

Policy Paper

Implementation Readiness of RPJPN 2025–2045

Strengthen the Role of Bappenas in Supporting Long-Term Development Planning

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Abstract

Bappenas readiness plays a central role in supporting the implementation of RPJPN 2025–2045. This study examines institutional readiness by assessing human resource capacity, coordination, regulatory support, data systems, and policy continuity. A mixed-method approach is applied, combining surveys of planners with in-depth interviews. The findings show that planners understand long-term development goals and are able to translate them into annual programs. However, key challenges still remain in coordination between sectors, data integration, and maintaining program continuity across government periods. These gaps limit effective monitoring, reduce program impact, and weaken alignment between planning and implementation. The study highlights the need to strengthen coordination mechanisms, integrate data systems, and align performance evaluation with long-term targets. These improvements are essential not only for Bappenas, but also for strengthening national planning systems and ensuring that long-term development goals can be implemented and benefit the countries in the future.

Keywords: RPJPN 2025–2045; Implementation Readiness; Role of Bappenas; Long-Term Development Planning; National Development Strategy.

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1. Introduction

Many countries use national long-term development planning as a strategic instrument to address structural challenges and achieve sustained economic transformation. Long-term development plans function as fundamental components of national governance. It manages policy direction, defining priorities, and ensuring sustainable programs across government periods (Cahya et al., 2024). Comparative experiences demonstrate that such plans can be effective when the plan is integrated within strong governance systems. There are many countries that use long term national plans as the main guide in creating policy and projects such as Rwanda, Malaysia, and Vietnam. Rwanda's Vision 2050, serves as a long-term national roadmap aimed at transitioning the country from low-income to upper-middle-income status through participation between sector, institutions, and public (Perez-Guzman et al., 2023). Malaysia's Eleventh Malaysia Plan and Shared Prosperity Vision 2030 highlight the importance of policy continuity and alignment between long-term and medium-term planning frameworks for development effectiveness (Hwee et al., 2025). Vietnam's economic acceleration further illustrates how a long-term Socio-Economic Development Strategy (SEDS) can link development objectives with institutional reform and global integration (Clarke et al., 2017).

These international experiences indicate that the success of long-term development planning is not determined solely by the quality of planning documents. Instead, it depends on institutional progress and readiness to implement long-term strategies in real practice and progress (Elfindri, 2011). In an era that is driven by economic uncertainty, technological disruption, and climate change, countries are required to adopt long-term plans that are not only visionary but also implementable, adaptive, and reasonable. Long-term development strategies must be supported by effective governance and institutional capacity to sustain macroeconomic stability and competitiveness (Rangwala, 2024). Long-term plans can only generate tangible outcomes when implementation actors and supporting systems are prepared.

In Indonesia, the long-term development plan 2025-2045 is mandated by Law No. 59 of 2024 on the National Long-Term Development Plan (RPJPN) 2025–2045. The first implementation of a national long-term plan was formalized through Law No. 17 of 2007 on the National Long-Term Development Plan (RPJPN) 2005–2025. Over its implementation periods, the RPJPN contributed to development achievements, including poverty reduction and improvements in social welfare indicators. Poverty declined from 16.6 percent in 2004 to single-digit in by 2018–2022, supported by expanded social protection programs such as PKH, Jamkesmas, BOS, Raskin, and PNPM (Sekretariat Kabinet Republik Indonesia, 2014; Suyitno, 2023). Nevertheless, several strategic targets still face challenges, including weak consolidation of democracy, limited stakeholder collaboration, ineffective policy implementation, insufficient regulatory capacity and human resources, inconsistent planning and budgeting, stagnant environmental quality, economic inequality (Bappenas, 2023). These mixed results suggest a gap between planning objectives and implementation outcomes.

Evaluations indicate that the limitations of the RPJPN 2005–2025 were not caused by weaknesses in policy design but were also shaped by low implementation readiness. There are several factors that hinder the progress, such as complex coordination among ministries and agencies, the limit of human resources capacity, limited monitoring and evaluation system, and policy inconsistency across political administrations. Weak intersectoral coordination often led to misaligned priorities. Insufficient human resource capacity also hinder the progress to solve strategic issues. The weak monitoring system commonly generates the unmotivated human resources. It also made it difficult for governments and institutions to measure the project and give effective feedback to strengthen policy. The leadership shift which commonly made political dynamics and administrative changes also affected project and long term national process (Ferdinand et al., 2025; Zen et al., 2025; Situmorang et al., 2025). These conditions highlight that strong planning documents without institutional readiness will become insufficient.

The RPJPN 2025–2045 aims to realize *Indonesia Emas 2045* by positioning Indonesia as an advanced country. The target is becoming one of the countries with the largest economies and success in achieving near zero poverty (Bappenas 2019). The government and institutions need to learn the factors that hinder the effectiveness of the long term national plan from the previous RPJPN 2005-2025. This goal depends on several key factors, including human resources competence, coordination, strong regulation, data integration, and policy consistency across government periods (Bappenas, 2023). One of the institutions

that has a strong position in translating RPJMPN 2025-2045 to policy design is the Ministry of National Development Planning (Bappenas).

Indonesia and many countries have faced similar challenges in implementing long-term plans. The challenges can be seen through coordination across institutions, data integration, and maintaining policy consistency across political cycles. These challenges show that the success of long-term planning is not only determined by the quality of the plan, but also by the readiness of institutions responsible for implementation. However, empirical studies that focus on institutional readiness in the context of long-term national planning are still limited, especially in developing countries. This creates a research gap in understanding how planning institutions translate long-term strategies into operational programs.

This study aims to assess the readiness of Bappenas and the human resources capacity to implement the RPJPN 2025–2045. This research examines institutional understanding of long-term goals, the integration of RPJPN 2025-2045 targets into programs and annual planning, coordination mechanisms, data management, and regulatory constraints. By focusing on these aspects, the study seeks to identify strengths and weaknesses of factors that affect institutional readiness. The findings are expected to provide empirical evidence. It will support policy improvement, strengthen institutional arrangements, and guide strategic planning. The result is expected to give recommendations to strengthen institutions to implement RPJPN 2025-2045. The effort can contribute to sustainable national transformation and long-term development outcomes.

2. Methods

This study employs a mixed-methods approach to examine the implementation readiness of RPJPN 2025–2045 at the Ministry of National Development Planning (Bappenas). By combining quantitative and qualitative methods, the study uses surveys and in-depth interviews from planners (Creswell, 2009). This method is used to gather both measurable perceptions and experiences concerning institutional readiness. The quantitative part examines how planners see important factors that affect readiness. It includes things like competence, coordination between sectors, support from institutions and regulations, use of data, and consistency in policy. The qualitative component relies on interviews with Jabatan Fungsional Perencana (JFP). They provide explanations, examples, and evaluations on the implementation of long-term development plans.

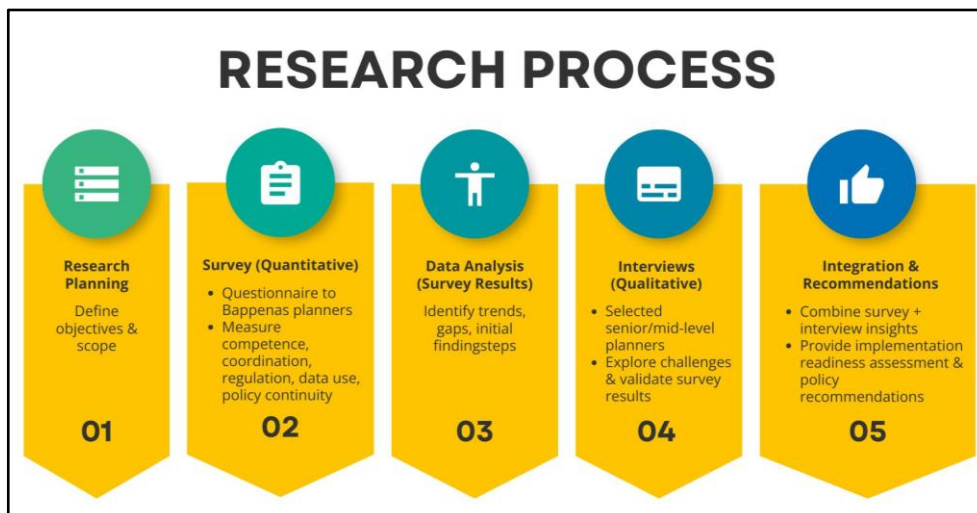
The first step of the research is a survey (questionnaire). The research distributed the form to planners in different directorates and positions at Bappenas institutions. The survey asks planners about their understanding of long-term national development goals, including: (i) how RPJPN targets are used in annual and medium-term planning; (ii) how coordination across directorates is carried out (iii) how data is used, and (iv) how policy and leadership transition affects their work. The goal is to measure the overall level of readiness and identify which areas are strong and which areas need improvement. Survey data are analyzed using statistics to generate average scores for each readiness dimension. The results of the survey provide a broad picture of how planners and institutions have the capacity in translating RPJPN 2025-2045 to annual plan and a strategic project.

In-depth interviews are conducted with selected senior planners after analyzing the survey results. The interviews also give planners a chance to explain problems or gaps in their organizations. The study also asks each panelist for suggestions on how to make Bappenas more prepared. Furthermore, the research asks each panelist to give recommendations to improve Bappenas' readiness. Interview data are analyzed using thematic analysis. The answers are organized into main ideas, like coordination, data management, and policy continuity. The research then examined the interview results in relation to each dimension and integrated them with the questionnaire findings.

The research also applies data triangulation by comparing survey results with interview insights. Quantitative findings are used to identify general patterns, while qualitative findings explain the reasons behind those patterns. This process allows the study to highlight not only the level of readiness but also the main challenges faced when Bappenas implements the programs. Based on the interviews, research will examine the issues or factors that hinder progress in implementing RPJPN 2025-2045 at Bappenas institutions. The combination of survey and interview results gives a clear understanding of individual

competencies and institutional readiness. The result is expected to give recommendations to strengthen Bappenas institution and the implementation of RPJPN 2025–2045.

Table 1: Flow Research Process



Sources: Author analysis, processed

3. Results and Discussions

3.1. Institutional Readiness of Bappenas Planners to Implement the RPJPN 2025–2045

Long-term development planning sets the direction for Indonesia to develop its country for the next twenty years. The Ministry of National Development Planning (Bappenas) has the responsibility to ensure that the vision of RPJPN 2025–2045 is translated into policies, programs, and government projects (Bappenas, 2023). Having a formal plan does not guarantee achievement of targets. Successful implementation depends on the readiness of the institution to manage the planning process across ministries and government levels (Fitriyan and Salomo, 2025). Readiness in this research refers to the presence of capable human resources, coordination mechanisms, legal and institutional support, reliable data systems, and continuity of policy direction.

Implementation readiness in this study is measured through several dimensions. Planner with proper knowledge and analytical skills to link long-term plans with annual plans. Coordination refers to alignment of roles, communication across units, and prevention of overlapping programs. Regulatory and institutional support describes legal policy that gives authority to execute long-term plans. Data availability and use refer to the presence and use of information to monitor and evaluate programs. Policy continuity across government periods indicates the ability to maintain long-term plans despite policy or direction changes due to leadership transitions. These dimensions are expected to give an overview of whether the institutions have readiness or a lack of readiness to operate RPJPN 2025-2045. This dimension was scaled from a 1-5 score from planners' perspectives.

Table 1: Overview of Implementation Readiness Scores

Factor	Average Score (1-5)
Planner Competence (X1)	4.0
Cross-Sector Coordination (X2)	3.7
Regulatory & Institutional Support (X3)	3.7
Data Availability & Utilization (X4)	3.7
Policy Consistency Across Periods (X5)	3.7
Overall Implementation Readiness (Y)	3.8

Source: Author analysis, processed

The results show that planner competence has the highest score, with a value of 4.0 from 5.0. This indicates that planners have a strong understanding of long-term development goals and are able to connect them with annual and sectoral programs. This capacity allows planners to translate national

priorities into operational activities within ministries and sectors. This finding suggests that human resource capacity is not the main constraint in implementing RPJPN 2025–2045.

Other dimensions, such as coordination, regulatory support, data systems, and policy continuity, have similar scores, with each score resulting in 3.7 from 5.0. These indicate that institutions have a sufficient readiness level, but there are still challenges that hinder the implementation. The questionnaire reveals the existence and functionality of coordination mechanisms within the institutions. However, communication between sectors remained inconsistent across programs and units. The dimensions of the data system show a similar trend. Data is available, but it is not completely integrated across sectors and institutions. Different reporting formats and fragmented databases make it difficult to track progress and evaluate program effectiveness. This condition restricts the use of data in decision-making and reduces Bappena's ability to respond quickly to emerging issues.

Another important thing that can affect long-term planning is whether policies stay the same over different governments. The study looks at how the change in leadership will affect the programs, whether they will be delayed, stopped, or continue. The score indicates that policy continuity is stable, but there are some inconsistencies in programs due to leadership changes. The results of the interviews show that changes in leadership can affect the direction of a program and what is most important to do first. This can disrupt ongoing projects or cause long-term goals to be delayed.

The overall readiness score is 3.8, which shows that Bappenas has a solid foundation to implement RPJPN 2025–2045. The institution has capable planners, existing coordination mechanisms, and established procedures. However, there is a gap between strong individual competence and weaker institutional systems. This means that the main constraint is not the ability of planners, but the integration of systems and coordination across sectors. If this gap is not addressed, it may limit the effectiveness of long-term program implementation. Strengthening institutional structures is therefore essential to support existing human resource capacity.

Table 2: Summary of Interview Findings on Implementation Process and Institutional Capacity

Position – Field	Indicator Achievement	Experienced Impact	Main Challenges	Strategic Steps
Senior Planning Expert – Ministry of Agrarian Affairs	School rehabilitation, Bidik Misi; national indicators such as gross enrollment rate improved	Increased access to education; vertical social mobility from low-income to capable families	HR readiness, budget changes, large program scale	Risk identification, regular capacity building, routine monitoring & evaluation
Senior Planning Expert – Social Coordination & Community Empowerment	Reduction of poverty and stunting corrected due to COVID; targets not fully met	Direct & indirect impacts across sectors; coordination is important	Limited budget, insufficient HR, broad coordination, limited participation	Logical & realistic planning, SMART, sustainability, community & private sector involvement
Senior Planning Expert – Infrastructure	Output indicators: runway length, passenger capacity; outcome sometimes not achieved	Toll road & transport infrastructure: enables the private sector to adjust services (sleeper buses, etc.)	Central- regional coordination, road access, low traffic in some projects	Evidence-based incremental planning, timely & budget-compliant, real vs vision evaluation, ecosystem for project sustainability
Senior Planning Expert – Deputy for Human Development & Culture	Poverty dropped from 11.25% → 9.22%, electrification ratio 84% → 99.7%, stunting prevalence 37.2% → 21.6%	Direct impact: cash assistance, infrastructure, basic services; Indirect: behavior change, human capital, family economic diversification, generational health	HR capacity gaps, changing strategic environment, central-regional coordination, spending quality	Adaptive, money-follows-program, risk management, service integration, thematic decentralization, citizen engagement, big data usage

Position – Field	Indicator Achievement	Experienced Impact	Main Challenges	Strategic Steps
Mid-Level Planning Expert – Directorate of Bureaucratic Transformation & Governance	Public Service Index (IPP) 2025 maintained despite budget efficiency	Direct support to National Priority Indicators in RPJMN	Budget constraints, HR, multi-stakeholder coordination	Deep dive into issues, quarterly monitoring, resolving implementation-stage issues, maintaining output quality
Mid-Level Planning Expert – Center for HR Development & Training	Education & health programs, poverty alleviation; national indicators such as graduation rate, maternal mortality	Direct: income, access to education & health; Indirect: local economy, community awareness, participation	Policy changes, limited HR/budget, coordination, complex problems	dMonitoring & evaluation, effective communication, flexible plans, HR capacity building, M&E system, partnerships, transparency
Mid-Level Planning Expert – Defense and Security Directorate	Target met. Indicator was the share of TNI equipment supplied by the domestic defense industry and monitored each year.	TNI equipment needs fulfilled; defense industry revenue increased; contribution to the national economy.	Gap between TNI needs and industry capacity; loan agreement procedures take time.	Integrate funding sources; apply long term contracts with the defense industry.
Mid-Level Planning Expert / Tourism Coordinator – Directorate of Tourism, Creative & Digital Economy	Five priority destinations (Lake Toba, Mandalika, Labuan Bajo, Borobudur, Manado-Likupang): infrastructure, institutions, private investment, GDP contribution increased	Direct: local economic activity, jobs, business opportunities; Indirect: regional economic transformation, diversification, increased regional revenue	Sectoral, ambitious targets, central-regional coordination, limited HR, uneven technical guidance	Cross-sector approach, realistic targets, central-regional coordination, alternative funding, HR capacity improvement, technical guidance, development partners
Senior Planning Expert – Training & HR Planning	Output indicators measurable, e.g., number of trainees, training hours; outcomes assessed qualitatively	Direct: participants gain skills; Indirect: improved HR capabilities, stakeholder contribution measurable	Main challenges: limited APBN budget, HR, multi-stakeholder coordination	Break down program into projects, SMART KPIs, risk mitigation, collaboration with local/global edtech, ongoing evaluation, living document, monitoring & iterative improvements
Senior Planning Expert – National Planning & Evaluation	Output indicators mostly achieved (e.g., infrastructure built); outcomes sometimes suboptimal due to mismatch with community needs	Direct: infrastructure completed; Indirect: benefits felt over several years, e.g., upper floors of markets underutilized	Main challenges: budget cuts, limited HR, leadership changes in regions, slow regulations, multi-stakeholder coordination	Strengthen PP & ministerial regulation to reinforce Bappenas role, risk management, collaboration with K/L & regional governments, accelerate cross-sector regulations, focus on aligning planning & execution, continuous evaluation

Source: Author analysis, processed

The interview table shows how planners experience and manage the implementation of RPJPN 2025–2045. The interviews indicate that institutions have clear steps to translate national targets into yearly and sectoral programs. Planners measure outputs such as infrastructure built, social assistance delivered, education and health services expanded, and tourism areas developed. They use national indicators to guide planning and monitor progress. Most respondents said that output targets were met, and in some cases, national indicators like poverty rates, electrification, and stunting also improved. This suggests that Bappenas can carry out programs according to the long term plan and the human resources has understanding about this project.

However, the interviews acknowledge that some projects do not always provide the desired outcomes. A number of responses clarified that even if programs or infrastructure are implemented on

time, the advantages do not yet reach the international community. Some programs don't meet public demands, and some projects are underutilized. The interviews make clear that cross-sector and cross-regional cooperation is essential to programs' effectiveness. In order to monitor and assess the programs, it is crucial to follow up with each factor after implementation. This indicates that while institutions are able to translate RPJPN 2025–2045 to the annual activities, it is still difficult to link these actions to long-term social and economic outcomes.

The interviews also highlight common challenges, such as a limited budget, a lack of staff, and a lack of management. The continuity efforts are also impacted by changes in policy and leadership. The respondents also recognize the challenges of coordinating with various sectors and there are still significant problems with management data. The overall progress of RPJPN 2025–2045 is difficult to evaluate because many sectors still struggle to connect data and reports. These difficulties demonstrate that readiness depends not only on human resources skills but also on collaboration, clear mandates and regulation, data management, and consistent institutional support.

Despite these challenges, the respondent also provides strategies to address those challenges. Bappena needs to use monitoring and evaluation to track progress and set clear performance indicators to improve project progress and manage risk. Bappenas also needs to cooperate with local governments and private actors to maintain coordination and ensure that every sector has linked the activities to RPJPN 2025-2045 goals. Bappenas also needs to have flexibility in responding to difficult situations. Overall, the interviews suggest that institutional readiness is functioning and capable of delivering programs, but needs improvisation. The Bappenas needs stronger coordination, better data integration, and strong monitoring systems. Bappenas also needs to integrate planning, funding, and regional issues to achieve the long-term goals of RPJPN 2025–2045.

3.2 Key Challenges and Obstacles in Implementing RPJPN 2025–2045

The implementation of RPJPN 2025–2045 faces several challenges that affect long-term planning. Most sectors have a clear understanding of the RPJPN goals. But, the integration of these goals into programs is still limited. Each directorate tends to focus on its own targets and responsibilities. This condition reduces alignment between sectors and makes implementation less consistent. Institutions often separate the program even when they have similar objectives. This shows that readiness is not about understanding the policy and programs alone, but also about how institutions can coordinate and work together across sectors in many programs.

Table 3: Key Challenges and Their Impacts on RPJPN Implementation

Challenge Category	Description of Issue	Impact on Implementation
Coordination Gaps	<ol style="list-style-type: none"> 1. Overlapping responsibilities between directorates 2. lack of integrated scheduling 3. inconsistent program alignment across sectors 	<ol style="list-style-type: none"> 1. Delays in program implementation 2. Inefficient use of resources 3. Gaps or redundancies in delivering interventions 4. Limited cumulative impact
Budget Constraints	<ol style="list-style-type: none"> 1. Limited allocation relative to strategic priorities 2. Unexpected events or spending ceilings 3. Competition for funds across ministries 	<ol style="list-style-type: none"> 1. Programs may be delayed, scaled down, or reorganized 2. Long-term goals may be overshadowed by short-term output requirements
Data & Monitoring Limitations	<ol style="list-style-type: none"> 1. Fragmented databases 2. different reporting formats 3. Inconsistent performance 4. Indicators across directorates 	<ol style="list-style-type: none"> 1. Difficult to monitor progress 2. Deviations from targets may go unnoticed
Human Resources (HR)	<ol style="list-style-type: none"> 1. Uneven distribution of skilled planners 2. High turnover 3. Limited capacity for multi-sector coordination 	<ol style="list-style-type: none"> 1. Slower decision making process 2. Inconsistent monitoring and evaluation 3. Difficult to maintaining alignment with the priorities area in RPJPN 2025-2045

Challenge Category	Description of Issue	Impact on Implementation
Political & Institutional Factors	<ol style="list-style-type: none"> 1. Frequent leadership changes at national or regional levels 2. Shifting local priorities 3. Competing interests 	<ol style="list-style-type: none"> 1. Interruptions to long-term programs 2. Weakened sustainable program 3. Reduced cumulative effectiveness of RPJPN initiatives

Source: Author analysis, processed

The main challenges in implementing RPJPN 2025-2045 are focused on three key areas: 1) coordination; 2) data management, and; 3) policy continuity. These challenges are interconnected, affecting Bappenas' ability to achieve long-term plans goals. Coordination is the most important problem. The results of the survey and interviews show that coordination problems are not caused by misalignment alone, but also by unclear authority and broken institutional roles. Directorates often set boundaries and tend to focus on their own targets without aligning programs, timelines, and outputs with other units. This leads to overlapping programs in some areas and gaps in others (Ekaputra et al, 2025) This condition weakens the function of RPJPN as an integrated planning framework. The real condition is that programs are implemented as separate activities rather than integrated national strategy. Weak coordination reduces policy coherence and limits collective outcomes (Peters, 2018). In the context of RPJPN, the impact is more significant because many priority issues, such as poverty reduction and human development, require multi-sector collaboration. When coordination fails, the results are not only inefficient, but also reduce the overall impact of long-term development programs.

The second major challenge is data fragmentation. Although data is available, it is not integrated across directorates. Different units have different indicators and reporting formats. This creates inconsistencies in monitoring and makes it difficult to assess whether programs are contributing to long-term targets. As a result, planning and evaluation are often based on partial information, which limits the ability of institutions to make accurate decisions. This issue is critical because long-term planning depends on the ability to track progress over time. Without integrated data systems, the planners find it difficult to track and evaluate the real conditions of the issues. This finding is consistent with previous studies, which show that fragmented data systems reduce the effectiveness of policy implementation and weaken decision making due to the lack of real conditions results (Vijaya et al., 2026; Siregar and Nasution, 2025). The previous study shows that governments with integrated systems such as SLRT have a quick response in addressing the problems. Data from multiple sectors and administrative levels are connected with SLRT. These systems allow institutions to identify problems earlier and respond quickly. In contrast, the fragmented data system can hinder the institutions to have a quick response and hinder the institutions to adjust the policy based real database. This shows that data integration is not just a technical issue, but a key requirement for effective long-term planning.

The third challenge is related to policy and institutional factors. The interview result show that the leadership change often changes the institution's objective. These conditions make the many institutions' programs inconsistent due to the delayed, changed, adjusted, or stopped programs which have unrelated objectives with the current leadership in that time. Institutions cant stick to sustainable programs and make development programs less effective overall. This issue shows that Bappenas have weak administration. According to the previous study, policies without strong institutional safeguards will make institutions inconsistent to support their implementations or programs. It is also difficult to maintain the same policy across political cycles (Kristian, 2023; Pariono and Katili, 2025; Arifin, 2024). In the case of RPJPN, these results can separate long-term goals and short-term implementation plans.

Budget and human resource limitations made the situation even worsen. Limited funding and uneven staff distribution make it difficult for institutions to maintain consistent monitoring programs and limit the potential of the programs (Dewi and Tampubulon, 2025). The planners often adjust the budget for the short-term goals rather for the long-term goals due to limited budget. This misalignment reduces the effectiveness of RPJPN as a long-term development tool. Similar with unequal staff distributions which make the units unbalanced and affect the programs in those units (Purba, 2025; Jiang et al., 2025). If these challenges are not addressed, the programs will be difficult to deliver.

Overall, the research indicates that several institutional challenges affect the implementation of RPJPN 2025–2045. Some of the main challenges are gaps in coordination, fragmented data systems, and

inconsistent policy. These challenges become exacerbated when the institutions also have inadequate skilled staff and limited funds. Each dimension impacts another dimension. If institutions experience one weakness, it can affect performance in other areas. Therefore, strategic actions need to be designed based on these specific constraints to improve implementation of the RPJPN 2025-2045.

3.3 Strategic Steps to Increase Readiness at Bappenas

Bappenas readiness of the RPJPN 2025–2045 is shaped by several factors. These conditions do not only depend on having a good plan or a large budget. It also depends on how Bappenas organizes the plan, aligns coordination between ministers, and sustains long-term priorities into a strategic program. This study developed a framework to clarify the relationship between challenges and the ideal conditions. The framework links each key constraint with specific strategic actions and their intended outcomes. It helps explain how institutional improvements can address implementation gaps that are identified in the findings. By connecting problems with targeted actions, the framework provides a reference for strengthening implementation. This approach ensures that recommendations will be aligned with the real conditions

Table 4: Strategic Roles and Interactions of Implementation Dimensions

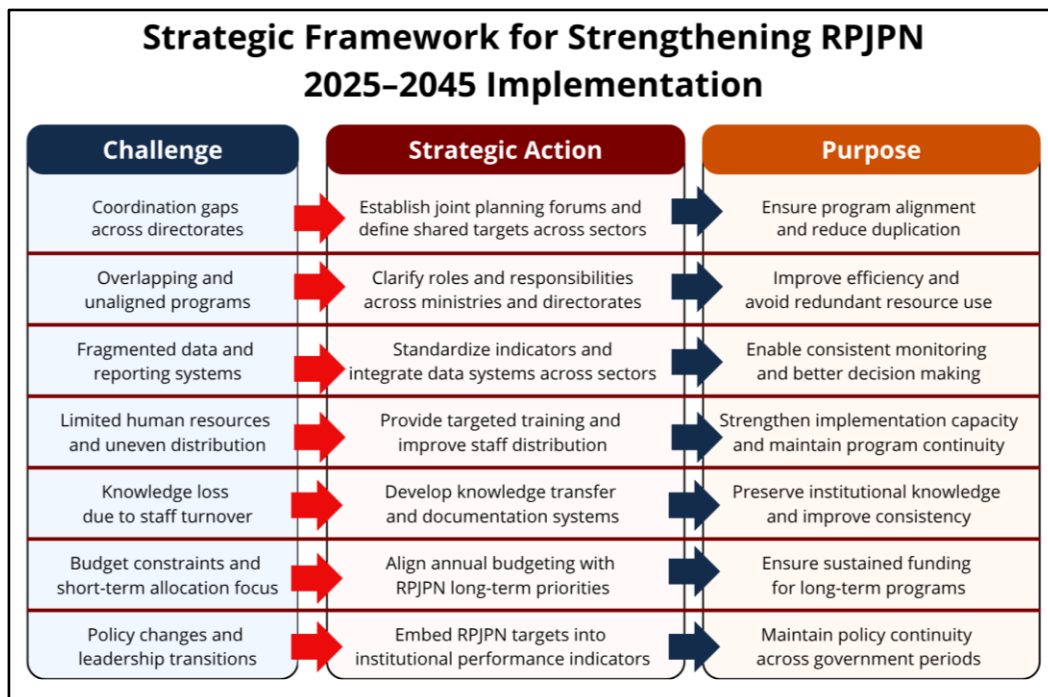
Dimension	Strategic Role	How It Influences Implementation	Interactions with Other Dimensions	Leverage for Readiness
Planner Competence	Converts RPJPN long-term objectives into actionable sectoral and annual programs	Determines quality and feasibility of program design; ensures alignment with national priorities	Strengthens coordination; guides effective use of monitoring systems; relies on regulatory clarity	High – foundational; improving competence improves effectiveness of other dimensions
Coordination Mechanisms	Ensures alignment across directorates and ministries to avoid duplication and conflicts	Directly affects timeliness, efficiency, and cumulative impact of programs	Multiplies planner competence; depends on regulatory alignment; informed by monitoring systems	Very High – bottlenecks here reduce overall readiness; priority for intervention
Regulatory & Institutional Alignment	Provides legal authority, clear mandates, and structured procedures	Enables planners to implement programs confidently; reduces risk of policy misalignment	Supports coordination; reinforces planner efforts; contributes to continuity across administrations	Medium-High – ensures enforceability and sustained impact of programs
Information & Monitoring Systems	Integrates data, KPIs, and feedback loops for evidence-based decision-making	Enables timely corrective actions, performance evaluation, and adaptive management	Informs planners, strengthens coordination, helps maintain continuity	High – effective monitoring allows proactive adjustment and increases system resilience
Political & Administrative Continuity	Maintains RPJPN priorities across changes in government or leadership	Sustains long-term program objectives and preserves institutional memory	Supports all other dimensions. Ensures that competence, coordination, regulation, and monitoring translate into lasting outcomes	Critical – without continuity, improvements in other dimensions can be lost

Source: [Susetyo \(2025\)](#); [Widjaja and Dhanudibroto \(2025\)](#); [Febrian \(2015\)](#); [Kristian \(2023\)](#); [Fahmi NST \(2024\)](#); [Yungkul \(2025\)](#); [Arifin \(2024\)](#) Author analysis, processed

The framework shows that improving readiness requires actions in every dimension. Each dimension has a specific role, but their effectiveness depends on how they interact. Weakness in one dimension can reduce the overall performance of the system. It means that each dimension must be integrated to

unleash the potential of Bappenas readiness. This study proposes a set of strategic actions that respond to the challenges identified in Section 3.2. These actions are illustrated in the strategic framework below.

Table 2: Strategic Framework for Strengthening RPJPN 2025–2045 Implementation



Sources: Author analysis, processed

The first framework is related to Bappenas step to strengthen the coordinator mechanism. Coordination gaps remain a major issue because they prevent RPJPN programs from generating cumulative impact across sectors. Some units or directorates tend to have similar objectives which make the programs have duplicate efforts. This condition reduces efficiency and weakens national outcomes. Bappenas need to have multi-sector collaboration to make the benefit distributed to the beneficiary. These ideal conditions are needed, especially in issues like poverty reduction, human development, and infrastructure. To address this issue, coordination needs to be embedded at the planning stage through joint planning mechanisms. This can be implemented by establishing ‘directorate planning forums’. This forum used to share program ideas, align timelines, integrate the process, and set clear goals before starting the programs. In this process, Bappenas can act as a central coordinator to ensure alignment across sectors. If the coordination have been clear before programs start, than the program will become more effective and cut the additional efforts are ineffective (Widjaja and Dhanudibroto, 2025; Setiawan, 2020). Strengthening coordination ensures all the RPJPN programs will be integrated and efficient.

Second, institutions need to have a clear mandate and align with the program's objectives. Unclear roles and responsibilities make implementation less effective and difficult to measure. When institutional mandates are unclear, each unit will focus on developing their programs rather than integrate their programs. It often caused overlapping and duplicated programs (Nugroho et al., 2026). To address this issue, formal mandates and program frameworks are needed to set up the roles and optimize the program. To maintain consistency, long-term plans and annual planning documents also need to be synchronized. When a strong institutional framework exists, planners can execute programs with greater clarity and reduce the likelihood of policy confusion (Seran et al., 2025). This method makes people more responsible and makes sure that programs are carried out in a way that makes sense.

Third, Bappenas needs a modern and integrated system for collecting and sharing information. Data fragmentation makes it difficult to track programs progress At the national level, consolidating performance statistics is impossible due to the variety of reporting methods and metrics. As a result, organizations are forced to make decisions based on limited information, which makes it difficult to identify problems and hinders the decision-making process. To address this issue, data integration must be achieved using standardized indicators and a centralized reporting platform. This means ensuring that

key performance indicators are consistent across all regions and creating a common data platform that helps people understand how programs are performing in real time. [Setiawan \(2021\)](#) says that integrated systems like SLRT show how connected data can make interventions more responsive and targeted. Research indicates that integrated data systems enhance policy implementation by delivering consistent and dependable information ([Ali et al., 2023](#)). RPJPN implementation becomes easier to measure and change when data integration is better.

The fourth and fifth frameworks relate to human resource capacity. Planners know what their long-term goals are, but not having sufficient staff, not having adequate skilled planners, and having a lot of staff turnover will make it harder to carry out those goals ([Nurisman and Hidayat, 2025](#)). These conditions have an impact on how programs are planned, monitored, and evaluated. To address this problem, capacity development needs to focus on targeted training and better staff distribution based on the needs of the program. Institutions must also establish knowledge transfer mechanisms to preserve institutional memory. Prior research indicates that human resource competence is directly correlated with institutional performance ([Ramadhania and Novianty, 2020](#); [Meliana et al., 2022](#)). Enhancing human resource capacity augments planners' proficiency in formulating and maintaining programs that are congruent with RPJPN objectives.

Sixth, Bappenas also needs to adjust budget and make different budget estimates for every Bappenas program. Budget constraints create a gap between planning and implementation. Many RPJPN programs need a budget for more than one year, but budget planning is often adjusted to short-term goals rather than long-term goals. As a result, the impact of long-term programs is diminished and programs become inconsistent. To address this, planning and budgeting processes need to be more aligned with the priorities of the RPJPN. One way is to link annual budget amounts to long-term goals and ensure that funding for prioritized programs is adequate. Aligning the budget with long-term priorities increases program stability and mitigates challenges caused by funding constraints ([Seran et al., 2025](#)).

Seventh, the Bappenas needs to have political and administrative continuity for a long-term plan. Frequent policy and leadership changes can make it difficult for programs to stay on track and achieve RPJPN goals. When different governments have different priorities, programs can be delayed, modified, or discontinued. This makes it difficult to maintain long-term development efforts at a sustainable level. To address this issue, institutional systems such as evaluation frameworks and performance indicators need to incorporate long-term goals ([Kamaruddin and Ikhsan, 2025](#)). This ensures that RPJPN goals remain part of institutional performance even when leadership changes. Studies show that policy changes often make long-term goals less effective ([Dahyanti et al., 2025](#)). Strengthening institutional mechanisms can ensure program continuity and ensure the achievement of development goals.

Analysis shows that coordination, data systems, human resources, regulations, and policy sustainability all impact implementation readiness. Improvements in one area must be followed by improvements in others to deliver better results for planning purposes. This mechanism will strengthen Bappenas' readiness to achieve the goals of the 2025–2045 RPJPN. If Bappenas can set a better example for other institutions by addressing these challenges, Indonesia can achieve its goal in realizing *Indonesia Emas 2045*.

Conclusion

The research findings indicate that Bappenas is adequate to support the implementation of the RPJPN 2025-2045. Planners have the capacity to translate long-term development goals into annual programs. This is demonstrated by skilled planners, established procedures, and a clear institutional mandate. However, the findings reveal several challenges which can impact implementation of RPJPN 2025-2045 goals. These challenges include gaps in coordination between sectors, fragmented data systems, budget constraints, and inconsistent policy during government transition. These challenges can limit program effectiveness and hinder the Bappenas to to achieve the RPJPN 2025-2045 goals. These findings suggest that implementation readiness is determined not just by internal capacity but also by how institutions manage coordination, data integration, and program or policy sustainability amidst leadership changes.

These findings have significant implications for national development planning. Strengthening coordination mechanisms is necessary to ensure that all sectors with similar goals have aligned programs. This can also help reduce overlapping and duplication programs. Improving data integration through standardized indicators and shared systems is crucial to support monitoring and evidence-based policymaking. Furthermore, Bappenas needs clear and standardized administration to ensure policy consistency over time. Integrating programs into long-term plans is crucial. Without these improvements, Bappenas will struggle to integrate appropriate programs into long-term planning and measure their effectiveness. Therefore, improving institutional readiness should be viewed as beneficial not only for Bappenas internally, but also for the overall effectiveness of Indonesia's long-term development planning process.

Recommendation

Based on this analysis, four key steps can improve implementation effectiveness. First, strengthen coordination and program alignment. Directorates should hold regular coordination meetings with the same objectives and initiative. Joint planning can align outputs, timelines, and responsibilities. Clear framework also ensures the responsibility of each directorates.

Second, data management must be improved. Reporting procedures must have a regional and standard system. The data also must be consolidated in a central system. Monitoring tools need to connect annual outputs directly to RPJPN 2025-2045 targets. These efforts enable planners to detect early problems. As a result, Bappenas can adjust the several challenges and strengthen programs' benefits.

Third, regulations and institutional mandates should be clear, transparent and coordinated. Clear authority and reporting framework can protect long term priorities from administrative or leadership changes. Additionally, Bappenas needs solid coordination with other sectors or institutions. It can help Bappenas in monitoring the program even when leadership changes. As a result, Bappenas can have consistent program even in the transition leadership

Fourth, the programs that are linked to a long term national plan must be integrated into evaluation and performance assessment. Annual reviews and staff performance indicators must align with RPJPN 2025-2045 goals. This approach strengthens accountability, encourages learning across directorates, and keeps implementation focused on achieving the twenty year development vision.

Furthermore, this research in this topic is aligned with sustainable development goals (SDGs) and international policy development. Further research needs to research more about this topic to strengthen and contribute to international policy development of Indonesia. It also can serve as a guide to other development countries in strengthening their national plan. Further research on this topic will make Indonesia have research that supports policy making processes and can contribute to other countries' development.

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