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**STRATEGIC PLANNING OF PURWOREJO REGENCY IN FACING  
NEW YOGYAKARTA INTERNATIONAL AIRPORT**

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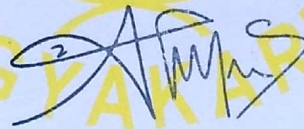
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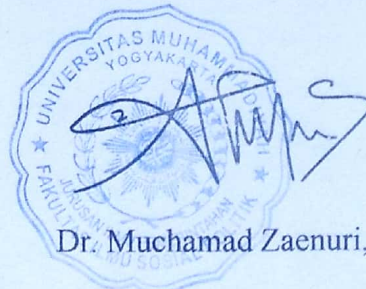
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# STRATEGIC PLANNING OF PURWOREJO REGENCY IN FACING NEW YOGYAKARTA INTERNATIONAL AIRPORT

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## **Abstract**

*The development of New Yogyakarta International Airport in Temon Sub-district, Kulon Progo Regency, Special Region of Yogyakarta Province has a major impact on other districts directly adjacent to the development site, one of them is Purworejo Regency. The impact can be a great opportunity for Purworejo Regency, which is currently in the stage of regional development and organizing regional development. This research is expected to describe the strategic planning taken by the local government of Purworejo Regency in facing the development of New Yogyakarta International Airport. In this study, the authors use this type of qualitative research. The data sources used are primary and secondary data. Method of collecting data used in this research is interview and documentation. This study obtained the results that the implementation of strategic planning which organized by Bappeda Purworejo Regency runs well in some specified areas which mention in the priority target program. Purworejo local government also uses their strength, weakness, opportunities and threats factors to better control areas that need to be developed and use 17 priority programs that have been set up for the facing steps of New Yogyakarta International Airports development.*

**Keywords:** *Development, Strategic Planning, SWOT.*

## **Background**

National and regional development is the effort to achieve a fair and prosperous society evenly in all aspects. Country Indonesia is known as a developing country and is currently actively carry out development in all fields in order to realize the national goal is to protect all the Nations of Indonesia and all the spilled blood of Indonesia, promote the general welfare, the intellectual life of the nation and implement the world order based on peace and social justice in accordance with the mentioned in the preamble of

the Constitution of 1945. Development undertaken by developing country like Indonesia will demand to always fix the infrastructure and state facilities to be able to keep pace with developments in the era of globalization. It is these demands that provide incentives for continued development by improving local infrastructure and facilities to meet the increasing needs of the people and impacting the developing countries themselves. It takes a lot of factors supporting to implement and develop the sector modernization in the development and governance of the city.

Currently in Kulon Progo, the trending news which reported is a development of New International Airport construction for Yogyakarta Province. The reason for the construction of the new airport in Yogyakarta is because the condition of Adi Sucipto Airport can no longer be developed due to limited land and natural constraints. The capacity is not able to accommodate the number of movement of passengers and the movement of existing aircraft. The maximum capacity of the passenger terminal at Adi Sucipto Airport, which has an area of 15 thousand square meters, is only about 1.2 million passengers per year. So even with other facilities such as; apron (aircraft parking area) capacity of only 8 aircraft; and the runway along the 2,250 meters, is no longer able to increase the movement of aircraft and serve large-bodied aircraft. Whereas in 2016, the number of passenger movements at Adi Sucipto airport has reached 7.2 million passengers. Of course these conditions make the service is not maximal and give impact on the reduced comfort of passengers. So it is necessary to immediately build a new bigger airport for air movement to be freer and the passengers more comfortable with the existence of a wider airport.

As a directly adjacent area of DIY, Purworejo Regency is regency that still needs to be developed in terms of infrastructure development and also tourism because the government does not even promote the tourism of its own region and also the lack of directions to tourist sites hamper the development of Purworejo Regency so that tourists find it difficult to explore tourist spots in Purworejo Regency. The location of the new airport development in Kulon Progo Regency and adjacent to the southern part of Purworejo Regency will created a new curiosity such what is a strategic planning that will be taken by Purworejo Local Government as a form of the development report because of this will certainly create great economic opportunities for regional income. Kulon Progo government itself conducts basic training to the community free of charge

in welcoming the presence of New Yogyakarta International Airport in hopes to cutting down poverty and unemployment, especially in front of the New Yogyakarta International Airport in Kulon Progo. The development of New Yogyakarta International Airport will take some effect in terms of growth in Purworejo Regency as the closest location with the construction.

## **Theoretical Framework**

### **Development Planning**

In general, planning means an activity and basic activities to make steps as efforts to get things to be achieved or aspired. In Law Number 25 Year 2004 on National Development Planning System article 1, Planning is a process to determine the right future action, through a sequence of options, taking into account the available resources.

Planning is an ongoing process that produces decisions, or choices, about alternatives to the possible use of my resources for the purpose of reaching a part of the goal within a certain period of time in the future. From the opinion of Conyers and Hill in Haryono (2010) obtained the definition of planning as:

1. Make a choice;
2. Allocate existing resources;
3. Achieving goals;
4. For the future.

So planning is a form of grand design action of a policy stakeholder to then plan a policy that will be implemented, where the policy is in accordance with the interests of the people and is something that is sustainable for the future. Decentralization policy is a policy that can encourage the acceleration of local development; here the local

government has the responsibility and big share in building the region both from economic, political, and social aspects.

### **Strategic Planning**

Michael E. Porter (Usmara, 2006) explained the meaning of strategy is to create an adjustment between the activities undertaken by a company. Considering the success of a strategy depends on doing a lot of things well, not choosing the job and integrating it. If there is no adjustment in the pursuit of the strategy, there will be no special strategy and no alignment at all.

Local government as a public organization should also have strategic planning which is a regular and pragmatic approach that can be used in current and future decision making. This strategic planning is a process of self-assessment, goal setting, strategic development, and performance monitoring (Hamali, 2006).

Every organization has a strategic, in this case to realize the organizational goal that must be owned by an organization is an activity. The organizational strategy looks at the patterns of objectives, policies, programs, activities, decisions, and resource allocations. An effective strategy must meet several criteria, such as:

- 1) Technically necessary strategy should be run.
- 2) Strategy is politically acceptable to stakeholders.
- 3) Strategy must be in accordance with the philosophy and values of the organization.
- 4) The strategy should be in accordance with the strategic issues to be solved.

### **SWOT Analysis**

SWOT is an acronym of strength, internal weakness of an institution and opportunities, and threats from the environment it faces. According to JP G Sianifar & Entang (2003), SWOT analysis is a process of detailing the internal and external environment to know the factors that influence the success of the institution into the

category of strength, weakness, opportunities and threats as the basis for determining the objectives, targets, and strategies to achieve it has the advantage of achieving a better future.

Internal and external environment analysis is expected to provide information about the institutional capability and position of agency strength as well as key factors of success or strategic factors in achieving the vision and mission. The information obtained from the SWOT analysis is used as feedback in sharpening mission formulation and the formulation of rational objectives and reference in formulating development strategies and plans.

## **Research Methods**

In this study the author using descriptive qualitative methods. The qualitative method is a procedure that produces research descriptive data in the form of the written word or spoken of people and behavior that can be observed. To get an objective conclusion, qualitative research tries to deepen and break through symptoms that inter-pretate the problem or to conclude the combination of problems as the situation presents. (Lexy, 2002:3).

## **Finding and Analysis**

From the research through Bappeda of Purworejo Regency, writer could explain are as follows:

### **1. Strength-Opportunities Analysis**

Location of Purworejo Regency that near with the construction site of New Yogyakarta International Airport is very beneficial for Purworejo regency. The greatest challenge of the local government of Purworejo regency is to manage the regional development that has been established to be the regional authority. In addition, development management also needs to be considered in the development of rural areas



in an effort to accelerate and improve the quality of resources and the ease of service quality and village empowerment in rural areas.

The existence of the New Yogyakarta International Airport Development will also have an impact on the economic growth of Purworejo regency. In addition to the construction of New Yogyakarta International Airport, the opportunity that is owned by Purworejo Regency is the opportunity of 9 national priority agenda of NAWACITA and Strategic Issue of Central Java development. To be able to take advantage of this opportunity properly, it is necessary that the regional apparatus that implements a clean and good governance so that in conducting supervision of development and development planning can run well and for growth and even distribution of development runs continuously.

The development of New Yogyakarta International Airport will certainly have an impact on the economic growth of Purworejo regency. This opens up huge opportunities for managers of the creative economy. By improving the quality and competence of existing human resources, local governments can utilize their work to be marketed and exhibited for sale to local and foreign tourists at higher selling prices. It also relies on the competitiveness and added value of more unique creation goods.

## 2. Strength-Threats Analysis

The location of Purworejo Regency which located in between 109° 47' 28" - 110° 8' 20" East Longitude and 7° 32' - 7° 54" South Latitude with total area of 1034.82 km<sup>2</sup> and has composition + 2/5 plain area and 3 / 5 mountainous areas, indeed often experience natural disasters. One of the natural disasters that often happened to Purworejo regency is landslide disaster. The massive landslide that occurred in Purworejo suffered a lot of casualties. One of the causes of landslide or land movement in Purworejo is due to high rainfall and Purworejo is an area prone to land movement. In addition to high rainfall the location of the landslide is on a steep slope and without restraint. At the disaster site there is a weak field between fresh, water-resistant rocks with more axle weathering, potentially sloping fields.

The landslides that occurred in Purworejo occurred in 5 villages in Karangrejo Village, Loano Sub-district; Jelog Village, Kaligesing Sub-District; Donorati Village, Pacekelan Village and Sidomulyo Village, Purworejo Subdistrict of Purworejo

Regency, Central Java Province. The five villages have entered into the danger zone of land movement, generally located in medium to high land movement zone. This zone can occur if the movement of the ground rainfall above normal, especially in areas adjacent to river valleys, escarpments, road cliffs or if the slopes are impaired. So this will certainly harm the economy in disaster prone areas and also regional revenue.

In this landslide disaster, the Regional Government of Purworejo Regency pursuant to Law no. 24 of 2007 Chapter IV Chapter 18 on Disaster Management, an agency was established in the district / city. The Regional Disaster Management Agency (BPBD) of Purworejo Regency always monitors and gives special attention to disaster-prone areas to minimize the likely impact of the disaster. BPBD collects volunteers through the development of the Tangguh Disaster Community (MASTANA). These volunteers come from various elements of society that is the village tool, community and religious leaders, Karang Taruna, farmer groups, art groups, PKK, and village midwives in various areas prone to disaster. These volunteers received training on disaster management from the Central Java Provincial BPBD.

### 3. Weakness-Opportunities Analysis

The disadvantages of Purworejo Regency that can be covered with great opportunities there are also owned by Purworejo regency if used and managed properly and wisely. By the development of New Yogyakarta International Airport, the Nine Opportunities Opportunity of NAWACITA's national priorities and strategic planning issues of Central Java Province, Purworejo Government can align and harmonize the population growth gap and minimize poverty.

The Purworejo government can develop the potential, capacity, and participation of the community through the development of infrastructure developed due to the impact of the great opportunities owned by Purworejo Regency, by way of developing the tourism. The development of productive and creative local resource enterprises, the expansion of market access to small-, medium-scale, and micro-scale tourism products can boost the poverty rate in Purworejo Regency.

The developments of tourism infrastructure facilities are very necessary and support the opportunities that have the impact of development of New Yogyakarta International Airport. In addition to the development of tourism infrastructure facilities,



it is also necessary to develop investment because with the development of New Yogyakarta International Airport and the opportunity of nine national priority agenda Nawacita, will attract business enthusiasts, entrepreneurs, and investors from outside Purworejo regency.

#### 4. Weakness-Threats Analysis

The Regional House of Representatives (DPRD) of Purworejo Regency discussed the draft of local regulations on poverty reduction in the hope of reducing poverty in Purworejo regency. Later this new rule contains cross-sectorial integrity in dealing with poverty and data validation efforts of the poor in Purworejo regency in an integrated, right on target, and sustainable. In addition, local governments continue to improve and develop infrastructure to minimize the impact of natural disasters and climate change issues that threaten the productivity of economic activities Purworejo regency.

After we analyses SWOT factors of Purworejo Regency, writer using SWOT Matrix to facilitate the translation strategy.

<p style="text-align: center;">Internal</p> <p style="text-align: right;">External</p>	<p><b>Strength (S)</b></p> <ul style="list-style-type: none"> <li>• Has a strategic location</li> <li>• Has the authority to manage local government affairs</li> <li>• Has sufficient number of regional apparatus</li> <li>• Stable regional economic conditions</li> </ul>	<p><b>Weakness (W)</b></p> <ul style="list-style-type: none"> <li>• Unbalanced demographic conditions</li> <li>• Poverty is high enough</li> <li>• General infrastructure that needs improvement</li> </ul>
<p><b>Opportunities (O)</b></p> <ul style="list-style-type: none"> <li>• New Yogyakarta International Airport Development in Kulon Progo Regency, DIY Province</li> <li>• Nine National Priority Agenda NAWACITA Opportunities and Strategic Issues Development of</li> </ul>	<ul style="list-style-type: none"> <li>➤ Manage regional development that has been established to be the regional authority.</li> <li>➤ Regional distribution by improve the quality of resources and ease of service quality also village empowerment in rural areas.</li> <li>➤ Realizing Purworejo</li> </ul>	<ul style="list-style-type: none"> <li>➤ Development Infrastructure</li> <li>➤ Development Tourism Attraction</li> <li>➤ Development of productive and creative local resources enterprise</li> </ul>

<p>Central Java Province</p> <ul style="list-style-type: none"> <li>• Asean Economic Community</li> <li>• Sustainable Development of Post 2015 (SDGs)</li> </ul>	<p>Regency to be a district with government apparatus capable of implementing good, clean, and participative governance oriented to the optimization of public services</p> <p>➤ Manage creative economy by improving quality and competence of existing human resource to increase regional income</p>	
<p>Threats (T)</p> <ul style="list-style-type: none"> <li>• Climate Change Issue</li> <li>• Disaster</li> </ul>	<p>➤ Improve regional infrastructure and disaster operations</p> <p>➤ Monitoring and gives a special attention to disaster-prone areas through MASTANA</p>	<p>➤ Discussed the draft of local regulation</p>

Based on the explanation above, local government of Purworejo Regency through Bappeda create strategic planning to manage the strategic issues that held in Purworejo Regency. Purworejo Regency runs 17 priority programs 2016-2021 to support the existing RPJMD 2016-2021 and also as an effort to overcome the problems encompassed in strategic issues. The 17 priority programs are as follows:

1. Development of South Border City
2. Make Over the Face of Purworejo; Make Over the face of Kutoarjo
3. The Field of Religion
4. Economic Sector-Development of Trade Facilities; Field of Economics-Cooperative Development and UMKM
5. Tourism Sector; Tourism Zone Distribution
6. Infrastructure Sector

7. Field of Education
8. Health Sector
9. Agriculture-Fisheries
10. Disaster Relief Division
11. Field of Bureaucratic Human Resource Development
12. Poverty Reduction
13. Field of Arts, Culture, Youth and Sports
14. Telecommunication Sector
15. Environmental Sector
16. Field of Energy and Mineral Resources
17. Empowerment of Regional-Owned Enterprises for Increasing Regional Infrastructure and Regional Economy

## **Conclusion**

Based on the finding and result of data and information analysis, it can be conclude that strategic planning of Purworejo Regency as an affected area in facing New Yogyakarta International Airport development are as follows:

1. In general, the implementation of strategic plans which organized by Bappeda Purworejo Regency run well and smoothly. Some steps and gradual development are done at some point of the area specified in the priority program target. The result of the development has also been felt and enjoyed by Purworejo Regency citizen.
2. Some of the factors needed in the development and development of Purworejo Regency as an impacted area from facing the development of New Yogyakarta International Airport are:
  - a. Internal Factors
    - 1) Strength
      - Has a strategic location
      - Has the authority to manage local government affairs

- Has sufficient number of regional apparatus
  - Stable regional economic conditions
- 2) Weakness
- Unbalanced demographic conditions
  - Poverty is high enough
  - General infrastructure that needs improvement
- b. External Factors
- 1) Opportunities
- New Yogyakarta International Development in Kulon Progo Regency, DIY
  - Nine National Priority Agenda NAWACITA Opportunities and Strategic Issues Development of Central Java Province
  - Asean Economic Community
  - Sustainable Development of Post 2015 (SDGs)
- 2) Threats
- Climate Change Issues
  - Disaster

Purworejo Regency using their 17 Priority Programs in Strategic Planning and some priorities already done and sets as preparedness for the affected areas in facing New Yogyakarta International Airport in Kulon Progo, DIY.

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