



## Evaluasi Rencana Strategi (Renstra) Periode Tahun 2013-2017 Pada Dinas Pemuda dan Olahraga Provinsi DKI Jakarta Menggunakan Metode Rapid Assessment Procedures (RAP)

Silfia

Manajemen, Universitas Teknologi Nusantara, Bogor, Indonesia

### Abstract

Received: 9 Januari 2023

Revised: 20 Januari 2023

Accepted: 4 Februari 2023

The Strategic Plan Document (Renstra) is guided by the Regional Medium Term Development Plan (RPJMD), the Regional Long Term Development Plan (RPJPD) and by taking into account the National Medium Term Development Plan (RPJM). The purpose of this study is to conduct a strategic planning evaluation contained in the Strategic Plan (RENSTRA) of the DKI Jakarta Provincial Youth and Sports Service Office 2013-2017 using Rapid Assessment Procedures (RAP) method. The evaluation includes two evaluation stages, namely, the first stage is to evaluate synchronization between strategic planning documents. In this evaluation the evaluation method used is the Rapid Assessment Evaluation model. The second stage is an evaluation to measure the achievement of organizational performance. Gap Analysis evaluation model is to determine the comparison of actual performance with potential or expected performance. The results of the evaluation using the Rapid Assessment method, synchronization between the strategy documents that exist in the DKI Jakarta Provincial Youth and Sports Service for the 2013-2017 period have been realized, the percentage of documents from 2013-2017 is each criteria of the total policy (Objectives, Goals, Programs, Activities and Indicators) which should be explained still <10%. The results of performance measurement at the DKI Jakarta Provincial Youth and Sports Service for the 2013-2017 period on 5 (five) targets have been determined as many as 11 (eleven) performance indicators can be concluded that: 4 (four) performance indicators or 36.36% are categorized beyond the target, 2 (two) performance indicators or 18.18% with categories according to target, 4 (four) performance indicators or 36.36% categorized as not achieving the target, 1 (one) performance indicator is not available data.

**Keywords:** Evaluation Strategy, Rapid Assessment, Gap Analysis

(\*) Corresponding Author: [sasongko.silfia@gmail.com](mailto:sasongko.silfia@gmail.com)

**How to Cite:** Silfia, S. (2023). Evaluasi Rencana Strategi (Renstra) Periode Tahun 2013-2017 Pada Dinas Pemuda dan Olahraga Provinsi DKI Jakarta Menggunakan Metode Rapid Assessment Procedures (RAP). *Jurnal Ilmiah Wahana Pendidikan*, 9(4), 615-620. <https://doi.org/10.5281/zenodo.7981414>

### INTRODUCTION

Strategic planning in nonprofit organizations is a method of positioning organizational goals. Planning is a must for profit for nonprofit organizations. Strategic actions and thoughts are very much needed for the future success of the organization. Strategic planning can benefit both nonprofit organizations and organizations that bring profit in the territory of Indonesia which has a radically changing environment to respond and anticipate changes that occur efficiently and effectively (Bryson, 2011).

Appropriate strategic planning is carried out in nonprofit organizations for the survival of the organization in competition with its competitive organizations so as to get an effective place for its environment and meet the urgency and demands of society (Nolan, Goodstein, & Goodstein, 2008). Nonprofit



organizations increase their money and increase their resources with appropriate strategic planning. So that strategic planning plays a very important role in achieving organizational goals, objectives, mission and vision (Lawlor, 2010). A strategic and comprehensive approach to evaluation can advance learning in public and non-profit organizations (Newcomer, Kathryn & Clinton T. Brass, 2016).

Regional development planning is an inseparable part of the national development planning system which is regulated in Law Number 25 of 2004 concerning the National Development Planning System and Law Number 32 of 2004 concerning Regional Governments mandating the Regional Work Unit (SKPD) to compile Strategic Plan (RENSTRA), with coordination of the Regional Planning Agency.

Referring to Government Regulation Number 8 of 2008 concerning the stages, procedures for preparing, controlling and evaluating the implementation of regional development plans, regional development planning is a unity in the national development planning system carried out by regional governments together with stakeholders based on their roles and authorities, based on conditions and potential each region has in accordance with the dynamics of development.

Monitoring and Evaluation are embedded concepts and are part of every work program. This involves collecting systematic information from work programs by systematically and objectively assessing each program in progress (Owen, 2013). While the current public policy model certainly begins to reflect a shift from traditional thinking about organizational design and public management, a systematic process for creating and maintaining performance improvements that reflect environmental change clearly does not exist (Karami, 2015).

As a function of the Strategic Plan of the Youth and Sports Service to formulate policies, programs, and activities in the scope of the Youth and Sports Service to be used as a reference for the future to be more efficient and effective based on the principles of good governance. Therefore it is necessary to evaluate the Strategic Plan (RENSTRA) of the Youth and Sports Agency so that the targets or objectives of the programs can be achieved where the organizational performance will automatically improve for the sustainability of the organization in the future.

The Strategic Plan Document (Renstra) is guided by the Regional Medium Term Development Plan (RPJMD), the Regional Long Term Development Plan (RPJPD) and by taking into account the National Medium Term Development Plan (RPJM).

Sports and youth issues often grow as an endless problem. Based on observations that were successfully identified by the researchers are as follows: There is still a lack of synchronization between strategic planning documents, so that the focus and priority of the objectives, policies and program activities in the current year are not appropriate, work programs / activities in each field of work that have not been achieved maximum

The evaluation includes two evaluation stages, namely, the first stage is to evaluate synchronization between strategic planning documents. In this evaluation the evaluation method used is the Rapid Assessment Evaluation model. The second stage is an evaluation to measure the achievement of organizational performance. Gap Analysis evaluation model is to determine the comparison of actual

performance with potential or expected performance. This method is an organizational / corporate evaluation tool that focuses on the gap in the current organizational performance with the performance that has been previously targeted (Parasuraman, Zeithalm and Berry (1995).

## **METHODS**

### **Research Approach**

This research approach is using qualitative methods.

### **Data collection technique**

Techniques Data collection conducted in this study is to use interviews and make direct observations on strategic documents that exist in the DKI Jakarta Provincial Youth and Sports Service.

### **Data analysis**

Data analysis used in the research Strategic Plan Evaluation at the Youth and Sports Service uses the Rapid Assessment evaluation method to find out the synchronization between the strategic documents in the DKI Jakarta Provincial Youth and Sports Service. While the performance analysis of the DKI Jakarta Youth and Sports Service uses Gap Analysis evaluation method

## **RESULTS & DISCUSSION**

Synchronization of indicators in the RENSTRA of the Youth and Sports Service Agency for 2013-2017 is explained as much as 91% in the KPD of Youth and Sports Service in 2017. So as much as 9% of indicators in the RENSTRA of the Youth and Sports Service Agency in 2013-2017 cannot be explained in the RKPD of Youth and Sports Services in the year 2017.

Direction Synchronization in the RKA of the DKI Jakarta Provincial Youth and Sports Service Program in the Field of Sports Improvement Achievement from 2013-2017 in the RKPD of the DKI Jakarta Provincial Youth and Sports Service from 2013-2017 has been realized.

Performance Evaluation of the DKI Jakarta Provincial Youth and Sports Service in 2013 all indicators (100%) fall into the reached or exceeded category.

None of the achievements of the budget realization for each mission support program reached the target (100%). The 2014 program performance indicators are compared with the end-period targets, which fall into the category reached or exceed 9 indicators (90%), while those included in the category need 1 indicator (10%). The 2015 program performance indicators are compared with the end-period targets, which fall into the category achieved or exceed 6 indicators (55%). Included in the category will be achieved as many as 3 indicators (27%), while those included in the category need 2 hard indicators (18%). Program performance indicators in 2016 compared to the end-period targets, which fall into the category reached or exceeded 6 indicators (55%). Which is included in the category will be achieved as much as 1 indicator (9%), while those included in the category need to be as hard as 4 indicators (36%). 2017 program performance indicators compared with the end-period targets, which fall into the category reached or exceeded as many as 6 indicators (60%), which falls into the category of 1 indicator (10%), while those included in the category need as much hard effort 3 indicators (30%).

## CONCLUSION

This study aims to evaluate the Strategic Plan of the DKI Jakarta Provincial Youth and Sports Service for the 2013-2017 period which is expected to provide recommendations in improving the strategic planning documents, and also to find out what factors influence organizational performance based on the Provincial Youth and Sports Service RENSTRA DKI Jakarta 2013-2017 period as an improvement for the organization in the following years.

The conclusions obtained from this study are the results of evaluation using the Rapid Assessment method, synchronization between the existing strategic documents at the DKI Jakarta Provincial Youth and Sports Service for the 2013-2017 period, the percentage of documents from 2013-2017 for each criterion. of the total policies (Objectives, Objectives, Programs, Activities and Indicators) which should be explained still <10%. The results of the measurement of the performance of the DKI Jakarta Provincial Youth and Sports Service for the period 2013-2017 for 5 (five) targets have been determined as many as 11 (eleven) performance indicators 4 (four) performance indicators or 36.36% categorized beyond the target, 2 (two) indicators performance or 18.18% with the category according to the target, 4 (four) performance indicators or 36.36% categorized as not achieving the target and 1 indicator of no data available.

## REFERENCES

- Allison, Michael., and Jude, Kaye. (2005). *Perencanaan Strategis Bagi Organisasi Nirlaba*. Jakarta: Yayasan Obor Indonesia.
- Aswin J.Baliga., and Dr Lewlyn L.R Rodrigues. (2015). Business Plan, the secret to success. *The International Journal of Business & Management*, 2321-8916
- Bryson, John M. (2005). *Perencanaan Strategis Bagi Organisasi Sosial*. Yogyakarta : Pustaka Pelajar.
- David, Fred R. (2011). *Strategic Management Manajemen Strategi Konsep*, Edisi 12. Jakarta: Salemba Empat.
- Gasangwa, Stanley Mweisgye., Dr. Patrick Mulyungi., and Prof. Eugene Ndabaga. (2017). Influence of monitoring and evaluation strategy and implementation of government project. *European Journal of Business and Management*
- Gitosudarmo, Indriyo. (2001). *Manajemen Strategis*. Yogyakarta: PT BPFE
- Gupta, M.P., and Debashish Jana. (2003). E-goverment evaluation: A framork and case study. *Gupta and Jana / Government Information Quaterly* 20
- Hadi Sutopo, Ariesto., Arief, Adrianus. (2010). *Terampil Mengolah Data Kualitatif dengan NVIVO*. Jakarta: Prenada Media Group
- Halim, Rahmawati. (2014). Analisa Strategi Peningkatan Kinerja bagian sekretariat pada dinas pendikan pemuda dan olahraga kabupaten Banggai. *Jurnal Untad*
- Hariadi, Bambang. (2003). *Strategi Manajemen*. Malang: Banyumedia Publishing.
- Hunger, J David dan Thomas L. Wheelen. (2003). *Manajemen Strategis*. Yogyakarta : Penerbit Andi.
- H. Poister, Theodore., and Gregory Streib. (2005). Element of Strategic Planning and Management in Municipal Government: Status after Two Decades. *Wiley on behalf of the American Society for Public Administration*

- Ivanisevic, A., Katic, I.a, Buchmeister, B., and Leber, M. (2016). Business Plan feedback for cost effective business process. *Journal home: apem-journal.org*, 11, 173–182
- Jauch, Lawrence R., dan William F. Glueck. (1999). *Manajemen Strategis dan Kebijakan Perusahaan*. Jakarta: Erlangga.
- McBain, Luke., and Jonathan Smith. (2010). Strategic Management in the Public Sector. *E-Leader Singapore*
- Milles, M.B., and Huberman, M.A. (1984). *Qualitative Data Analysis*. London: Sage Publication
- Muljadi, Arief. (2006). *Pokok-Pokok dan Ikhtisar Manajemen Stratejik Perencanaan dan Manajemen Kinerja*. Jakarta: Prestasi Pustaka.
- Moleong, J.Lexy. (2008). *Metodologi penelitian kualitatif*. Bandung: PT Remaja Rosdakarya.
- Moelong, J. Lexy. (2014). *Metode Penelitian Kualitatif*. Jakarta: Rosdakarya
- Nawawi, Hadari. (2000). *Manajemen Strategik Organisasi Non Profit Bidang Pemerintahan*. Yogyakarta : Gadjah Mada University Press.
- Newcomer, Kathryn., and Clinton T. Brass. (2016). Forging a strategic and Comprehensive approach to evaluation within public and nonprofit organization: Integrating measurement and analytics within evaluation. *American journal of evaluation*
- Parycek, Peter., Johann Höchtl., and Michael Ginner. (2014). Open Government Data Implementation. *Journal of theoretical and applied electronic commerce reserach*, 9, 80-99
- Peraturan Pemerintah Republik Indonesia Nomor 8 Tahun 2008. Tentang *Tahapan, Tata Cara Penyusunan, Pengendalian dan Evaluasi Pelaksanaan Rencana Pembangunan Daerah*.
- Purwanto, Iwan. (2008). *Manajemen Strategi*. Bandung: Yrama Widya
- Rahardjo, Mudjia. (2012, November 17). Triangulasi Dalam Penelitian Kualitatif. Retrieved from <http://mudjiarahardjo.uin-malang.ac.id/materi-kuliah/270-triangulasi-dalam-penelitian-kualitatif.html>
- Ramaisa aqdas Rana., Fazeyha Zirwa Rana., and Huzaiifa Ahmad Rana. (2017). Strategic Planning Role in non profit organization. *Journal for Studies in Management and Planning*, 3, 2395-046
- Rencana strategis Dinas Pemuda dan Olahraga Provinsi DKI Jakarta Tahun 2013-2017
- Saebani, Beni Ahmad. (2008). *Metode Penelitian*. Bandung: Pustaka Setia.
- Salusu, J. (1998). *Pengambilan Keputusan Stratejik untuk Organisasi Publik dan Organisasi Nonprofit*. Jakarta: Gramedia.
- Sugiyono. (2009). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung: Alfabeta
- Susanto. (2006). *Metode Penelitian Sosial*. Surakarta : LPP UNS & UNS Press.
- Sutopo, H.B. (2002). *Metodologi Penelitian Kualitatif*. Surakarta : UNS Press.
- Suwandiyanto, M. (2010). *Manajemen Strategi dan Kebijakan Perusahaan Online*.
- Suwarsono, Muhammad. (2004). *Manajemen Strategik Konsep dan Kausus*. Yogyakarta: UPP Amp Ykpn.
- Tunggal, Amin Widjaja. (2009). *Intisari Manajemen Strategik*. Yogyakarta: Harvarindo.

- Wheelen, Thomas L., Hunger, J. David. (2010). *Strategic Management and Business Policy Achieving Sustainability*. Twelfth Edition. Pearson.
- Wahyudi, Agustinus Sri. (1996). *Manajemen Strategik. Pengantar Proses Berpikir Strategik*. Jakarta: Binarupa Aksara.