

**Strategy Management Analysis in Carrying out VLR by BAPPEDA Lampung Province in Efforts to Report SDGs Achievements****Rama Editya Gustomo<sup>1</sup>, Wenny Permata Sari<sup>2</sup>**

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SDGs, VLR, Soft System  
Methodology**Abstract**

The strategy of a business organization or company involves directing the organization's efforts in utilizing the environment and managing the company's internal capabilities to achieve the desired goals and objectives. This research aims to evaluate and develop management strategies implemented by the Regional Development Planning Agency (BAPPEDA) of Lampung Province in conducting Voluntary Local Review (VLR) to report the achievement of SDGs in Lampung province. The type of research used is qualitative with informants in this study, namely the head of government planning and human development (1 person), young expert planning staff (2 people), and Lampung Province SDGs secretariat staff (2 people). This research seeks to provide an in-depth understanding of the factors that influence the success of the VLR, as well as the opportunities and challenges faced in achieving SDGs targets at the regional level. The originality of the research lies in the application of Soft System Methodology (SSM) as a systemic approach in the context of SDGs reporting at the provincial level and contributes to the understanding of strategic management in supporting sustainable development. Research using Soft System Methodology (SSM) on Lampung Province Bappeda's strategy in implementing Voluntary Local Review (VLR) of SDGs achievements resulted in recommendations, including increased coordination, management capacity, data quality, actor empowerment, and transparency and accountability.

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**INTRODUCTION**

The strategy of a business organization or company involves directing the organization's efforts to utilize the environment and managing the company's internal capabilities in order to achieve the desired goals and objectives (Barusman et al., 2022). The success of the strategy is very dependent on the ability, competence, and involvement of quality human resources in its implementation (Iswahyudi et al., 2023). Therefore, the main factor in creating a good strategy is having good human resources. One step to improve the performance of human resources in an organization is to pay attention to the quality of workers while carrying out work tasks (Sari & Wendra, 2023). The importance of continuously evaluating the quality of each individual's performance is an important basis for improving and developing capabilities in the workplace.

In 2015, the United Nations (UN) General Assembly approved the 2030 Agenda for Sustainable Development (Ciambra et al., 2023). The 2030 Agenda Sustainable Development Goals (SDGs) were ratified by the United Nations (UN) as a continuation of the Millennium Development Goals (MDGs) (Ramadhani, 2020). SDGs consist of 17 goals and 169 targets designed to achieve increased economic prosperity, sustainability of social life, environmental preservation, and inclusive development. This initiative strengthens the

principle of "Leave No One Behind" to ensure the universality of the SDGs, applicable to all countries, including Indonesia (Muhamad Nur Afandi et al., 2021). In 2020, the Lampung Provincial Government chose the Regional Development Planning Agency (BAPPEDA) as the Lampung Province TPB/SDGs Secretariat, which produced the Lampung Province Regional Action Plan for Sustainable Development Goals (RAD TPB/SDGs) for the 2020-2024 period (National, nd).

A company needs to design an effective strategy to maintain its existence and improve its performance. The success of this strategy depends on the ability of company management to carry out its main functions (Sari et al., 2022). In an effort to support the achievement of SDGs at the national level, BAPPEDA Lampung province reported five SDGs that were priorities in the Voluntary Local Review (VLR), namely: No poverty, No hunger, Industry, innovation and infrastructure, Reducing inequality, and Sustainable cities and settlements. This selection is based on relevance to the local situation and resource efficiency. Even though VLR does not yet have official status, New York's success in reporting its city's progress has become an inspiration for many regions, including Lampung Province. However, there are a number of challenges, including limited data, inter-sector coordination, and involvement of stakeholders, which are the main focus in preparing the VLR for Lampung Province.

This research applies Soft System Methodology (SSM) as a systems approach to dealing with complex and unstructured problems (Sumadyo, 2016). SSM is an action research method that adopts models for organizing discussions in which various conflicting goals, needs, targets, interests, and values can be identified and discussed comprehensively. SSM is well suited to address complex challenges related to human behavior (Proches & Bodhanya, 2015). It serves as a method for structuring and managing complex problems characterized by unstructured and difficult-to-describe human and technological interactions. SSM, known as a participatory method, is used to understand the perspectives of stakeholders in an organization or group, with the main focus of creating mutual agreement.

A review of several previously conducted studies, such as that by (Fox & Macleod, 2023), authors of the VLR Handbook for UK cities, describes these regional guidelines as focusing on a four-step process of localization initiated by central, regional, or local: local awareness, advocacy, implementation, and monitoring. This gradual framework outlines a linear engagement process that aims to guide the localization process and provide tools to initiate local discussions. Based on their experience in localizing the SDGs in Bristol (Macleod 2023) argue that SDGs-inspired networks are often touted as a means to encourage peer-to-peer learning, but concrete evidence of this is still limited. The Voluntary Local Review (VLR) process not only functions as a reporting tool, but is also an important element in monitoring and setting sustainable development targets. Implementation of VLR provides an opportunity for a region to evaluate its strategies and goals and identify concrete actions in achieving the Sustainable Development Goals (SDGs) (Araneo, 2023).

Meanwhile, several previous studies using SSM, such as those conducted by researchers, have conducted research using the SSM method (Andayani et al., 2016). This research discusses the problem of unsustainable red chili production in developing the red chili agribusiness cluster designed by Bank Indonesia. Red chili supply is hampered. The results of this research are solutions for developing a cluster model based on transparency, fairness and integration between all stakeholders using the SSM model. Subsequent research also uses SSM to discuss the design of a smart supply chain system for the natural fiber industry (Nurhasanah et al., 2020).

The system design is carried out to optimize the sustainability of the natural fiber supply, which provides economic and environmental benefits. These studies show that SSM can facilitate dialogue between stakeholders to structure poorly structured problem situations.

Based on the application of Soft System Methodology (SSM) in preparing the Voluntary Local Review (VLR) of SDGs achievements, it was found that data complexity, involvement of related parties, and preparation of comprehensive reports were the main challenges. SSM helps identify the root of the problem and formulate solutions by proposing the implementation of integrated information system management and collaborative platform development. With this approach, handling these problems can be more effective and efficient in supporting reporting on SDGs achievements in Lampung Province.

This research aims to understand management as well as evaluate and build BAPPEDA's strategy for Lampung Province in conducting Voluntary Local Review (VLR), identifying challenges, and exploring opportunities to increase the effectiveness of reporting and achieving SDGs in Lampung Province. The benefits of this research include theoretical contributions to the understanding of SDGs reporting and practical benefits in guiding decision-makers to optimize VLR at the provincial level.

## **RESEARCH METHODS**

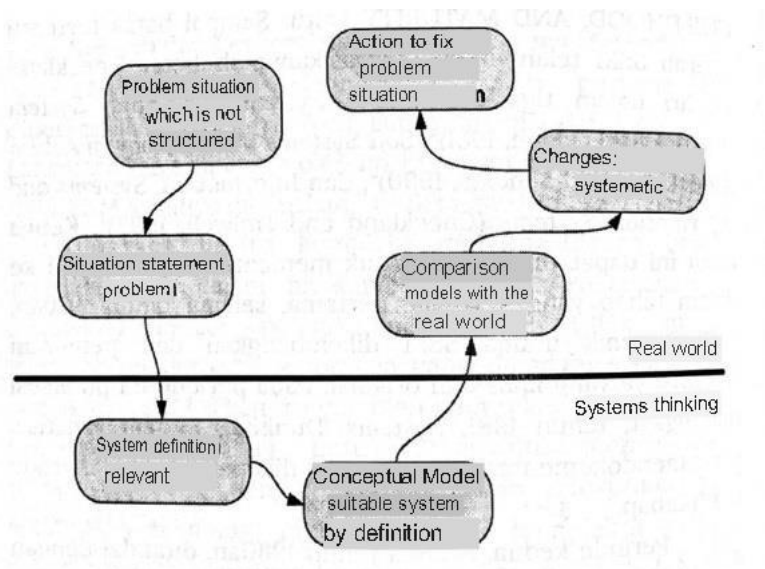
This research evaluates the management strategy implemented by BAPPEDA Lampung Province in conducting a Voluntary Local Review (VLR) to report on the achievement of Sustainable Development Goals (SDGs) in Lampung province. BAPPEDA Lampung Province, as the SDGs secretariat, is the main focus of this research, and a qualitative approach is used to enable a deeper understanding of the dynamics involved in implementing this management strategy. In this research, the selection of informants used purposive techniques, taking into account criteria that were in accordance with the research objectives. The main informant is the Head of Government Planning and Human Development, who has a key role in preparing the VLR SDGs for Lampung Province. Other informants involved Young Expert Planning Staff and Staff at the Lampung Province SDGs secretariat, selected based on their intensive involvement in the activities that were the focus of the research. The data collection phase in this research involved two main methods, namely interviews and documentation. In this research, interviews were conducted by asking direct questions to various parties involved in implementing VLR SDGs Achievements in Lampung Province. Documentation is carried out by reading notes or documented data, especially regarding the strategies implemented by local governments and stakeholders in implementing VLR for SDGs achievements in Lampung Province. Various forms of documentation, such as writing, images, or recordings, are crucial because most of the facts and data are documented in them. Qualitative data analysis activities are interactive and continue continuously until they reach the point of saturation, where the data is considered adequate. In this research, the steps for qualitative data analysis include data reduction, data display, and concluding drawing.

## **RESULTS AND DISCUSSION**

Based on the steps developed through the Soft System Methodology (SSM) approach, the following is an explanation of the results and discussion obtained from each stage that has been studied (Barusman & Yusuf, 2017) :

### **a. Problem Which No Structured**

One of the crucial problems in this research lies in the limited provincial VLR references, which can be used as the main source in compiling VLRS related to SDGs achievements in Lampung Province.



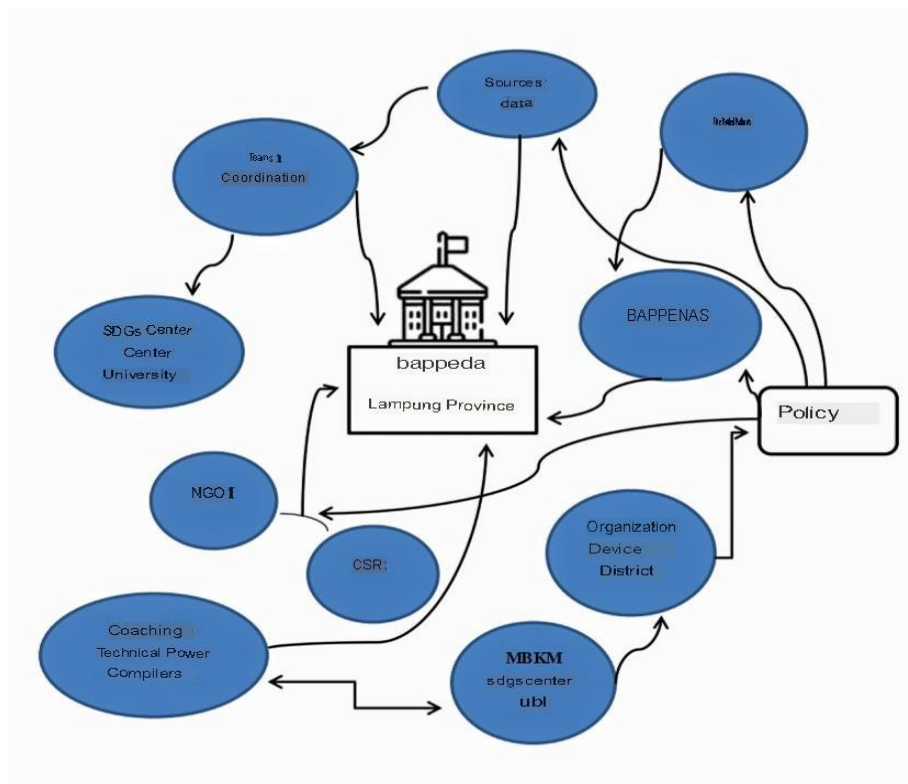
**Picture 1 Stages Soft Systems Methodology**

In this research, a number of problems related to the Lampung Province Bappeda strategy in implementing VLR for SDGs achievements in Lampung province can be identified as follows:

1. VLR Reference Limitations. There are limited VLR references from other provinces because there are very few regions in Indonesia that compile VLRs. These limitations may affect the preparation of VLR And determine framework Work as well as parameter-appropriate evaluation.
2. Data Improvement and Continuous Strategy. The need for improvements in data and the formulation of focused strategies. Synchronization of medium and long-term development targets with the achievement of the SDGs requires a mature and focused strategy.
3. Active Role Device Regions and Collaboration. The role required active collaboration from regional officials in preparing VLR and implementing SDG achievement strategies. Good coordination between relevant sectors will ensure good coverage in the report, and synergy between stakeholders needs to be improved.
4. Increasing Public Awareness. Further efforts are needed to increase public awareness and understanding of the SDGs. Education and socialization at the local level can create support and participation, Which is wider for the public.
5. Information Technology and Data Management System Updates. Technology updates require information and management systems data to improve efficiency and accuracy in collecting, analyzing, and reporting SDGs data. Advanced technology can make data management easier, reduce human error, and increase timeliness in reporting SDGs achievements.

#### **b. Mapping Problem**

To convey the problematic conditions in implementing the strategy to achieve Sustainable Development Goals (SDGs) through VLR in Lampung Province, this rich picture depicts various problems that arise and highlights the values believed in through strategically placed symbols. In this way, the visualization not only reflects the problems faced but also provides a comprehensive picture of the complex dynamics involved in achieving the SDGs through VLR.



**Picture 2 rich picture Problem VLR achievements SDGs province Lampung**

Based on the rich picture, there are a number of problems in the strategy implemented by BAPPEDA Province Lampung to reach Sustainable Development Goals (SDGs) through Voluntary Local Review (VLR). The main challenge involves the need for more references regarding the implementation of VLR in other provinces, making it difficult to access relevant data. Other obstacles include a need for optimal coordination between regional apparatus. The UN policy, which gives a mandate to Bappenas, shows the need for BAPPEDA to develop an effective strategy for implementing VLR in achieving SDGs in each region.

**c. Definition Root (Root Definition)**

The strategy implementation system for conducting Voluntary Local Reviews (VLR) to achieve the Sustainable Development Goals (SDGs) in Lampung Province (P) involves the implementation of various programs with effectiveness and accuracy of targets and involves various sectors (Q). The main objective is to create a VLR That reflects the optimal achievement of SDGs in Lampung Province so that results reports can be submitted nationally and internationally (R). Strategy is planning action to achieve long-term goals and involves business individuals or groups utilizing capabilities and resources (Subyantoro & Suwanto, 2020). Apart from program planning and implementation, strategy is also integrated cooperation cross-sector to approach holistic and sustainable in achieving Sustainable Development Goals (SDGs). With active involvement and synergy between local governments, the private sector, community institutions, and international institutions, the strategy aims to create a VLR that reflects the achievement of the SDGs at the local and local levels. It can be expressed effectively in level national and international. Collaboration cross-sectors are the main basis for achieving the Sustainable Development Goals in Lampung Province.

**Table 1 Analysis Hierarchy Problem**

Leveling	Party Which involved	Focus Issue	Characteristic
<b>Directive</b>	<ul style="list-style-type: none"> <li>•Local government</li> <li>•Leader provincial SDGs</li> <li>•SDGs Secretariat province</li> </ul>	<ul style="list-style-type: none"> <li>•Policy in the SDGs</li> <li>•Briefing and Supervision</li> <li>•Strategy Coordination Team</li> </ul>	<ul style="list-style-type: none"> <li>•Planning</li> <li>•Strategic</li> <li>•Policy</li> </ul>
<b>Strategic</b>	<ul style="list-style-type: none"> <li>•Strategic Management</li> <li>•BAPPEDA province</li> <li>•Corporate Social Responsibility</li> </ul>	<ul style="list-style-type: none"> <li>•Planning and implementation of the VLR Strategy to achieve the SDGs</li> <li>•Handling Process and Data problems: Which accurate</li> <li>•Coordination Management between sectors</li> </ul>	<ul style="list-style-type: none"> <li>•Management</li> <li>•Drafting and Organizational Structure</li> <li>•Evaluation and Control</li> </ul>
<b>Tactical</b>	<ul style="list-style-type: none"> <li>•Information search effective</li> <li>•Improved capabilities design team</li> <li>•Organization Non-Government (NGO)</li> </ul>	<ul style="list-style-type: none"> <li>•Insufficient data efficient</li> <li>•Five TPB (1,2,9,10,11)</li> <li>•Which becomes the main focus</li> <li>•Increasing human resource capacity through institutions and institutions</li> <li>•Community that supports the implementation of the SDGs.</li> </ul>	<ul style="list-style-type: none"> <li>•Technical, operational aspects in strategy formulation</li> <li>•Increased referrals data source</li> <li>•Collaboration between related institutions and partnerships</li> </ul>
<b>Operational</b>	<ul style="list-style-type: none"> <li>•Staff SDGs Secretariat</li> <li>•MBKM student SDGs</li> </ul>	<ul style="list-style-type: none"> <li>•Efficiency Design Team</li> <li>•Personal improvement and skills</li> <li>•Connection dynamic social.</li> </ul>	<ul style="list-style-type: none"> <li>•Strategy</li> <li>•SDGs Secretariat Province</li> </ul>

To explain the strategic process of the Lampung Province Bappeda in carrying out the Voluntary Local Review (VLR) as an effort to report on the achievement of the Sustainable Development Goals (SDGs), the analysis was carried out using the CATWOE table.

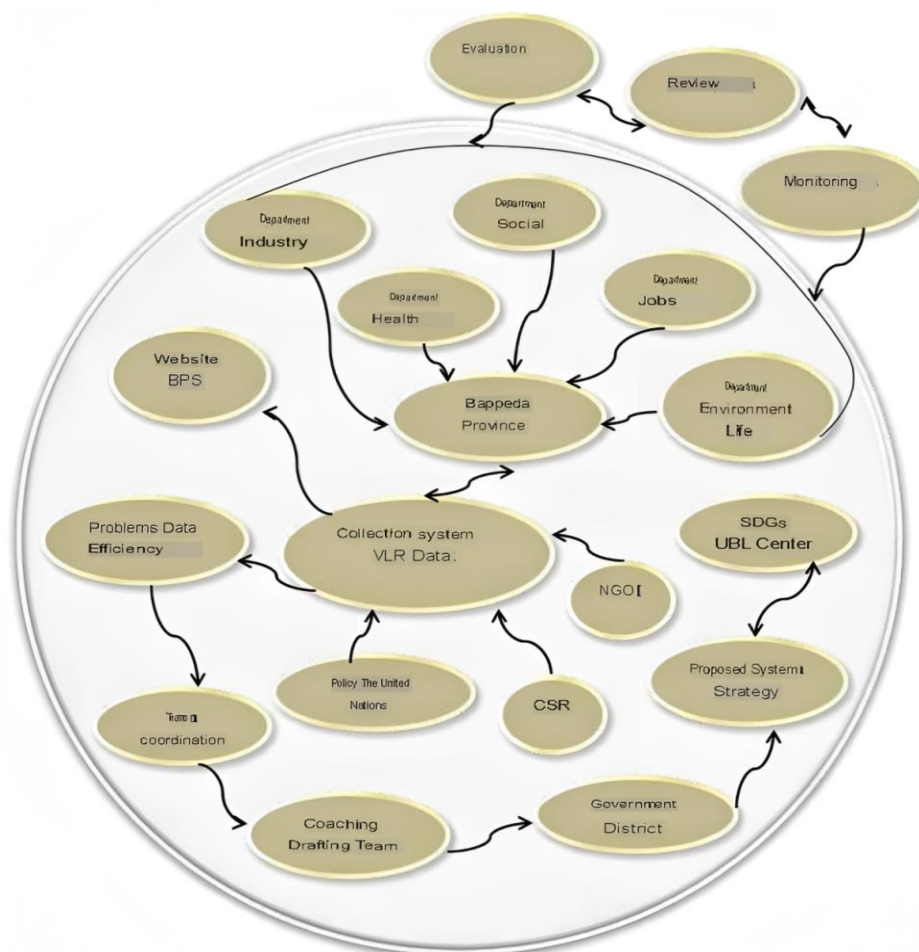
**Table 2 CATWOE analysis**

	Description	Results Definition
C	Customer: Individuals who have influence or are affected by the system.	Staff Secretariat SDGs, SDGs Center UBL, CSR Staff Secretariat SDGs: Responsible answer in providing instructions regarding creating a VLR. SDGs Center UBL: On duty, look for elements That will be entered into the VLR. CSR: The Party That follows contributes to conveying data on programs or activities that support the achievement of SDGs.
A	Actors: Individuals and role systems in certain activities.	Service Education, Service Health, Service Environment Life, Public Works Department, Social Service, and Industry Service: Every service has a responsibility to answer, especially in respective fields, to support the achievement of sustainable development goals. Central Statistics Agency (BPS): responsible for collecting, process, And providing data statistics relevant and accurate in relation to SDGs indicators.
Q	Transformation: Processes and changes that occur.	Effective strategies in carrying out Voluntary Local Reviews (VLR) To reach Objective sustainable development (SDGs) in Lampung Province involve a number of initiatives, such as implementing various programs, training, development, analysis, and policy formulation.

	Description	Results Definition
W	World-view: Consequences of implementation system.	The emergence of a solid understanding together among all elements involved, with the objective that they have a sense of responsibility in the process of planning, controlling, and improving effective strategies in implementing the Voluntary Local Review (VLR) to achieve the Sustainable Development Goals (SDGs) in Lampung Province on an ongoing basis. BAPPEDA, SDGs Center University, Institution Community Self-Help, Regional Government
O	Owner: Parties who have interests.	
E	Environment: Environmental boundaries encompassing the system and its impacts.	

#### d. Model Conceptual

By referring to the root definition, a conceptual model is then created to identify the activities needed in the Voluntary Local Review (VLR) implementation strategy to achieve the Sustainable Development Goals (SDGs) (Burger & Parker, 2022). This conceptual model is adaptive, involving the activities of the actors, and there is feedback between the process and the actors in the system.



Picture 3 Model Conceptual Strategy Do VLR Achievements SDGs

**e. Between Model And World Real**

After obtaining a conceptual model, the next step is to compare the conceptual model of the human activity system with real situations in the world, which then produces recommendations regarding what elements should be maintained, improved, or created new ones. The recommendations produced in this process cover five main aspects, namely, implementing effective coordination, increasing management capacity, improving data quality, improving actor empowerment, and higher transparency and accountability.

**Table 3 Comparison Model with World Real**

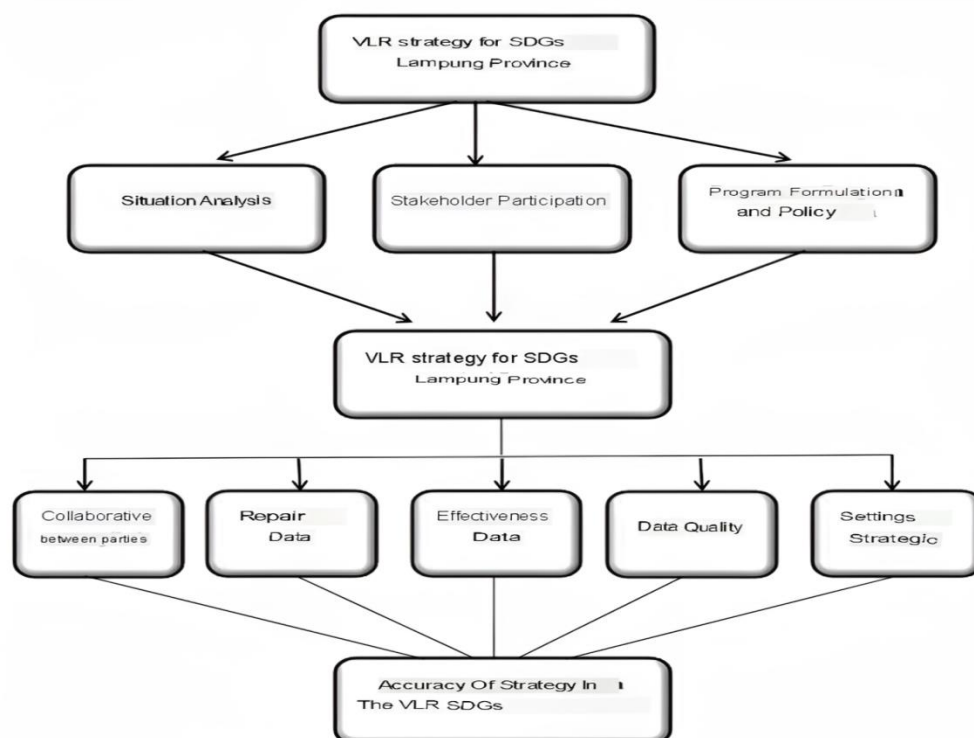
<b>Activity</b>	<b>Condition Real world</b>	<b>Recommendation</b>
Carry out coordination effective	The power compiler and inter-coordination party are still not structured optimally	Increasing training for drafting staff, establishing a clear coordination structure, and strengthening communication to ensure efficiency and effectiveness in the entire process preparation VLR.
Increased management capacity	Capacity for understanding VLR, which is still limited Because few references	Strengthening management capacity, especially in matters of understanding VLR management strategy, planning, organizing, and monitoring in government and related sectors.
Improve improvements data quality.	Collection data that tends not to vary	Identify and overcome limitations of relevant and accurate data, including ensuring the accuracy of data from the right sources.
Improving perpetrator empowerment	Lack of collaboration from various party in VLR achievement SDGs	Hold training to improve understanding And the relevance of SDGs in everyday life for the parties involved.
Transparency and accountability are high.	Supervision and monitoring in carrying out data collection Still less effective	Increase transparency and accountability in the entire VLR preparation process with an effective monitoring system, ensuring implementation according to plan And standard. Increased openness is needed data to ensure accuracy in reflecting progress achievement Objective Sustainable Development.

**f. Plan change**

The Lampung Province Bappeda has the main objective of developing a holistic strategy in the change plan to improve the quality of Voluntary Local Review (VLR) preparation in achieving the Sustainable Development Goals (SDGs). Steps include enhancement training And Skills power preparers through regular training programs, with a focus on understanding SDG indicators and techniques for preparing accurate reports. In addition, strengthening a structured coordination structure involving all stakeholders, including local governments and related sectors, is carried out to ensure effective and synergistic collaboration throughout the VLR preparation stages. The Lampung Province Bappeda change plan aims to increase management capacity in all sectors by focusing on VLR management strategies, planning, organizing, and monitoring. The main priority is improving data quality by identifying limitations and ensuring accurate data through evaluation continuously. Efforts were also made To increase understanding And relevance of SDGs through training. Step lastly involves implementation system supervision and mechanisms reporting that are more open to increase transparency and accountability in preparation for VLR and ensure implementation in accordance with the standard that has been set. Plan this aims to achieve positive and sustainable change in achieving SDGs in Lampung Province.

**g. Action for Repair**

The strategy system implemented in the Voluntary Local Review (VLR) by Bappeda Lampung Province requires structured and accurate steps (Moinuddin et al., 2021). In reporting achievement SDGs, elements and the data entered must be appropriate with the reality of the achievements that have occurred. Strategy formulation needs to be designed and implemented comprehensively, including evaluation and monitoring throughout its implementation, to guide the direction of the goals to be achieved. In implementing VLR, there are three key elements: thorough situation analysis to understand conditions and challenges, participation active from various holder interests, and the formulation of concrete programs and policies. This approach is expected to make VLR an effective instrument in achieving sustainable development goals at the local level.



**Picture 4 Formulation Strategy VLR Achievements SDGs Province Lampung**

Recommendations in the context of policy changes are an effort to improve conditions that are less than optimal. After the implementation of changes, the problem situation undergoes modification, becoming a continuous cycle with continuous improvement. The importance of stakeholder views and collaboration stands out in establishing optimal strategies. Further research is needed on effective institutional systems with evaluation of existing institutional monitoring processes. This is important to understand the type of intervention that will be implemented by the institution, especially regarding the strategy for implementing VLR to achieve SDGs in the future.

The research uses Soft Systems Methodology (SSM) to understand the strategy of Lampung Province Bappeda in carrying out a Voluntary Local Review (VLR) related to Sustainable Development Goals (SDGs) (Wang et al., 2015). Identification of problems includes limited VLR references, data improvement, the role of regional officials, public awareness, and information technology updates. The rich picture provides a comprehensive overview, while root definition and Problem hierarchy analysis

describe the achievement of VLR strategy system SDGs. CATWOE analysis addresses key elements, and the conceptual model provides an overview of strategic activities (Marttunen et al., 2017). Comparison of the model with the real world produces recommendations for change, including improving coordination, management capacity, data quality, actor empowerment, and transparency and accountability. The change plan includes training, collaboration, enhancement capacity, and transparency to increase the effectiveness of the VLR strategy for achieving SDGs in Lampung Province. Five important things in this research involve limited VLR references, data improvement, the role of regional officials, public awareness, and information technology updates. Solutions include improved information exchange, monitoring systems, creation of work teams, local education programs, and investment in information technology and data management.

## CONCLUSION

The results of research on the VLR Strategy by Bappeda of Lampung Province in achieving the SDGs show several aspects that need to be considered: The main challenge is the limited references from other provinces, which hinders the design of effective strategies. It is recommended to expand cross-regional information exchange. Improved data and a more focused strategy are needed to achieve the SDGs. It is recommended to focus on implementing an effective monitoring system and formulating measurable follow-up plans. The importance of the active role of regional officials and collaboration in preparing the VLR and implementing strategies for achieving the SDGs. It is recommended to form a good work team and increase public awareness through education and outreach programs at the local level.

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