

Enhancing Strategic Planning Capacity through Data Validation and Administrative Analysis: A Community Service Initiative

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ABSTRACT

This Community Service (PKM) activity aims to provide guidance on and describe the administrative planning analysis process involved in drafting the 2025–2029 Strategic Plan (Renstra) for the West Java Province Library and Archives Agency (Dispusipda). Drafting a Strategic Plan is a crucial component of local government governance, serving to define the direction of medium-term policies, programs, and activities. The study employs a descriptive qualitative method based on field-based guidance activities, encompassing participant observation, document review, and activity documentation. Data analysis was conducted using the Miles and Huberman interactive model, utilizing analytical tools such as problem/decision trees, fishbone analysis, and cascading analysis. The guidance process revealed that drafting the Strategic Plan involved formulating strategic issues in the library and archives sector, aligning performance targets and indicators, and adjusting data within the digital planning application (Japati). Key challenges included data source inconsistencies and variations in information structures across activities. Through this guidance activity, these challenges were addressed by strengthening data governance, enhancing cross-unit coordination, and implementing multi-layered data verification and validation. This Community Service activity makes a tangible contribution to improving the quality of public planning governance and ensuring the validity of regional planning documents.

Keywords: Regional Government Planning, Strategic Plan, Administrative Planning Analysis, Dispusipda.

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1. INTRODUCTION

Regional governments are increasingly challenged to improve the quality of public services in response to evolving community needs, technological developments, and growing demands for transparency and performance accountability. These conditions require regional government agencies to establish effective administrative governance and planning systems that direct organizational activities toward achieving objectives effectively and sustainably. In public organizations, strategic planning is an important component of strategic management because it determines the organization's direction, objectives, and strategies over the medium term (Favoreu et al., 2016). David & David (2017) explains that strategic management encompasses the processes of strategy formulation, implementation, and evaluation to achieve organizational objectives. Meanwhile, Almuarif (2023) views strategic planning as a comprehensive long-term

planning process that provides a foundation for operational planning, ensuring that organizational activities and resources are aligned with predetermined objectives.

Within regional government, strategic planning is formulated through various planning documents, one of which is the Rencana Strategis (Renstra), or Strategic Plan, which serves as a guideline for regional government agencies in determining their direction, objectives, targets, and programs over a five-year period. Anindya et al (2023) explains that strategic plan functions as a primary reference for directing program implementation as well as a basis for organizational performance control and assessment. In line with this perspective, Presidential Regulation Number 80 of 2025 positions Renstra as a strategic planning document prepared through a technocratic approach by considering objective conditions and development directions. The document also contains a performance structure consisting of targets, performance indicators, and performance targets.

The West Java Provincial Library and Archives Agency (Dispusipda) is a regional government agency responsible for library and archival affairs and therefore requires strategic planning to guide the implementation of its organizational programs and activities. The preparation of the 2025–2029 Strategic Plan of Dispusipda refers to Minister of Home Affairs Regulation Number 86 of 2017 and considers the alignment of regional development planning as stipulated in Minister of Home Affairs Instruction Number 2 of 2025. In addition, the preparation of the Strategic Plan takes into account the 2025–2029 Regional Medium-Term Development Plan (RPJMD) of West Java Province, the West Java Provincial Spatial Plan (RTRW), and the Strategic Environmental Assessment (KLHS) of the RPJMD as components of integrated regional development planning.

In practice, the planning process involves not only preparing planning documents but also managing, processing, and validating data that support policy formulation and organizational performance. During activities conducted in the Secretariat of Analysis, Planning, and Reporting at Dispusipda, inconsistencies were identified between cascading data and data recorded in the Japati application, including a difference in the recorded target data of 42 units and 76 units. This condition demonstrates the importance of data verification and validation in supporting accurate planning processes. Such data inconsistencies and anomalies are also consistent with Nugraha et al. (2024), who emphasize the importance of data quality management in government institutions.

In addition to data-related issues, preparing the Strategic Plan requires integration among various planning components. The activities involved data processing and performance analysis, preparation and examination of the Strategic Plan document, cascading analysis, data adjustment with the Japati application, risk analysis, and revision of the Strategic Plan document. Based on these conditions, this article aims to describe the administrative planning process of a regional government agency in preparing the 2025–2029 Strategic Plan of Dispusipda, West Java Province, and to identify the challenges encountered during its implementation.

2. METHODS

This community service program employed an advocacy and mentoring approach designed to guide and facilitate the administrative planning process involved in preparing the 2025–2029 Strategic Plan (Renstra) for the West Java Provincial Library and Archives Agency (Dispusipda). This approach was selected to foster active collaboration and provide direct, hands-on assistance within the natural operational setting of the agency. Rather than acting merely as external observers, the community service and internship team worked side-by-side with the agency's apparatus to address practical challenges in strategic planning, policy formulation, and public administration governance.

The execution of this community service and internship activity was structured into four consecutive stages to ensure comprehensive and systematic engagement. The initial phase focused on preparation and coordination, which involved preliminary audiences and Focus Group Discussions (FGDs) with the leadership and staff of Dispusipda to map out specific assistance needs and align expectations. Following this, the implementation phase placed the team directly

into the policy analysis and problem-mapping processes, utilizing collaborative frameworks and analytical tools such as problem trees and fishbone diagrams to dissect core planning obstacles.

The subsequent stage concentrated intensively on data validation and synchronization, where the mentoring team guided agency personnel in aligning manual cascading documents with digital data from the Japati planning application to resolve target discrepancies. The final stage comprised evaluation and reporting, during which the team reviewed the finalized strategic plan documents, evaluated the overall effectiveness of the advocacy intervention, and compiled the community service reports. Through this structured workflow, the project successfully bridged academic concepts with real-world administrative practices.

To ensure the advocacy and mentoring protocol was executed with maximum rigor, the implementation framework integrated a multi-layered participatory mechanism between the academic team and the municipal apparatus. During the initial coordination and problem-mapping sessions, joint working groups were established to foster direct dialogue, allowing planners to openly discuss bottlenecks encountered in drafting the 2025–2029 strategic framework. This collaborative arrangement ensured that every phase of problem tree construction and policy review directly reflected the operational realities and regulatory constraints faced by the regional agency, thereby reinforcing institutional capacity through continuous engagement.

Furthermore, the protocol for data validation and system synchronization required an iterative verification procedure to address inconsistencies between manual records and digital platforms. The mentoring team instituted structured cross-checking protocols where staff members systematically traced performance indicators, target quantities, and sub-activity nomenclature across both cascading documents and the Japati application. Whenever discrepancies or anomalous target figures emerged, joint reconciliation forums were convened to trace root causes, verify baseline metrics, and establish validated agreements before final documentation. This hands-on advocacy protocol ensured that the resulting strategic planning documents maintained complete accuracy, internal consistency, and institutional credibility.

3. RESULTS AND DISCUSSION

a. Implementation of the Planning Process in Renstra Preparation

The planning process for preparing the 2025–2029 Renstra at the West Java Provincial Library and Archives Agency (Dispupipda) involved data processing, problem identification, cascading analysis, data adjustment in the Japati system, review of planning documents, and refinement of the Renstra document. The process demonstrates that Renstra preparation is not limited to document preparation but also involves a series of analytical processes to ensure linkages among problems, objectives, targets, performance indicators, programs, activities, and sub-activities.

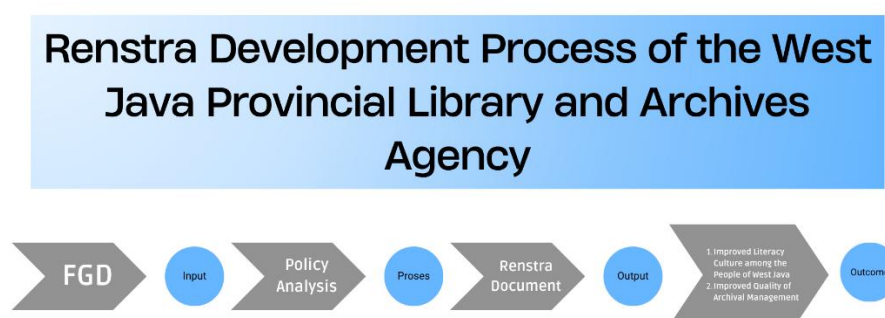


Figure 1. Renstra Development Process of the West Java Provincial Library and Archives Agency
Source: Dispupipda Jabar (2025)

Figure 1 illustrates the Renstra preparation process, consisting of inputs, processes, outputs, and outcomes. The process begins with a Focus Group Discussion (FGD) as a source of information

and input for planning, which is subsequently used in policy analysis. The analysis results are incorporated into the Renstra preparation process, resulting in the Renstra document as the output. The document is then directed toward achieving outcomes in the form of improved literacy culture among the people of West Java and improved quality of archival management. This process demonstrates the relationship between analytical stages, planning document preparation, and the organizational outcomes to be achieved.

The involvement of various stakeholders is also an important component in developing comprehensive planning. The involvement of the Penta Helix Forum in Renstra preparation is important because public planning requires collaboration among various stakeholders (Calzada, 2020). This approach involves government, academia, the business sector, the community, and the media, allowing the planning process to incorporate diverse perspectives and produce more relevant and legitimate policies. These findings are consistent with Anindya et al (2023), who views strategic planning as a process that provides organizational direction in determining medium-term objectives and strategies. In the context of Dispusipda, this process is manifested through the preparation of the Renstra as a guideline for implementing programs and activities over a five-year period.

b. Problem Analysis and Cascading

One stage in the planning process involved identifying and analyzing problems in library and archival affairs. The analysis was conducted by breaking down problems into core problems, specific problems, and root causes. The team also used problem tree/decision tree and fishbone analysis to identify relationships between problems and their underlying factors. The results of this analysis served as inputs for the planning process and discussions during Strategic Plan preparation. The subsequent stage involved cascading analysis to examine the relationship between development directions and the objectives, targets, indicators, activities, and sub-activities of the regional government agency. Performance indicators were also assessed using the SMART approach to examine their specificity, measurability, achievability, relevance, and time-bound characteristics. The results of the cascading analysis were then used to prepare the Strategic Plan draft and determine the Regional Government Agency Performance Indicators (IKPD). The cascading process demonstrates an effort to maintain alignment between strategic-level planning and activity-level implementation. This finding is consistent with the concept of strategic alignment proposed by McLean (2006) and Kumar et al. (2022), which emphasizes linking strategic objectives with the activities and organizational units that support their achievement. In this context, cascading translates the organization's strategic direction into more operational performance components.

c. Synchronization of Cascading Data with the Japati System

The Strategic Planning preparation process also involved planning and performance information systems. Data from the cascading process needed to be adjusted to match the data available in the Japati application, particularly indicators, targets, and performance units. The adjustment process involved examining the data available from both sources before using it in subsequent planning activities. The process identified inconsistencies between the cascading data and the data recorded in Japati. One difference was in the target quantity: 42 units in the cascading data and 76 units in Japati. This discrepancy required further examination and validation before the data could be used. The finding indicates that digital planning systems do not eliminate the need for data verification. Data quality remains an important factor because inconsistent data may affect the accuracy of information used in the planning process.

The finding is consistent with Nugraha et al. (2024), who emphasize that data inconsistencies and anomalies in government institutions may be associated with suboptimal data quality management. Therefore, data validation and synchronization are important components in supporting the quality of planning documents. The discrepancy between cascading data (42 units) and Japati application data (76 units)—a difference of 34 units or 80.95%—is not merely an administrative anomaly. It underscores a critical governance issue: the quality of the Renstra is

inherently dependent on the quality of its underlying data. Without rigorous data validation, the Renstra risks becoming a document based on assumptions rather than factual conditions, which can cascade into flawed policies, misallocated budgets, and unachievable performance targets.

Table 1. Comparison of Target Data between Cascading and the Japati Application			
Component	Dispusi	Japati Application	Difference
Number of equipment and other machinery units provided	42 units	76 units	34 units
Percentage difference			80,95%

Source: Dispusi Jabar (2025).

The urgency of maintaining high-quality data in the planning process can be understood through three key dimensions of its impact on the Renstra:

1) Credibility and Accountability of the Renstra

A Renstra serves as a formal performance contract between the institution and its stakeholders (including the executive, legislature, and public). When target figures are inconsistent—such as the 42 vs. 76 units for equipment procurement—the Renstra loses its credibility. Decision-makers cannot confidently defend resource requests or performance reports if the baseline data is questionable. Inconsistent data erodes trust and opens the institution to audit findings or public criticism, as it suggests weak internal controls over planning inputs.

2) Budget Accuracy and Resource Efficiency

The Renstra directly informs the budgeting process (e.g., RKA-K/L). A target of 42 units versus 76 units implies a nearly doubling of procurement volume, which would have significant cost implications. If the higher (76-unit) figure is used without validation, the institution may over-request funds, leading to wasteful spending or unused assets. Conversely, using the lower (42-unit) figure when the actual need is 76 units would result in underfunding, causing program failure or service delivery gaps. Thus, data inconsistencies directly jeopardize the fiscal discipline and operational effectiveness that the Renstra is supposed to guarantee.

3) Strategic Alignment and Performance Measurement

The Renstra is the backbone for cascading performance indicators down to individual work units. If the foundational targets are misstated, all downstream performance metrics (e.g., output per unit, timeliness, service coverage) become unreliable. This misalignment makes it impossible to accurately measure whether strategic goals are being achieved. As Nugraha et al. (2024) note, such anomalies are often symptoms of suboptimal data quality management that, if left uncorrected, will perpetuate a cycle of poor planning, weak monitoring, and invalid evaluation of Renstra’s outcomes. In conclusion, the 34-unit gap is a stark warning: digital planning systems like Japati are enablers, not substitutes, for human-led verification. Data quality must be treated as a strategic asset, not a technical afterthought. The Renstra preparation process must therefore institutionalize mandatory data reconciliation protocols—including cross-checking sources, traceability of indicator definitions, and clear escalation mechanisms for discrepancies—before any target is finalized. Only then can the Renstra fulfil its role as a valid, reliable, and actionable strategic guide for the organization.

d. Challenges in the Planning Process

The main challenges identified in the planning process were data inconsistencies, differences in information structures across sources, and the need for repeated verification and revision. These conditions required additional time for data examination, clarification, adjustment, and validation.

Table 2. Challenges in the Planning Process and Their Impacts

Problems	Field Reality	Impact
Data inconsistency	Differences between cascading data and data in the Japati application	Data verification and validation were required
Differences in information structure	Differences in data structures between activities and sub-activities	Caused difficulties during data input
Data changes	Data changed after the recapitulation process	Required document adjustment and reprinting
Document revisions	Corrections to performance indicators, cascading, policy narratives, and document structure	Required repeated preparation and examination

Source: Dispusipda Jabar (2025).

Based on Table 2, data inconsistency was one of the significant challenges in the planning process. This was reflected in the difference between the cascading data and the Japati application: 42 units were recorded in cascading and 76 units in Japati, a difference of 34 units. This discrepancy indicates that data used in the planning process requires examination and validation before further use. Differences in information structures between activities and sub-activities also created difficulties during data input. Such conditions may result in input errors and require adjustments to previously prepared data. Changes after the recapitulation process also required reprinting documents, while corrections to indicators, cascading, policy narratives, and document structures led to repeated revisions.

This, the challenges in the planning process were not limited to the substance of the planning document but also involved the management and consistency of the information underlying its preparation. Strengthening workflow and data validation mechanisms is therefore necessary to make the planning process more systematic, reduce repetitive work, and improve consistency between planning documents and information systems.

The preparation of the 2025–2029 Strategic Plan (Renstra) of the West Java Provincial Library and Archives Agency (Dispusipda) involved a series of administrative planning processes, including data processing, problem identification, cascading analysis, data synchronization with the Japati application, risk analysis, and refinement of the Renstra document. These processes show that Renstra preparation involves not only document development but also integrating information and validating data throughout the planning stages.

Several challenges were identified during the process, including data inconsistencies, differences in information structures between activities and sub-activities, data changes, and repeated document revisions. Data inconsistency was particularly evident in the difference between the cascading and Japati data, with 42 units recorded in cascading and 76 units in Japati, a difference of 34 units (80.95%). This finding highlights the importance of data quality and consistency in supporting the planning process (Nugraha et al., 2024). The challenges were addressed through communication and coordination across organizational units, an understanding of planning procedures and regulations, and strengthened data management practices. These efforts are consistent with Debora et al. (2021), who explain that adaptation within an organizational environment requires the ability to understand and adjust to prevailing systems and work mechanisms. Data management was further supported by establishing a primary data source, validating data before analysis, documenting data discrepancies, and clarifying data management responsibilities (Nugraha et al., 2024). These findings indicate that coordination, data validation, and data governance are interconnected components in supporting a more systematic, consistent, and efficient Strategic Planning preparation process.

Based on the challenges identified, the following recommendations are proposed to improve future Strategic Planning preparation processes. First, establish a formal data governance framework that designates the Japati application as the single source of truth, complete with clear protocols for data entry, validation, and updates to prevent inconsistencies such as the 80.95% discrepancy between cascading and Japati data. Second, institutionalize a pre-planning

reconciliation phase to synchronize data across all 76 units before formal preparation begins, ensuring all parties operate from aligned information. Third, strengthen inter-unit coordination through a permanent planning forum and regular communication channels to reduce repeated revisions and enhance collaborative problem-solving. Fourth, provide targeted training for staff on planning procedures, regulatory understanding, and data management practices to build organizational capacity. Finally, leverage Japati's technological capabilities to automate data validation and generate early discrepancy alerts, enabling proactive corrections and ultimately supporting a more systematic, consistent, and efficient Strategic Planning process overall.

The findings from this mentoring process offer several actionable insights and practical implications for regional government agencies engaged in strategic planning (Renstra). First, public organizations must formalize their data governance frameworks by designating digital planning platforms, such as the Japati application, as the primary and authoritative source for all performance targets and indicators to prevent massive discrepancies like the 80.95% target gap. Second, agencies should institutionalize a mandatory data synchronization phase prior to formal document drafting, ensuring that all cross-unit stakeholders operate from aligned metrics across manual cascading sheets and digital systems. Third, strengthening permanent planning forums and regular communication channels is essential for breaking down silos, reducing repeated document revisions, and fostering collaborative problem-solving among administrative units. Fourth, public sector institutions need to invest in continuous training programs for planning staff focusing on regulatory compliance, administrative procedures, and modern data management practices to improve institutional adaptability and response mechanisms. Finally, planners and system developers should leverage the technological capabilities of digital applications to incorporate automated validation checks and early warning alerts for data discrepancies, thereby supporting a more efficient, consistent, and error-free planning workflow.

4. CONCLUSION

This community service program successfully facilitated the West Java Provincial Library and Archives Agency (Dispusipda) in formulating its 2025–2029 Strategic Plan (Renstra) through structured advocacy and direct mentoring. The collaborative intervention demonstrated that effective strategic planning requires more than mere document compilation; it necessitates integrated information management, rigorous data validation, and active cross-unit coordination across all planning stages. By addressing core challenges—such as data inconsistencies, structural variations between activities, and an 80.95% target discrepancy between manual cascading documents and the Japati application—the mentoring program helped the agency enhance data accuracy and governance. Consequently, this community service initiative has contributed significantly to building institutional capacity, streamlining administrative workflows, and ensuring that the resulting strategic planning documents are reliable, accountable, and fully aligned with regional development regulations.

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