPJMD periods, namely the 2008-2013 RPJMD, the 2013-2018 RPJMD, and the 2018-2023 RPJMD. Meanwhile, the Regional Development Program (PROPEDA) is used for 2005-2008 and the RPD for 2024-2026. So that the analysis of the implementation of the Sumedang Regency RPJPD document is carried out using the results of the implementation of the RPJMD for that period.

However, Thus, the implementation of the Sumedang Regency Regional Regulation on the Sumedang Regency Long-Term Development Plan (RPJPD) for 2005-2025 has not been consistently realized in accordance with the grand plan contained in the document. The consistency of the Implementation of the Regional Long-Term Development Plan (RPJPD) is evident from the inconsistency of development between RPJMD periods which often deviate from the RPJPD document, so that this hinders the achievement of the long-term goals that have been set.

Problems in the implementation of the Sumedang Regency Long-Term Development Plan (RPJPD) can be seen from the development achievements that have not fully met the expected indicators and targets. The RPJPD which was established as a guideline to realize Sumedang as "Prosperous, Religious, Advanced, Professional, and Creative (SEHATI)" in 20 years does not seem to have fully shown significant progress. Until approaching the fourth period, development achievements from period to period still experience obstacles and dynamics that continue to change.

From the various problems that have been presented above, it is interesting to conduct research related to the implementation of regional development based on the RPJPD that has been determined. This is because the region should carry out various developments based on the direction of development that has been determined. As a key guideline for regional development, the direction of development should be driven in accordance with the stages that must be worked on according to its determination in the document, but seeing that there

are still many gaps in the conditions displayed shows that there is an interesting genome that requires further investigation. Therefore, this research is directed at how to implement the Regional Regulation policy on the Long-Term Development Plan of Sumedang Regency for 2005-2025 and of course also accompanied by the discovery of what factors inhibit the implementation of the intended policy.

The purpose of this study is to obtain an understanding, data and information related to the Implementation of the Regional Long-Term Development Plan (RPJPD) Policy of Sumedang Regency for 2005-2025 as well as to identify factors that influence the implementation of the policy. This study aims to: Describe the Implementation of the Regional Long-Term Development Plan (RPJPD) Policy of Sumedang Regency for 2005-2025. Describe or identify obstacles in the implementation of the Implementation of the Regional Long-Term Development Plan (RPJPD) Policy of Sumedang Regency.

METHOD

In this study, the type of research used is narrative government or content analysis. Fernandes Simangunsong (2017: 193) explains that "Qualitative research of narrative government or content analysis, research that aims to describe the content of each research content that aims to describe the content of the text in total." In this research study, The implementation of the Regional Long-Term Development Plan (RPJPD) Policy for Sumedang Regency for 2005-2025 is measured based on Grindle's theory (in Leo Agustino, 2016: 142) which measures two dimensions, namely policy content and policy environment.

In this study, the primary data used were obtained from interviews with strategic policy makers, program organizers, and regional apparatus. While secondary data looked at laws and regulations related to development planning in Sumedang Regency, Sumedang Regency Regional Regulation Number 2 of 2008 concerning the Sumedang Regency Long-Term Development Plan (RPJPD) for 2005-2025 (Sumedang Regency Regional Gazette 2008 Number 2), Sumedang Regency RPJMD for 2008-2013, 2013-2018, and 2018-2023, LAKIP, RENSTRA, Sumedang Regency RKPD for 2008-2023, Literature Books and Journals.

In this study, the author used the following data collection techniques: Observation, Interview, Focus Group Discussion, and Documentation. According to Creswell (2017), informants or informants in research "are people who have information, namely data related to the subject to be studied". The determination of informants in this study used the purposive technique. According to Sugiyono (2017: 94-95), in qualitative research the techniques that are more often used are purposive sampling and snowball sampling. Purposive sampling is a technique for taking samples of data sources with certain considerations. These certain considerations, for example, are people who are considered to know the most about what we expect, or maybe the person is a ruler so that it will make it easier for researchers to explore the objects/social situations being studied. Snowball sampling is a technique for taking samples of data sources, the initial determination of which is small in number then increases, like a rolling snowball, gradually becoming large.

According to Miles and Huberman in Ipa Hafsiyah Yakin (2017), it is stated that, Activities in qualitative data analysis are carried out interactively and continuously until complete, so

that the data is saturated. The size of data saturation is marked by no longer obtaining new data or information. Activities in data analysis include data reduction, data presentation (data display), and drawing conclusions and verification (conclusion drawing/verification).

RESEARCH RESULTS AND DISCUSSION

Implementation of the Regional Long-Term Development Plan (RPJPD) Policy for Sumedang Regency 2005-2025

The 2005–2025 Sumedang Regency Long-Term Regional Development Plan (RPJPD) can be analyzed using the public policy implementation theory proposed by Merilee S. Grindle (2017: 8). In her theory, Grindle explains that the success of policy implementation is determined by two main factors, namely: (1) Policy content; and (2) Context of implementation. In terms of policy content, the Sumedang RPJPD contains a long-term vision of development, such as economic transformation, improving the quality of human resources, and developing governance based on information technology.

The implementation of the Sumedang Regency RPJPD Policy for 2005-2025 is the process of implementing the vision, mission, policy direction, and main targets of regional development that have been designed for a period of 20 years. This RPJPD is prepared as a master document for long-term development that serves as a guideline in the preparation of the Regional Medium-Term Development Plan (RPJMD) every five years. In the context of its implementation, the Sumedang Regency RPJPD aims to realize a prosperous, religious, democratic, and highly competitive Sumedang society based on local potential and the principles of sustainable development.

The implementation of the Sumedang Regency RPJPD shows various dynamics in the long-term development process. The implementation of this policy has been running by involving various regional apparatuses, institutions, and other stakeholders in an effort to realize planned and measurable development. Over time, a number of indicators have shown improvements, such as in aspects of public service performance, governance, and more inclusive socio-economic development. However, these achievements are not free from the challenges that are still faced, including the need for harmonization of policies across sectors and levels of government, strengthening data quality and evidence-based planning, and the need to increase public participation in all stages of development.

Therefore, based on Grindle's theory, the success of the implementation of the Sumedang RPJPD 2005-2025 is highly dependent on the alignment between policy design and real conditions in the field and the ability of implementers to translate policies into concrete actions. For more clarity regarding the results of the study on the Implementation of the Sumedang Regency RPJPD Policy 2005-2025, it is explained more clearly in the sub-chapters based on the results of observations, documentation studies, and interview results with the help of the NVIVO 12 Pro application as follows:

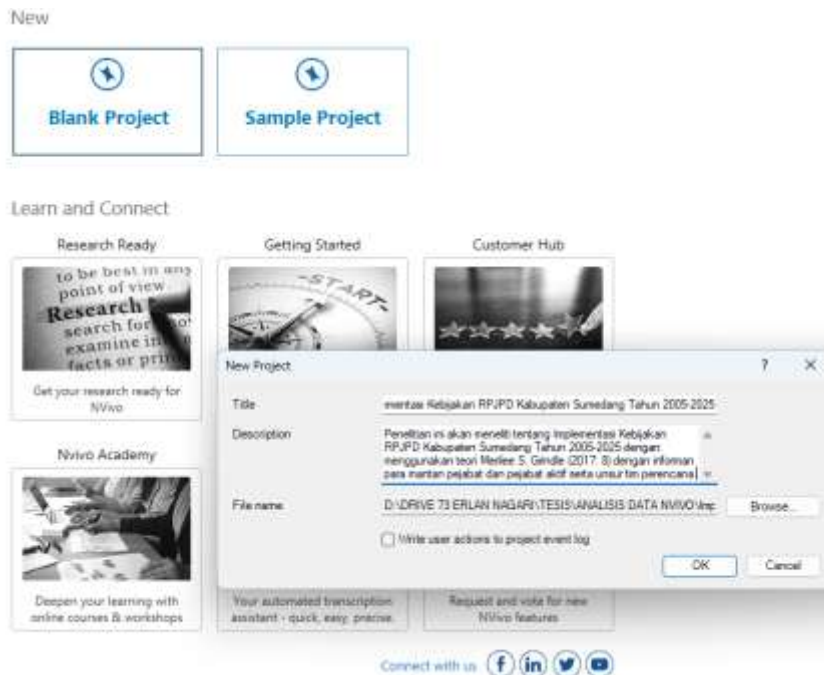


Source: NVIVO 12 Pro, processed by researchers, 2025.

Figure 4.1. NVivo 12 Pro First Look

In Figure 4.1 to analyze the Implementation of the Sumedang Regency RPJPD Policy for 2005–2025, two features are visible, namely Blank Project and Sample Project. Blank project will be used to start the project to be researched. Sample project is an example of a qualitative research project, complete with documents imported from various sources, accompanied by coding results and data analysis, which can be used for NVIVO data analysis materials.

To start a new project, click Blank Project. Naming and describing the project is necessary to distinguish the project from other projects, so that there is no overlap. This can be described as follows:



Source: NVIVO 12 Pro, processed by researchers, 2025.

Figure 4.2 Project Naming and Description

Based on figure 4.2 in the middle of the screen a pop-up window titled "New Project" appears which is being used to create a new project. In this window, there are several input columns including:

1. Title: Filled with the title of the research project, namely "Implementation of the Sumedang Regency RPJPD Policy for 2005-2025".
2. Description: Filled with a research description explaining that this research will examine the implementation of the RPJPD policy in Sumedang Regency using Merilee S. Grindle's theory (2017: 8) with informants from Former Regional Heads and Active Officials in the Sumedang Regency Regional Government Environment and Regional Development Planning Team Elements such as the FDM Forum.
3. File name: shows the project storage location, namely on Drive D with the folder ELLAN R. NAGARI\THESIS\NVIVO DATA ANALYSIS.

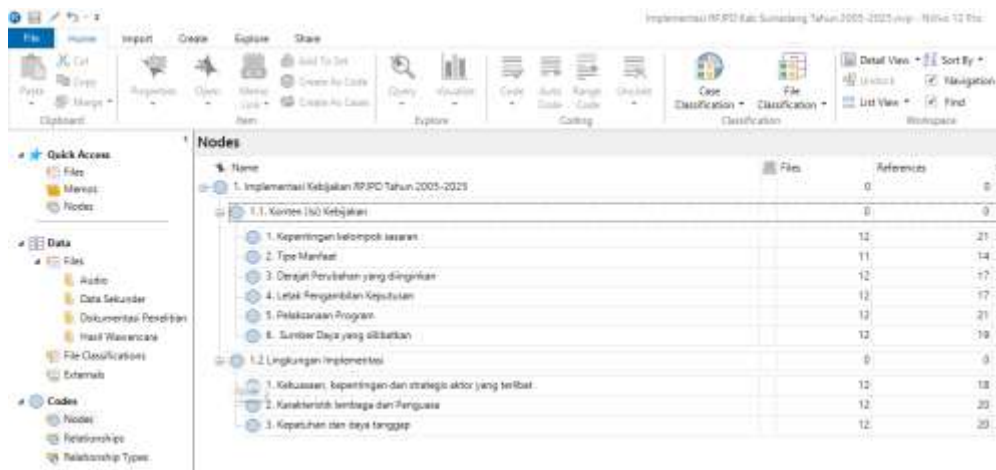
The next step after creating a research project name is to import the file, namely by entering the file into NVIVO data management.



Source: NVIVO 12 Pro, processed by researchers, 2025.

Figure 4.3 Files stored in NVIVO

After the data import process is complete, the next step is to code the data that has been imported into the application. Codes in qualitative research are defined as words or short phrases that symbolically provide summative, prominent attributes, capturing the essence of language-based or visual data. Qualitatively, codes are constructs created by researchers that symbolize attributes in interpreting meaning for the purposes of pattern detection, categorization, theory building and other analysis processes (Saldana, 2013). The coding results can be displayed on the nodes as follows:

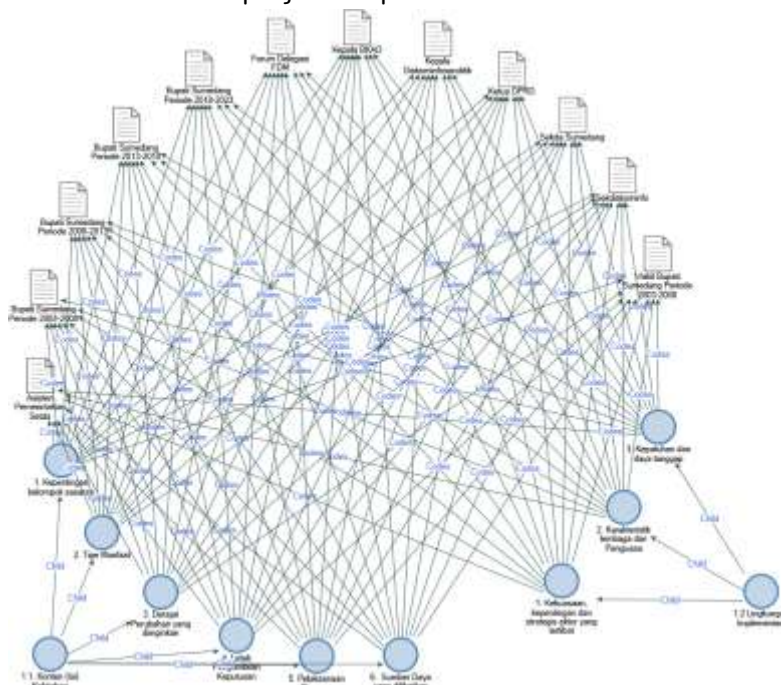


Source: NVivo 12 Pro, processed by researchers, 2025.

Figure 4.4 Coding Results in NVivo Pro

Figure 4.4. is the result of manual coding. The folder name is Implementation of Sumedang Regency RPJPD Policy 2005-2025 which contains the following dimensions and indicators: 1) Policy content dimension with indicators: 1. Interests of target groups; 2. Type of Benefits; 3. Degree of desired change; 4. Location of decision making; 5. Program implementation; 6. Resources involved. 2) Implementation environment dimension with indicators: 1) Power, interests and strategies of actors involved; 2) Characteristics of institutions and users; and 3) Compliance and responsiveness.

Furthermore, the relationship between interview results and research dimensions and indicators can be described in the project map as follows:



Source: NVivo 12 Pro, processed by researchers, 2025.

Figure 4.5 Project Map for Implementation of Sumedang Regency RPJPD Policy 2005-2025

Figure 4.5 is a visualization of query coding in NVIVO software that displays the relationship between interview data sources (at the top) with nodes or code themes (at the bottom). Each paper-shaped icon represents interview transcripts from various important informants, such as the Sumedang Regent from various periods, the Sumedang Deputy Regent, the Regional Secretary, the Chairperson/Deputy Chairperson of the DPRD, the Head of Bappeda, the Head of BKAD, the Head of Diskominfo, and the FDM Element. All of these informants provided data that had been coded into several main themes located at the bottom of the image.

The nodes shown below are grouped based on two major dimensions: 1. Policy Content Characteristics and 2. Implementation Environment, as in Merilee S. Grindle's public policy implementation theory. Each dimension has sub-themes such as Target Group Interests, Type of Benefits, Degree of Desired Change, Location of Decision Making, Program Implementation, Resources Involved, Compliance and Responsiveness, Characteristics of Institutions and Authorities, and Power and Strategic Interests. The lines connecting the documents to the nodes indicate that there are parts of the interview transcripts from informants that are coded into these themes. This shows the contribution of each informant to the understanding of the elements of the implementation of the Sumedang Regency RPJPD policy for 2005-2025. This figure shows the complexity of qualitative thematic analysis in Nvivo and how the data is structured to test theories and real contexts.

Policy Contents

The contents of the RPJPD policy as explained by Merilee S. Grindle (2017: 8) include several important components, namely as follows:

1. The interests of target groups are the main priority in this policy, where development is directed at improving the welfare of the entire community, especially vulnerable groups such as women, children, people with disabilities, the poor, and rural communities;
2. The types of benefits resulting from this policy are direct and indirect, such as improving the quality of education and health services, creating employment opportunities, and creating a sustainable living environment;
3. The content of the policy emphasizes the degree of desired change, namely transformational change, starting from improving professional and clean governance, improving the quality of human resources, to transforming the local economy from being based on the primary sector to being based on the industrial and service sectors, including the creative economy and tourism;
4. Regarding the location of decision-making, this policy is under the authority of the Sumedang Regency Government, with a decentralized approach that remains coordinated with provincial and national policies;
5. The aspect of program implementation, RPJPD is divided into four stages of the five-year RPJMD which are interrelated and are translated into cross-sector operational programs. Its implementation is carried out by regional apparatus, with the support of DPRD, private sector, and community; and
6. The resources involved include professional human resources, budgets from the APBD and APBN, information technology support, and sustainable use of natural resources.

Thus, although in the formal framework the RPJPD aims to serve the interests of the wider community, in practice the implementation of this policy is still not fully responsive and participatory towards the target group. The mismatch between macro planning and the micro needs of the community, the lack of a comprehensive evaluation system, and weak supervision and accountability cause the benefits of the RPJPD to be less felt in real terms by the main group. The results of the analysis of the Implementation of the Sumedang Regency RPJPD Policy for 2005-2025 are explained in the word cloud image as follows:



“program,” “region,” “people,” “elements,” and “approach” stand out visually, reflecting key issues that are often mentioned by informants regarding how policies target interest groups in the region.

Overall, this word cloud illustrates that the indicators of target group interests in the implementation of the Sumedang Regency RPJPD policy are very complex and multidimensional. Policy implementation cannot be separated from the dynamics of power, institutional structures, actor involvement, and the need to bring policies closer to the reality of society. This visualization provides a rich picture of how informants view, experience, and assess the policy implementation process over a long time frame, namely 2005–2025.

Based on the results of interviews with informants regarding the interests of target groups in the implementation of the Sumedang Regency RPJPD Policy for 2005-2025, various perspectives reflect the dynamics of long-term development policies. The majority of informants highlighted that although the RPJPD was prepared with the spirit of accommodating community interests, the realization did not always match the expectations of the target group. The results of interviews with the FDM Delegation Forum stated that, "The general public does not know the contents of the RPJPD document and feels its benefits are limited, the RPJPD is considered to be only an administrative document, not a strategic guide that directly touches on the needs of residents."

Benefit Type

Based on The results of the NVIVO analysis of the types of benefits from the Implementation of the Sumedang Regency RPJPD Policy for 2005-2025 are explained in the following figure:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.7 Word Cloud Type of Benefit Interest

Based on Figure 4.7, the results of the analysis using NVIVO software visualized in the form of a word cloud, it can be seen that the implementation of the RPJPD (Regional Long-Term Development Plan) policy of Sumdang Regency for 2005-2025 is strongly oriented towards the interests of the community. The word "community" dominates in the largest size in the image, indicating that the community is the center of attention of all policies designed

and implemented in this planning document. This strengthens the assumption that public policies in Sumedang Regency are directed to provide direct benefits to the wider community.

The Regent of Sumedang for the 2018–2023 period, views that the changes desired through the RPJPD are progressive and gradual, but still measurable and realistic. He stated that during his term of office, the changes attempted were in the form of sharpening existing policies, not reversing direction. For example, by adjusting development indicators that develop over time, the government is able to accommodate new community needs without going outside the RPJPD framework. He considers that the degree of change implemented through the fourth RPJMD period remains within the corridor of the RPJPD's grand vision, so that it is adaptive but consistent with long-term development goals.

Overall, informants stated that although the RPJPD has the potential for great benefits for the community, the realization of these benefits is very dependent on consistency, policy, committed leadership, and an integrated and continuous evaluation system. Without this, the benefits of the RPJPD tend to be partial and not fully felt by the community.

Degree of Desired Change

Based on The results of data analysis using the NVIVO application are related to the Degree indicator. Changewhat is desired in the Implementation of the Sumedang Regency RPJPD Policy for 2005–2025 is explained in the following image:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.8 Word Cloud Degree of Desired Change

Based on Figure 4.3 Implementation of the Sumedang Regency RPJPD Policy 2005–2025 can be analyzed from various indicators, one of which is the desired Degree of Change indicator. This indicator emphasizes the extent to which a policy or development program is expected to change the initial condition towards a better condition. Based on the word cloud displayed, it can be concluded that there are a number of keywords such as "Interests" "Change", "Differences", "conflicts" and "targets" that describe the dynamics in the change process.

Based on the results of interviews with key informants, the indicator of the degree of change Which desired and implementation of the 2005–2025 Sumedang Regency RPJPD

policy shows differences in perception, both in terms of optimism for achievement and the challenges faced in its implementation.

1. Level of Optimism Achievement Degree of Change

Several informants from regional heads expressed high optimism for the success of the implementation of the RPJPD, the Sumedang Regent for the 2013-2018 and 2018-2024 periods assessed the success rate to reach 90% on the grounds of increased welfare and community satisfaction and the success of public service and instructor programs. They believe that the desired changes are short-term and long-term, and the targets are still realistic and in accordance with regional capacity.

2. Moderate to Low Assessment of Degree of Change

On the other hand, informants from bureaucratic and civil society elements gave more moderate to low assessments. This was expressed by the Assistant for Government Affairs at the Regional Secretariat of the Regency. Sumedang which states that the success rate of the RPJPD is around 30% due to the lack of continuity between leadership, a weak monitoring system and a lack of consistent policy makers.

3. Factors Determining the Rate of Change

Informants agreed that the level of expected change was greatly influenced by the commitment of regional leaders to the existence of a strong evaluation system, as well as the understanding and capacity of human resources. The Sumedang Regional Secretary and the 2003-2013 Regent highlighted that although there was potential to achieve major changes, the reality was that changing regulations, conflicts of interest, and inconsistencies between regents hampered the structural transformation that should have been achieved.

4. Lack of Review and Evaluation

Almost all informants regretted that no revisions or reviews had ever been carried out to RPJPD within a period of 20 years, whereas the Law allows revaluation every five years. The failure to implement this revaluation makes the direction and indicators of change unclear, and makes it difficult to measure the extent to which change has actually been achieved.

5. Recommendations for Degree of Future Change

Some informants such as the Delegation forum and Diskominfo sanditik suggested that the next RPJPD be prepared with a clear integrated and cascading system, from RPJPD RPJMD Renstra OPD Annual RKPD. This is necessary so that change indicators are not only determined, but also implemented and measured accurately and continuously.

In general, although there is great hope for the desired changes from the RPJPD, the realization in the field has not been optimal. The informants' assessment of the degree of change ranges from 20% to 90% depending on their perspective and experience in the implementation process. The main key to success lies in the commitment of the leadership, a strong evaluation system, and integration in cross-period planning.

Location of Decision Making

Based on NVIVO application data processing of interview results regarding the Implementation of the Sumedang Regency RPJPD Policy for 2005-2025 can be explained in the following image:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.9 Word Cloud Location of Decision Making

Based on Figure 4.4, the analysis of decision-making location indicators in the implementation of the Sumedang Regency RPJPD policy for 2005-2025, where the Word Cloud results displayed show keywords such as Regent, region, government, interests, must be the most, and conflict. From the Sumedang Regency RPJPD policy for 2005-2025, it is very focused on the main actors in the regional government structure, especially the regional head or regent, this shows that the direction and process of RPJPD implementation are greatly influenced by strategic decisions made at the regional executive level.

Based on the results of interviews with key informants, the indicators of the location of decision-making in the implementation of the Sumedang Regency RPJPD policy for 2005–2025 are generally at the regional level, especially in the position of the Regent as the main actor. Almost all informants agreed that strategic decisions regarding the direction and implementation of the RPJPD were dominated by the regional head. For example, the Regent of Sumedang for the 2013–2018 and 2018–2024 periods stated that the regional government has full freedom to formulate the RPJPD implementation strategy, with the regent and regional apparatus as the main implementing actors. Coordination between regional apparatus and other stakeholders is also seen as important, although in practice it often does not run optimally.

Overall, the informants described that the decision-making position in the implementation of the RPJPD is in the hands of the Regent as the main controller, with technical support from Bappeda and a supervisory role from the DPRD. However, the weak coordination and evaluation system causes the dominance of regional heads not always to be directly proportional to consistency towards the RPJPD, so that the direction of development often depends on the vision and leadership style of each government period.

Program Implementation

Based on the processing of NVIVO application data on the results of interviews regarding the Implementation of the Sumedang Regency RPJPD Policy for 2005-2025, the program implementation indicators can be explained in the following figure:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.10 Word Cloud Program Implementation

Based on the word cloud visualization from informant interviews related to the Program Implementation indicators in the implementation of the Sumedang Regency RPJPD policy for 2005–2025, it can be seen that program implementation is very closely related to the regional context, regulations, public, and government apparatus. The word “region” appears dominantly, indicating that the implementation of the program is focused on local characteristics and regional needs of Sumedang Regency. This reflects that the RPJPD as a long-term planning document seeks to answer development challenges based on potential and regional problems specifically.

Based on the results of interviews with informants, the implementation of the program in the implementation of the Sumedang Regency RPJPD policy for 2005–2025 is generally at the regional government level, with the Regent and regional apparatus (OPD) as the main implementers. Informants from among regional heads, such as the Regent for the 2013–2018 and 2018–2024 periods, emphasized that the implementation of the program was carried out by the ranksgovernmentregions in accordance with the main tasks and functions of each device, with the aim of achieving the indicators and targets that have been set in the RPJPD document. However, even though the implementing structure has been determined, the effectiveness of implementation is highly dependent on the leadership of the regional head and cross-OPD performance.

Overall, the informants agreed that the implementation of the RPJPD program was formally in the hands of the regional government through its apparatus. However, the effectivenessimplementationis highly determined by the commitment of the leadership, the capacity of human resources, and the weak coordination and monitoring system. The absence of a periodic evaluation system and weak supervision often cause program implementation to be out of sync with the long-term vision of the RPJPD.

Resources involved

Based on the processing of NVIVO application data on the results of interviews regarding the Implementation of the Sumedang Regency RPJPD Policy for 2005-2025, the resource indicators involved can be explained in the following image:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.11 Word Cloud Resources involved

Based on the word cloud displayed, it can be seen that the indicator of Resources Involved in the implementation of the 2005–2025 Sumedang Regency RPJPD policy contains a number of keywords such as region, budget, resources, government, partisanship, and BUMD. These words reflect various types and aspects of resources, both human, financial, and institutional, which are the mainstays in the implementation of long-term development policies in Sumedang Regency.

Informants from the bureaucracy, such as the Regional Secretary and the Assistant to the Regional Secretariat Government, acknowledged that the lack of understanding and capacity of human resources, both among bureaucrats and the DPRD, also hampered the optimization of resources in the implementation of the RPJPD. They stated that human resources who did not understand the RPJPD document and weak cross-sector commitment made development programs not run consistently. In addition, changing regulations also made it difficult to plan and allocate resources sustainably.

Overall, informants assessed that the resources involved in the implementation of the Sumedang Regency RPJPD were not fully adequate and were not managed strategically. Budget limitations, weak human resources, and the lack of an integrated monitoring and allocation system were the main obstacles in achieving long-term goals. As a result, although the planning documents had been well prepared, their implementation was not supported by comparable resources, so the results were not optimal.

Policy Environment

On the other hand, the legal and regulatory aspects provide a normative basis for the implementation of the RPJPD, as stated in the Sumedang Regency Regional Regulation Number 2 of 2014.2008 and supported by national laws and regulations such as Law No. 25 of 2004 and Permendagri No. 86 of 2017. However, weak supervision from the DPRD and less than optimal coordination between the executive and legislative institutions indicate that

Based on the processing of NVIVO application data based on interview results regarding ImplementationPolicyThe 2005-2025 RPJPD of Sumedang Regency, the indicators of the characteristics of institutions and authorities can be explained in the following image:



Source: Data Processing Output with NVIVO 12 Plus Application. Year 2025

Figure 4.13 *Word Cloud* Characteristics of Institutions and Rulers

Based on the word cloud displayed, the indicators of Characteristics of Institutions and Authorities in the implementation of the RPJPD policy of Sumedang Regency in 2005–2025 highlight key words such as achievements, functions, each, institution, bappeda, dprd, and implementation. These words indicate a spotlight on the division of roles and implementation of the functions of key institutions in the implementation of long-term development policies.

Overall, the informants agreed that although government institutions have a complete structure, the institutional characteristics are not adaptive, coupled with the dominance of regional heads who often change the direction of policy, makes the implementation of the RPJPD not run as it should. Weak coordination, regulatory changes, and inconsistencies in describing planning documents cause the RPJPD to become more of a formal document than an operational long-term development roadmap.

at any time.fiveyears. This causes a mismatch between the initial indicators and the ever-changing social, economic, and regulatory dynamics. The inaccuracy in updating this document is also exacerbated by the low understanding and involvement of state civil servants (ASN). Most ASN, especially those who are not in structural positions, do not understand the contents and objectives of the RPJPD substantially. Even among structural officials, understanding of the RPJPD only reaches around 30-60 percent, so that program implementation is often purely technical and administrative, without orientation to a long-term vision.

Another obstacle is the lack of digitalization of planning documents. Until the end of the RPJPD period, many initial RPJP and first-period RPJMD documents were difficult to find, both physically and digitally. This hampers policy tracking, achievement evaluation, and planning continuity. On the other hand, the disconnection between the RPJPD and RPJMD is also a serious problem. Ideally, the RPJMD is a five-year elaboration of the RPJPD, but in practice many regional heads prepare RPJMDs based on personal visions or campaign promises without referring to the RPJPD. This weakens the direction of long-term development and strengthens the short-term development cycle.

Finally, the low level of socialization and community involvement is a significant obstacle. The RPJPD is not really known by the general public as a document of the will of the people. Most citizens do not even know the existence or contents of the document, so the RPJPD seems like an elitist document belonging to the bureaucracy.solely. This lack of public involvement makes the RPJPD lose its social legitimacy value and does not foster a sense of community ownership of the direction of regional development. The accumulation of all these obstacles explains why the achievement of the RPJPD for 20 years has only ranged from 30% to 80% according to the perceptions of stakeholders interviewed.

Research Findings

This study found that the implementation of the Sumedang Regency RPJPD policy for 2005–2025 experienced various structural, institutional, and political obstacles. Although the RPJPD has been legally drafted as a master document for long-term development, in practice the RPJPD is treated more as a document.administrativeformality. The absence of a specific policy maker causes the direction of this policy to often be ignored, especially because more attention is directed to the RPJMD which is five-yearly and political in nature. Regional heads who serve tend to focus more on realizing their short-term vision and mission, so that the implementation of the RPJPD does not run consistently between periods. There is a disconnect between long-term planning (RPJPD) and medium-term planning (RPJMD), because there is no integration and evaluation system that guarantees continuity between planning documents.

This condition is exacerbated by the absence of a scheduled and systematic evaluation mechanism. For two decades, the RPJPD has never been revised or reviewed, even though the Law has provided space for evaluation every five years. As a result, the direction of developmentbecomevague, and program achievements cannot be measured accurately. In fact, strategic indicators that should be work guidelines are often unknown or not used as references in annual planning or SKPD strategic plans. Many programs are copy-pasted from

the previous year, without being adjusted to the direction of long-term development. In addition, some heads of departments are busier with ceremonial activities, and hand over the substance of planning to technical staff such as program sub-section heads, which makes program implementation lose its strategic spirit.

Institutionally, the characteristics of policy implementing institutions show a tendency towards formalistic bureaucracy, with a weak level of inter-agency coordination. There is no integrated information system between the RPJPD, RPJMD, and planning documents. In fact, in some cases, regional apparatuses are not aware of the existence of the RPJPD document, and the community is also not involved meaningfully in the monitoring or evaluation process. Socialization of the RPJPD is very minimal, so that the community cannot provide feedback or assessments on the implementation of long-term development. This causes public policy to become elitist and closed, and far from the principles of accountability and participation mandated in development planning.

On the resource side, this study revealed that limited regional budgets are a major obstacle in realizing strategic targets. Low Regional Original Income (PAD) and high dependence on central transfer funds mean that many strategic programs cannot be implemented optimally. Human resource capacity is also considered inadequate, both in terms of quantity and quality, so that program implementation does not run optimally. Many regional apparatuses do not understand the contents and strategic direction of the RPJPD, including at the structural official level, which indicates a weak internalization process of policies in the bureaucratic environment.

In terms of compliance, informants said that although formally regional apparatuses “comply” with the RPJPD because it has become a Regional Regulation, in substance many program implementations deviate from the direction of long-term policies. The RPJPD is often ignored because there is no achievement reporting system, and it is not the basis for strategic forums such as Musrenbang and RKPD. Policy responsiveness to social change is also low, because there is no active feedback mechanism between the community and the local government. As a result, development programs do not always reflect the dynamic needs of the community.

Conflicts of interest between actors, both political and bureaucratic, also become inhibiting factors. Each regional head brings their own political agenda, which is not always in line with the RPJPD. In some cases, the tug-of-war of interests causes drastic changes in the direction of development every five years, so that the RPJPD loses its relevance and continuity. However, some informants considered that these conflicts are not always negative, as long as they are managed well through political communication and institutional approaches.

In general, the degree of change achieved from the implementation of the Sumedang Regency RPJPD is at a high level. moderate to low. Although some indicators such as poverty reduction and improvement of public services can be achieved, the overall achievement of the RPJPD is not optimal. Several informants assessed the achievement at only around 60-70%, and some even stated that only 20% of the strategic targets were actually realized. This

difference indicates a weak measurement system and the absence of consensus on the method of evaluating the achievement of the RPJPD.

Therefore, the findings of this study suggest the importance of updating the long-term development planning system at the regional level. A system is needed that is capable of integrate RPJPD, RPJMD, and RKPD hierarchically and operationally, and ensure the sustainability of cross-government programs. In addition, it is necessary to determine the RPJPD policy makers who are clear and directly responsible for long-term strategic achievements. Institutional reform, strengthening human resource capacity, increasing public participation, and establishing a periodic evaluation system are the keys to making the RPJPD a truly living development tool, not just an administrative document.

CONCLUSION

Based on the results of the research conducted, it can be concluded that: The implementation of the Sumedang Regency RPJPD Policy for 2005–2025 has generally been carried out administratively and formally, but has not been optimal in substance. The RPJPD document has been prepared and stipulated as a Regional Regulation, but in its implementation it is often not the main guideline for development. The implementation of the policy is more influenced by the political vision and mission of the regional head in the five-year RPJMD. As a result, there is a disconnection between planning periods, and the continuity of the direction of long-term development is not consistently maintained. Coordination between regional apparatuses, as well as between the regional government and the DPRD, has not been synergistic. The RPJPD has also not been socialized well, either to the community or to the bureaucratic structure, so that its implementation tends to be closed and elitist. Obstacles in the implementation of the RPJPD policy include various structural, institutional, and resource aspects. The main obstacle is dependence on the regional head, which makes the direction of the policy dependent on the power and political interests of each regent. The absence of a periodic evaluation system, clear policy makers, and the weak role of technical institutions such as Bappeda are also serious obstacles. Budget limitations, low human resource capacity, and weak information and monitoring systems have resulted in many programs not being in line with the long-term vision. In addition, the RPJPD has not been integrated with derivative documents such as the RPJMD, Renstra SKPD, and RKPD, so that its implementation tends to be unfocused and copy-paste. Conflicts of interest, both between agencies and between government periods, also weaken the implementation of this policy.

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