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INFRASTRUCTURE DEVELOPMENT PLANNING: CHALLENGES IN FUNDING AND REGIONAL IMPLEMENTATION

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ABSTRACT: *Infrastructure development plays a crucial role in driving regional economic performance, yet many local governments in Indonesia continue to face significant challenges in its planning, financing, and execution. This study explores the obstacles encountered by regional authorities in preparing infrastructure development plans, especially the mismatch between ambitious planning documents and the real fiscal capacity they possess. Through qualitative analysis supported by an extensive review of literature, this research shows that restricted fiscal space, inadequate inter-agency coordination, limited technical expertise, and heavy reliance on central government transfers remain major barriers. Moreover, alternative financing methods such as Public-Private Partnerships (PPP/KPBU) have not been fully utilized due to insufficient understanding and concerns over financial risks. The study emphasizes the need to enhance regional planning systems, strengthen human resource competencies, adopt long-term development alignment, and maximize innovative funding models. Such efforts are essential to ensure that regional infrastructure development can be implemented more effectively, sustainably, and in line with inclusive development objectives.*

Keywords: *: Infrastructure Development, Regional Planning, Public Policy, Financing, KPBU, Implementation*

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INTRODUCTION

Infrastructure is an important foundation for economic development in a region. Without basic infrastructure such as roads, electricity, and clean water, economic activity cannot develop smoothly. This shows that infrastructure development is not merely a “facility,” but rather a strategic investment that supports economic productivity and mobility (Nashikhah et al., 2024). However, infrastructure development is not evenly distributed across Indonesia. Some regions, especially those classified as disadvantaged, still face limitations in access to basic infrastructure. For example, it has been observed that disadvantaged areas benefit greatly from improvements in roads, bridges, and transportation, as these can boost economic efficiency and attract investment to the area. Prioritizing infrastructure in these areas is crucial for more inclusive local economic growth. (Sabililah et al., 2023). Not only physical infrastructure, but social and economic infrastructure are also very influential. A study in Banjarnegara Regency concluded that water and electricity infrastructure contributed significantly to the region's gross domestic product (GDP). This proves that access to electricity and clean water are important drivers of local economic activity, improving the quality of life of the community while facilitating business activities. (Rediansyah et al., 2023). The effects of infrastructure development can also extend to surrounding areas through spatial spillover effects. According to (Fahmi 2023), using the Spatial Durbin model on provincial data in Indonesia, it was found that infrastructure in one province not only has an impact on its own economic growth, but also has a significant influence on the economic growth of neighboring provinces. This means that infrastructure investment in one area can bring broader benefits to the surrounding region, not just locally. In rural areas, basic infrastructure such as bridges and roads is crucial for unlocking local economic potential. Studies show that the construction of bridges in remote villages has significantly increased community mobility, access to markets, and local economic activity. Good rural infrastructure connects local communities and economic centers, thereby promoting economic growth in previously isolated areas. (Zulfahmi et al., 2022). Despite its enormous benefits, funding for regional infrastructure often becomes an obstacle. Regional governments sometimes do not have sufficient budgets to independently finance large infrastructure projects. In this context, an analysis by (Aroofah 2021) on 26 provinces in Indonesia shows that electricity and roads, which are part of basic infrastructure, have a positive and significant effect on economic growth, indicating that the government needs to prioritize the allocation of basic infrastructure funds, especially in underdeveloped areas. In this way, infrastructure development will become more planned and sustainable. Infrastructure development plays a strategic role in increasing productivity, connectivity, and regional competitiveness. Infrastructure is not merely a physical facility, but a fundamental instrument that can drive economic and social activities, as well as accelerate development at the regional level. However, many local governments face various obstacles in realizing effective and targeted infrastructure development, ranging from inadequate planning to budget

constraints (Mahani et al., 2022). Amidst increasingly complex development demands, local governments are required to formulate infrastructure planning based on accurate and integrated data. The lack of alignment between planning documents such as the RPJMD, Reonstra OoPD, and RKPD still occurs, causing inconsistencies in program implementation. This phenomenon shows the need for cross-institutional coordination and improvement of the long-term planning system so that infrastructure development can run consistently (Aditiya, 2023). In addition, regional fiscal constraints are a significant obstacle to infrastructure financing. A large portion of the regional budget is spent on personnel and operational expenses, resulting in relatively small allocations for physical development. As a result, dependence on central government funding such as DAU and DAK remains high. This condition requires regional governments to be more creative in seeking alternative funding sources such as PPPs, regional bonds, and other innovative financing models (Wardhani, 2023). Another challenge arises from the inadequate technical capacity of local governments. Limited human resources in preparing feasibility studies, DEoD, risk analysis, and procurement documents often result in poor quality planning and project delays. This is exacerbated by the slow process of land acquisition and the lack of digital technology to support the implementation of public policies (Nababan, 2024). Ultimately, regional infrastructure development faces not only internal obstacles, but also external challenges such as changes in central regulations, community resistance, and low private investment interest. To respond to these challenges, synergy is needed between governance reform, capacity building, funding innovation, and strengthening collaboration between stakeholders. These efforts are expected to result in more effective, inclusive, and sustainable regional infrastructure development (Karsayuda et al., 2023).

LITERATURE REVIEW

1. Infrastructure Development Concept

Sustainable infrastructure development planning is essentially an important framework that serves to address long-term development needs. This approach does not only focus on physical development, but also considers how the infrastructure can provide sustainable benefits in the future. (Hidayat & Salahudin, 2022) explain that sustainable infrastructure planning must begin with an analysis of long-term needs, including population growth projections, regional development, and potential social and environmental changes. Thus, planning needs to be carried out through a structured and comprehensive process so that the infrastructure built is not only relevant today but also remains efficient, adaptive, and beneficial for future generations. Collaboration between the public and private sectors is also an important element in the concept of infrastructure planning today. One form of cooperation that is widely used is PPP (Public-Private Partnership). (Maulana, 2021) emphasizes that a thorough understanding of the stages of planning and preparing PPP projects is very important to ensure that the cooperation runs effectively. In this scheme, the government and private sector jointly conduct feasibility studies, identify risks, determine the financing model, and establish a clear division of roles from the outset. This approach not only helps reduce the government's financial burden,

but also accelerates infrastructure development by utilizing the technical and managerial expertise of the private sector. In addition to being oriented towards multi-stakeholder cooperation, modern infrastructure planning is now increasingly directed towards supporting the achievement of sustainable development goals or SDGs (Sustainable Development Goals). Research by Tarjibu Azizatul Laili (2024) in Bojonegoro Regency shows that integrating SDGs into infrastructure planning, particularly in the environmental pillar, is essential to ensure ecosystem sustainability and the quality of people's living spaces. The application of this concept includes planning green open spaces, managing ecological impacts, conserving natural resources, and evaluating the potential environmental risks resulting from physical development. Thus, SDG-oriented infrastructure planning not only pursues economic growth but also ensures harmony between development, environmental sustainability, and long-term community welfare.

2. Regional Development Policy

Regional development policy serves as a strategic instrument to maximize local potential while accelerating economic growth under the framework of regional autonomy. (Suhardi & Panjaitan, 2025) emphasize that local governments should design development strategies based on SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis so that local policies are in line with national development directions. With this approach, local governments can assess internal strengths and weaknesses, as well as external opportunities and threats, so that development priorities can be directed towards managing local resources, developing infrastructure, and improving the leading economic sectors in each region. Data-driven and inclusive policies such as these are believed to be capable of increasing development effectiveness and reducing the risk of misallocation of resources. In addition, innovation in sustainable development policies has now become an important focus for local governments in facing modern economic challenges. (Handini et al., 2025) shows that local governments do not only perform administrative functions, but also drive innovation in development policies. Regional heads can implement environmentally friendly regulations, build multi-stakeholder partnerships, and engage public participation to create inclusive and sustainable development. This approach not only improves the quality of public services but also maintains social and environmental balance, so that development can provide long-term benefits for the community. In addition to strategic and innovative aspects, regional fiscal regulations are also an important factor in increasing regional competitiveness. (Wiranata & Widarjono 2025) found that regional development expenditure management, which is formulated through local government regulations, can drive growth in leading local sectors. The effectiveness of this fiscal policy is highly dependent on appropriate budget allocation and adaptive regulatory mechanisms. In this way, local governments can attract private

investment, encourage synergy between public and private development, and improve the economic welfare of the community in a sustainable manner.

3. Infrastructure Funding

The need for infrastructure funding in Indonesia continues to increase, while the government's fiscal capacity is limited. (Suparto & Fahmi, 2022) shows that from the 2020-2024 RPJMN projections, only about 37% of infrastructure investment needs can be met through the state budget, so the government is highly dependent on non-budgetary funding schemes such as PPPs and developer contributions. The PPP (Public-Private Partnership) scheme is one of the main solutions because it can attract private capital and allocate risks between the government and the private sector. The effectiveness of PPPs is highly dependent on performance indicators and appropriate financing schemes. (Dinata & Rarasati, 2022) identified a number of PPP performance indicators, such as risk management transparency, feasibility study capacity, and division of responsibilities, which are key to the smooth running of PPP initiatives. Meanwhile, (Maharani & Maulani, 2024) highlight the factors in selecting a PPP scheme, where risk structure, investment return mechanisms, and regulatory guarantees are crucial in determining investor interest in infrastructure projects. Amidst funding challenges, the study also notes the existence of creative innovations and new policy structures. For example, (Yusuf & Wibowo, 2024) studied the preservation project of the Trans-Sumatra Highway through a PPP scheme equipped with creative financing and in-depth risk analysis, which improved the project's business feasibility. On the other hand, PPP practices at the regional level (KPDBU) with the Availability Payment mechanism have also begun to be implemented, as researched by (Mahani et al., 2022), where government payments do not depend directly on project demand, thereby reducing risk for investors and accelerating the realization of infrastructure projects.

4. Public Policy Implementation

The implementation of public policy in Indonesia is still often hampered by structural and institutional problems. (Kristian, 2023) explains that many policies do not run optimally not only because of their formulation, but also due to overlapping authorities, duplication of tasks between institutions, and external influences that hinder the implementation process. This situation makes coordination ineffective, making it difficult for policies to achieve their intended objectives. Internal factors related to policy implementation also have a significant impact on the success of implementation. (Rahmat & Zaini, 2021) reveal that clear policy standards, adequate resources, and good communication and coordination between institutions are key prerequisites for effective policy implementation. In addition, the attitude and understanding of implementers

towards policies also determine the quality of their implementation. Digital innovation is increasingly important in supporting policy implementation in the modern era. (Ali, 2022) shows that the Indonesia Digital policy strengthens the integration of public services through the use of technology, although there are still obstacles in terms of coordination and system uniformity. Meanwhile, research (Salsabila et al., 2024) found that the Tangerang LIVE application is an example of the successful use of digital platforms to improve service quality and community participation.

METHODOLOGY

This study uses a descriptive qualitative approach with a literature review method. Data sources include scientific journals, government reports, policy documents, and academic publications discussing infrastructure development planning, funding, and implementation in Indonesia. Data analysis techniques were carried out through data reduction, data presentation, and conclusion drawing. This approach was chosen to comprehensively understand the various factors that influence the success of regional infrastructure development, both in terms of planning, fiscal policy, and alternative funding models such as PPP.

RESEARCH RESULT

The results of the study show that the infrastructure planning process in the regions, despite following formal mechanisms such as Musrenbang, RKPD, and RPJMD, has not been able to produce planning documents that are realistic in terms of the real fiscal capacity of the regions. Many proposals from the community and OPDs cannot be included in the RKPD due to budget constraints. This imbalance between needs and fiscal capacity reflects the weakness of the development priority selection process. In addition, the study found that most local governments do not yet have comprehensive technical infrastructure databases, such as data on road conditions, infrastructure damage levels, and long-term investment needs. This lack of data means that priority setting is heavily influenced by political considerations, community pressure, or the short-term programs of local leaders, rather than objective, evidence-based assessments. Other findings indicate that the synchronization of planning documents remains a serious issue, particularly between the RPJMD, OPD Strategic Plans, and RKPD. Inconsistencies between these documents often result in inconsistent work programs that are prone to revision. In terms of funding, the results of the study show that the APBD is largely allocated to personnel and routine expenditures, leaving very limited fiscal space for infrastructure development. Dependence on central government transfers such as DAU and DAK is very high, making it difficult for regions to determine the direction of development in accordance with local needs. The use of alternative financing such as PPPs, municipal bonds, and municipal loans is still very minimal. Many local governments admit that they lack understanding of the PPP structure, risk sharing, and long-term payment mechanisms such as Availability Payment.

The results of the study also show that concerns about long-term fiscal risks are the main cause of hesitation among regional heads. At the implementation stage, another obstacle that arises is the low technical capacity of the apparatus in preparing the DED, RAB, risk analysis, and procurement documents. The low quality of documents often leads to contract revisions and increased construction costs. In addition, the procurement and land acquisition processes have also been identified as important factors that slow down project realization. The lack of coordination between agencies such as Bappeda, PUPR, licensing agencies, and financial agencies further exacerbates the slow implementation. This study also found that external factors such as changes in central regulations, low private investment interest, and community resistance to land acquisition further exacerbate development challenges. However, there are also driving factors such as increased central government support for PPPs, growing private interest in infrastructure financing, and increased public awareness of the importance of quality public services. These findings show that infrastructure issues in the regions are not merely a matter of budget, but rather a combination of structural, technical, administrative, and institutional problems.

DISCUSSION

The results of the study show that the obstacles that arise in regional infrastructure planning and development are essentially structural problems related to weak regional governance. The mismatch between planning and fiscal capacity indicates that the planning system is not yet fully based on an objective needs assessment approach. The absence of a technical database causes the planning process to be more oriented towards short-term interests rather than long-term development. In this context, the discussion emphasizes that the importance of data-driven planning is a fundamental weakness that must be addressed. From a fiscal perspective, high dependence on central government funds hinders regional autonomy in determining development priorities. When DAU and DAK become the main sources of funding, regional development tends to follow the central government's agenda rather than local needs. This discussion is in line with the literature which states that fiscal capacity is a key factor in the success of infrastructure development (Suparto & Fahmi, 2022). The lack of fiscal space also indicates that regional expenditure reforms, especially in reducing excessive personnel expenditure, are necessary to increase fiscal space for infrastructure development. The discussion also emphasized that the use of alternative financing schemes such as PPPs and regional bonds is very important in addressing the limitations of the regional budget. However, low technical understanding and high risk perception have prevented local governments from maximizing the use of these schemes. This indicates that human resource capacity is a key variable that has not been fulfilled. Regional autonomy will not be effective without officials who have technical capabilities in planning, risk analysis, procurement, and project management. From the policy implementation perspective, the discussion shows that various obstacles such as weak coordination, delays in licensing, and land acquisition issues reflect complex governance problems. Infrastructure development implementation is a multi-actor process that requires cross-agency coordination.

Without clear and structured coordination mechanisms, projects will be prone to delays. In addition, community resistance to land acquisition is a challenge that requires a more inclusive social approach, through dialogue, transparency of compensation, and community participation in the planning process. The discussion also emphasized that suboptimal project supervision reflects the need to strengthen public accountability. Without proper oversight, budget inefficiencies and waste will continue to occur. This is important because infrastructure is a long-term investment that demands cost-effectiveness and benefits. Furthermore, the discussion showed that despite enormous challenges, there are opportunities that can accelerate development, such as central government support for PPPs, increased private interest, and increased public demand for quality public services. Overall, the discussion shows that regional infrastructure development requires a systemic reform approach, ranging from improving planning governance, increasing human resource capacity, diversifying funding, to strengthening coordination and accountability. Without comprehensive reforms, regions will continue to lag behind in infrastructure development, which will ultimately result in low regional competitiveness.

CONCLUSION AND RECOMMENDATIONS

Infrastructure development is a crucial component in driving economic growth at the regional level, but research shows that the planning, financing, and implementation processes still face various obstacles. Many regions have not been able to develop infrastructure plans that are in line with their available fiscal capacity, so that a large number of development proposals cannot be realized due to budget constraints. The lack of alignment between planning documents such as the RPJMD, Renstra OPD, and RKPD also results in the setting of development priorities that are less than optimal. In terms of funding, local governments still rely heavily on transfers from the central government, while the use of alternative financing options such as KPBU, local bonds, and various other creative financing schemes has not been optimized due to a lack of technical understanding and concerns about long-term risks. Implementation challenges are also evident in the inadequate quality of human resources, weak inter-agency coordination, slow licensing and land acquisition processes, and suboptimal project supervision. In addition to these internal obstacles, external factors such as national regulatory dynamics and lack of investor interest also slow down development. Overall, this study emphasizes that regional infrastructure development requires comprehensive reforms, ranging from strengthening governance and harmonizing planning documents, improving the competence of officials, utilizing more innovative financing schemes, to improving coordination between institutions. With these steps, infrastructure development is expected to be more effective, sustainable, and inclusive, thereby providing greater economic and social benefits to the community.

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