

# Investment Control in Denpasar City

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**Abstract** Enhancing the business climate and boosting investment are conducted within the city's jurisdiction. Denpasar City has endeavored to draft the General Investment Plan (RUPM), but progress has stalled because Bali Province has not completed its RUPM. To address this issue, Denpasar City has initiated Investment Potential Mapping. This mapping aims to provide valuable insights to potential investors interested in investing in Denpasar.

This policy paper is prepared using data collection and data processing methods. Data collection involves interviews, document studies, and Focus Group Discussions (FGD). Data processing employs descriptive and comparative methods.

**Index Terms**— *RUPM, Investment Mapping, Investment Opportunities.*

## I. INTRODUCTION

Investment is one of the matters in the policy direction of the Denpasar City Government; as an implementation of Denpasar Smart City in 2017. Improvement of the business climate and increase in investment are carried out based on the limits of the city's authority; continuously through: harmonization and synchronization of regional regulations with the province and center as well as harmonization and synchronization of policies between sectors in Denpasar City with other cities. Currently, Denpasar City has prepared a General Investment Plan; but it has only reached the Academic Manuscript stage; when it was proposed to the Legal Section to be made into a Draft Regional Regulation, the proposal was rejected because until now the Province of Bali is still in the stage of preparing a General Investment Plan. The steps taken while waiting for the completion of the preparation of the Bali Province General Investment Plan, the Denpasar City Investment and PTSP Office is preparing an Investment Potential Map.

## II. METHOD

The writing methodology includes data collection methods and data processing methods. Data collection is done by conducting interviews and other data sources. Data processing is done by quoting from other data sources such as data withdrawal from the system used at the Investment and PTSP Office. To improve the data, a regional apparatus forum is held. The data source used is data analysis using descriptive statistics that describe the percentage

achievement value of the increase in the number of investment realizations in Denpasar City and efforts made to increase the number of investment realizations, annual strategic planning related to increasing investment, and investment control performance in the last 1 year. The author also uses qualitative descriptive data which is a narrative that describes or supports data in the form of numbers

## III. RESULT AND DISCUSSION

### A. Investment Performance Measurement in Denpasar City

Definition of Performance is a description of the level of achievement of the implementation of an activity/policy in realizing the targets, objectives, missions, and visions of an organization as stated in the planning strategy of an organization. The term performance is often used to refer to the achievements or level of success of individuals or groups of individuals. Performance can only be known if the individual or group of individuals has established success criteria. These success criteria are in the form of specific goals or targets to be achieved. Without goals or targets, the performance of an individual or organization cannot be known because there is no benchmark (source: Mahsun 2006:25). Regulation of the Minister of State Apparatus Empowerment Number: PER/09/M. PAN/5/2007 Concerning General Guidelines for Determining Key Performance Indicators in Government Agencies states that in order to measure and improve performance and further increase the accountability of the performance of each government agency, it is necessary to determine key performance indicators in each agency

environment. Article 1 paragraph 1 of the Regulation of the Minister of State Apparatus Empowerment Number: PER/09/M. PAN/5/2007 states that Government Agency Performance is a description of the level of achievement of targets or objectives of government agencies as a description of the vision, mission, and strategy of government agencies that indicate the level of success and failure of implementing activities in accordance with established programs and policies.

Performance indicators function to clarify what, how much and how the progress of implementing activities/programs and organizational policies is to create a consensus built by various related parties to avoid misinterpretation during the implementation of policies/programs/activities and in assessing their performance; Building a basis for measuring, analyzing and evaluating organizational/work unit performance; Realizing transparency and accountability of regional government; One of the bases in determining the amount of the budget; and as a basis for developing a performance architecture. Key Performance Indicators (IKU) are performance indicators used to measure performance that will be promised by the Regional Government.

Performance measurement is carried out after the implementation of activities in accordance with the performance determination in the planning document. The results of performance measurement which are equipped with analysis and evaluation of performance achievements are presented in the performance report. Based on Government Regulation Number 39 of 2006 concerning Procedures for Controlling and Evaluating the Implementation of Development Plans, it is mandatory for every state administrator, both at the central and regional levels, to measure physical and financial realization every quarter. In 2014, the Minister of State Apparatus Empowerment and Bureaucratic Reform issued Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting and Procedures for Reviewing Performance Reports of Government Agencies. Measurement of Performance Indicators is based on Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 53 of 2014.

#### B. Performance Achievements of the Investment and PTSP Office of Denpasar City

Performance evaluation and analysis will be conducted on strategic targets or program/activity results and the final conditions that should be realized. Evaluation of performance achievements is a requirement considering the rapid dynamics of society that have an impact on the demand for the provision of increasingly quality government services, through the implementation of performance evaluations that are used periodically will help an organization in this case the Investment and One-Stop

Service Office of Denpasar City in solving the problems faced. The results of the analysis of performance measurement can be described as follows:

#### a) Target 1: Increasing the amount of investment value in Denpasar City

To achieve the target of increasing the amount of investment value in Denpasar City, this performance indicator can be described in table 1 below:

TABLE I  
CAPAIAN PENINGKATAN JUMLAH NILAI INVESTASI DI KOTA DENPASAR  
TAHUN 2021-2023

Indicator Goals	2021	2022	2023	Realization 2023	% Capaian 2023
Improvement realization of investment	improvement 192,66 %	improvement 19,88 %	improvement 2 %	improvement 59,79 %	2.989,5
Realisasi investasi nasional	1.418.882.611.040.000	Realisasi investasi DPMPPTSP 4.259.370.236.049	% Capaian 0,30		

Source: LKjIP Dinas Penanaman Modal dan PTSP Kota Denpasar

In the Achievement of performance indicators, the percentage increase in the amount of investment realization in Denpasar City from 2020 to 2022 has increased. The achievement in 2023 is an increase of 59.79% from 2022. The amount of investment in 2020 is IDR 759,755,428,729, in 2021 it is IDR 2,223,566,489,301, in 2022 it is IDR 2,665,557,057,373 and in 2023 it is IDR 4,259,370,236,049.

The RPJMD states the initial conditions in 2020 amounting to Rp. 5,653,450,420,135 with a target increase of 2% per year and the data sources used include:

1. National Single Window for Investment (NSWI)
2. Management Information System (SIM) licensing
3. SiCANTIK
4. Investment Activity Report (LKPM)

Efforts made to increase the amount of investment in Denpasar City are:

1. Carrying out investment promotion, licensing and non-licensing
2. Creating innovative products to improve the quality of investment services, licensing and non-licensing

#### b) Target 2: Increasing the quality of public services

To achieve the target of increasing the quality of public services, this performance indicator can be described in Table 2 below:

TABLE II  
PUBLIC SERVICE INDEX IMPROVEMENT ACHIEVEMENTS 2021-2023

Key Performance Indicators	2018	2019	2020	2021	2022	2023	Achievement in %
index	mar k 3,69	Mar k 3,69	mar k 4,30	mar k 4,45	Mar k 4,64	Ma rk 4,4 0	Mar k 4,89
							111,14

Source: LKjIP Dinas Penanaman Modal dan PTSP Kota Denpasar

The achievement of the Public Service Index performance indicator from 2018 to 2023 has increased. The Public Service Index in 2018 was 3.69, in 2019 it was 3.69, in 2020 it was 4.30, in 2021 it was 4.45, in 2022 it was 4.64 and in 2023 it was 4.89 with the Excellent Service category. The percentage of achievement in 2023 was 111.14%. Based on the Regulation of the Minister of PAN RB Number 4 of 2023 concerning Amendments to the Regulation of the Minister of PAN RB Number 29 of 2022 concerning Monitoring and Evaluation of the Performance of Public Service Provision and the Guidelines of the Minister of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 5 of 2023 concerning the Mechanism and Instruments for Monitoring and Evaluation of the Performance of Public Service Provision, all stages of monitoring and evaluation of the performance of public service provision are assessed independently.

#### Analysis of Programs/Activities that Support the Success of Performance Achievement

In an effort to realize the achievement of performance targets, the Denpasar City Investment and PTSP Office has made several efforts to achieve the targets that have been set, namely:

TABLE III

PROGRAMS &amp; ACTIVITIES FOR THE TARGET OF INCREASING THE NUMBER OF INVESTMENT VALUES IN DENPASAR CITY

Target	Program and Activity
Increasing investment value in Denpasar City	Investment Climate Development Program Activity of Making Investment Potential Map of Regency/City Sub-activity: Preparation of General Plan of Investment of Regency/City Investment Promotion Program Activity of Implementation of Investment Promotion which is the Authority of Regency/City Sub-activity: Implementation of Investment Promotion Activity of Regency/City. Investment Implementation Control Program Activity of Controlling Investment Implementation which is the Authority of Regency/City Sub-activity: Coordination and Synchronization of Guidance of Investment Implementation Coordination and Synchronization of Supervision of Investment Implementation

Source: LKjIP Dinas Penanaman Modal dan PTSP Kota Denpasar

Efforts to achieve the target of increasing the quality of public services have been established with 2 Programs, 2 Activities and 2 Sub-activities which can be described in table .4 below:

TABLE IV  
PROGRAMS & ACTIVITIES FOR THE TARGET OF INCREASING THE NUMBER OF INVESTMENT VALUES IN DENPASAR CITY

Target	Program and Activity
Improving the quality of public services	Investment Service Program - Integrated One-Stop Licensing and Non-Licensing Service Activities in the Investment Sector that are the Authority of the Regency / City Region Sub-Activity: Provision of Consultation Services and Management of Public Complaints regarding Integrated Licensing and Non-Licensing Services Investment Data Management and Information System Program - Integrated Licensing and Non-Licensing Data and Information Management Activities at the Regency / City Level Sub-Activity: Processing, Presenting and Utilizing Licensing and Non-Licensing Data and Information Based on an Electronically Integrated Business Licensing Service System

#### IV. CONCLUSION

In addition to being the implementation of activities during 2025, the Work Plan also functions as a means of improving the performance of the Denpasar City Investment and One-Stop Integrated Service Office. As a material for implementing activities during 2025, the Work Plan can also be used as a means to carry out activities carried out in one year for all levels of the Denpasar City Investment and One-Stop Integrated Service Office.

Most of the performance achievements in 2023 have presented various successes achieved by the Denpasar City Investment and One-Stop Integrated Service Office according to the targets set in the performance indicators, even exceeding the targets that have been set. For the achievement of targets measured from several main performance indicators, including:

1. Percentage increase in the number of investment realizations in Denpasar City in 2023 amounting to

Increase of 59.79%

2. Public Service Index of 4.89 with the category of Excellent Service. Meanwhile, when viewed from the programs and activities implemented in the 2023 budget year, the budget absorption capacity reached 88.75%.

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