

# EVALUATION OF COMMERCIAL LAND USE POLICY MODEL IN TASIKMALAYA CITY

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## ABSTRACT

This research is motivated by the ineffectiveness of commercial land use policies in Tasikmalaya City indicated by the minimal implementation of communication and coordination, low initiative and innovation as well as low awareness and support of various parties to collaborate. With the aim of the research to analyze the implementation and factors that cause ineffectiveness as well as an effective policy evaluation model in the implementation of commercial land use policies in Tasikmalaya City. The research method uses descriptive analysis with a spatial analysis approach. Data collection techniques are carried out through interviews, literature studies and observations and data analysis techniques used through data triangulation techniques. The results of the study explain that the evaluation of commercial land use policies in Tasikmalaya City on the dimensions of leveling and adequacy can be said to be not optimal, concrete efforts are needed for budget availability, supervision and private sector involvement while the dimensions of effectiveness, efficiency, responsiveness and effectiveness are well implemented. An effective evaluation model of commercial land use policies in Tasikmalaya City by increasing clarity of coordination, supervision and socialization supported by commitment as important aspects as well as novelty (research findings) to increase the synergy of all parties in a more effective commercial land use policy in Tasikmalaya City.

**KEYWORDS:** Policy Evaluation, Commercial Land Use Management

## INTRODUCTION

Regional autonomy policy causes a paradigm shift from a centralized government system towards a decentralized government system by providing flexibility to regions to realize broad autonomous regions and be responsible for regulating and managing the interests of local communities according to the conditions and potential of their regions (Darmawati, 2018) one of which is related to the utilization of spatial planning which aims to realize regional space that meets development needs by always being environmentally aware, efficient in synergistic investment allocation patterns and can be used as a reference for compiling development programs to achieve community welfare (Aditianata, 2018). Tasikmalaya City is a city that has a rapid level of development and population growth due to urbanization and population growth, the economy experiences quite large fluctuations, various changes that occur, especially changes in the city's economic sectors, take place quickly so that they cannot be anticipated by existing city plans (Endang Trimarmanti, 2019).

Changes in investment in the city's economic sector have affected the urban spatial structure that has been determined in the city plan and various shifts in urban land placement have occurred, known as penetration development, providing a positive impact on urban development, namely reducing the burden on the city center and some have negative impacts, namely reducing the quality of the residential environment, changing movement patterns and increasing traffic flow in areas experiencing these symptoms (Frakias, M., & Geoghegan, J, 2019). Development carried out in an area is still often carried out without following the spatial plan so that it does not consider the environmental carrying capacity and pay attention to regional vulnerability (Hakim, etc, 2021). Development plans that were originally expected in the long term to encourage economic growth in an area or region, but many have not been achieved due to the lack of support from natural resources and environmental carrying capacity for the realization of regional development (Kartikawati, etc, 2019).

Land use effectiveness in Tasikmalaya City is low, as evidenced by the high rate of land use changes, particularly in commercial activities, most often occurring in residential and commercial areas, which account for a significant proportion of urban land use (Nainggolan, 2021). The pattern of commercial activity development in Tasikmalaya City, when viewed in accordance with spatial planning, remains ineffective, as identified below:

1. The ineffectiveness of technical communication and coordination is indicated by the planned growth rate of the number of commercial activity units in locations that are not in accordance with the plan (20.48% per year) which is much greater than the growth rate in locations that are in accordance with the plan (12.53% per year).
2. The implementation of the spatial utilization program has not been planned based on the established provisions, indicating that the pattern of changes in land use for commercial activities in the 2010-2015 period only occurred in several sub-districts around the corridor II. HZ. Mustofa and Jl. Tentara Pelajar, R.E. Martadinata in this period.
3. The low level of initiative of the Regional Government in formulating strategic steps is indicated by the determination of the potential of the city center area which is only focused on part of the southern region while the potential in the eastern expansion area of Tasikmalaya City has not been optimized and changes in land use originating from residential land which tend not to be in accordance with the plan, especially in the period 2010-2015.
4. The level of understanding regarding commercial land use activities has not been optimally established across all OPDs, causing weak synergy as indicated by the time period, the speed of change in commercial land use activities in Tasikmalaya City was more rapid in the 2010-2015 period (12.35% of the year) compared to the 2010-2015 period (0.61%). The speed of change in unplanned locations tends to be greater than in planned locations.

The utilization of space is carried out in stages through the preparation of a program of development implementation activities related to the utilization of space which will be carried out by the government and the community, either individually or together in accordance with the established spatial plan so that utilization in accordance with the spatial plan is controlled through monitoring and regulating activities for the utilization of space which is planned to be realized in accordance with the provisions in the City of Tasikmalaya.

## LITERATURE REVIEW

Land use planning is an effort to plan the use or utilization of land in a specific area, including specifically classifying existing activities, such as organizational activities, trade, industry and others (Offiong, 2018). The development of a city or region that carries out continuous development due to population growth will increase the need for land for infrastructure, organizations, industry, and trade (Paramasatya, A., & Rudiarto, I, 2020). The increasing need for land gives rise to many phenomena of changes in land use (Robby, 2018).

Policy evaluation is one of the levels of the public policy process to assess whether a policy or program is running well or not, and evaluation is also a step in the policy process (Shamai etc, 2024). One of the functional activities, policy evaluation is not only carried out following the previous activities, namely the ratification and implementation of the policy, but can occur in all other functional activities in the policy process (Suardana, etc 2018). From the results of the evaluation, it can also be assessed whether or not a policy provides benefits to the intended community, one of which is through the policy evaluation criteria according to Dunn (2013:19) as follows:

1. Effectiveness: An alternative achieves the expected results (consequences) or achieves the objectives of an action that is closely related to technical rationality, always measured in units of product or service.
2. Efficiency: The amount of effort required to produce a certain level of effectiveness with optimal use of resources so that a goal is achieved.

3. Adequacy: relates to effectiveness by measuring the extent to which alternative choices satisfy needs, values, or opportunities in solving problems.
4. Equity: legal and social rationality, referring to the distribution of consequences and efforts among different groups in society in a fair, effective, efficient, and sufficient manner when costs and benefits are evenly distributed.
5. Responsiveness: the extent to which a policy satisfies the needs, preferences, or values of specific community groups. Public response after the impact of the policy begins to be felt can be positive in the form of support or less positive in the form of rejection.
6. Appropriateness: the criteria used to select a number of alternatives for recommendations by assessing whether the outcomes of the recommended alternatives are feasible goals.

The purpose of policy evaluation is to understand the results obtained after the policy is implemented, so that it can be assessed whether the policy is successful or needs improvement (Wang, 2023). Policy assessment includes policy content, implementation, and impact. Policy evaluation is conducted at the problem formulation, proposal formulation, implementation, policy legitimacy and so on (Fernandes, 2024). From the perspective of the public policy cycle, policy evaluation is placed last after policy implementation, so it is natural that public policies that are created and implemented are then evaluated (Huebner, 2021). From the evaluation, the success or failure of the policy will be determined, so that normative recommendations are obtained as to whether the policy can be continued or needs improvement before being continued or even terminated (Wollman, 2022).

## METHOD

The research method uses descriptive analysis with a spatial analysis approach as a transformation and manipulation technique that can be applied to spatial data processing to produce useful information for regional decision-making (Ustaoglu, 2020). Data collection techniques include interviews, literature studies, and observation, while data analysis techniques include data triangulation.

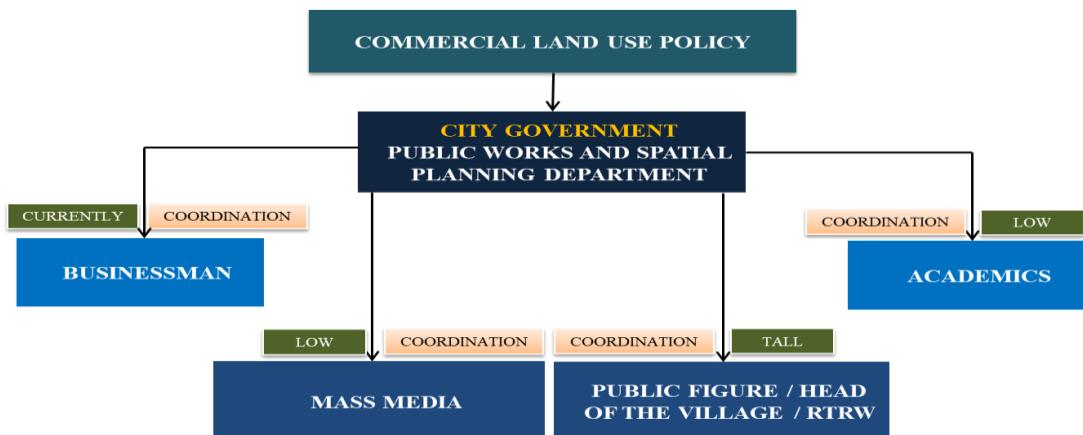
## RESULT AND DISCUSSION

Public demands for the implementation of quality commercial land use activities in Tasikmalaya City should be optimized to the maximum. This means that the challenges faced by the local government are currently getting stronger and it is necessary to realize that such challenges are not easy, apart from being managed synergistically, consistently, simultaneously and sustainably. The increase in cooperation that is formed is generally driven by a mixture of self-interest motives with the desire to realize the common good and is motivated by the urge to answer various social problems to be resolved by each institution or between the government and one sector. The aspect of effective coordination and communication through cooperation formed in the perspective of quality commercial land use implementation in Tasikmalaya City contains three elements, namely power, legitimacy and urgency and one supporting stakeholder element, namely the private sector, which explicitly describes the dominant cooperative relationship in the implementation of commercial land use activities in Tasikmalaya City today as follows:

1. The implementation of commercial land use in Tasikmalaya City requires the involvement of several parties, because each party has different limitations and functions. The government functions as a facilitator so that the implementation of commercial land use is carried out in accordance with applicable regulations by coordinating effectively with various parties such as Bappedalitbang, the Department of Agriculture and Fisheries, the Department of Environment, the Department of Industry and Trade, the Department of Environment, the Sub-district Head, and the Village Head. The RT/RW (Neighborhood Association) also plays a role in encouraging and supervising, and the private sector and entrepreneurs can actively support spatial planning policies in Tasikmalaya City.
2. Differences in the need for collaboration between the government and various parties. The government tends to collaborate more to ensure the success of policy programs, while the private sector tends to support policy programs more as a form of emotional and economic participation. These differences in needs

generally lead to a shared perception of the importance of realizing community welfare through the implementation of commercial land use in Tasikmalaya City.

From a relationship perspective, coordination has not yet resulted in a parallel relationship, and there is no dedicated agency to balance stakeholder involvement. Based on in-depth studies and analysis of the coordination relationship between stakeholders in the implementation of commercial land use planning in Tasikmalaya City, the following is explained:



**Figure 1: Existing Condition of Regional Government-Stakeholder Relationships in the Implementation of Commercial Land Use in Tasikmalaya City**

Based on the image above, it shows the intensity of stakeholder coordination in the implementation of commercial land use in Tasikmalaya City, however, several adjustments are needed including:

1. To further realize high-quality commercial land use planning, it is necessary to implement changes in Tasikmalaya City from adaptive governance to good environmental governance.
2. Assign clear roles to stakeholders, particularly community leaders, academics, and the private sector, to maximize coordination with the Public Works and Spatial Planning (PU-PR) Department to create synergy in the implementation of commercial land use planning in Tasikmalaya City.
3. Clarify the duties and functions of coordination to achieve high-quality commercial land use planning in Tasikmalaya City.

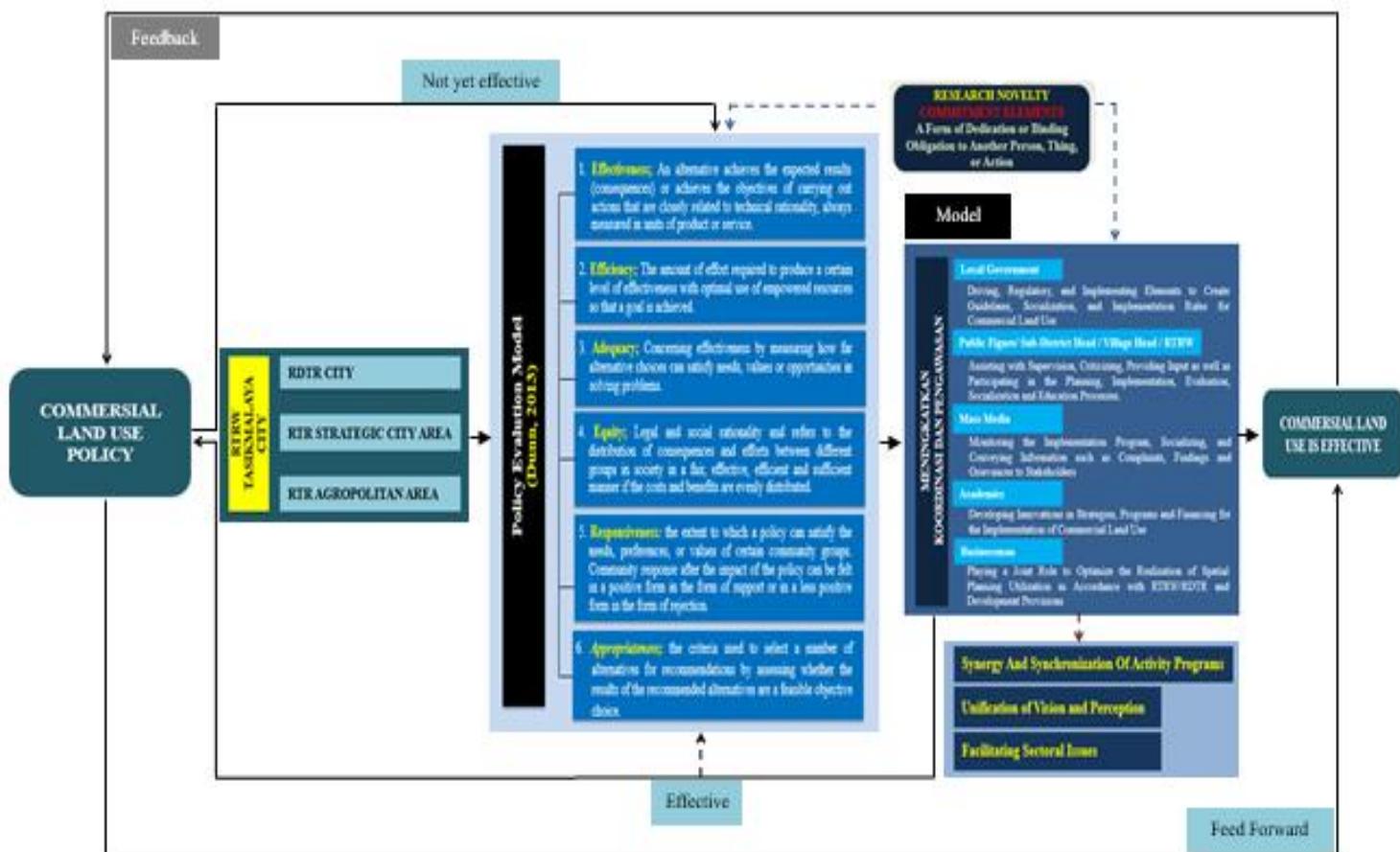
The government, as the representative of the state and the leading sector of policy, can no longer provide the necessary resources due to limited capacity. Therefore, the existence of other elements such as stakeholders becomes the mainstay and provides alternative resource support. In this context, the role of policy makers is imagined to be limited to responding to demands and support conveyed by the community. In this process, existing political institutions provide an arena for aggregating various community interests, meaning it is important for all parties involved to have an understanding of the implementation of commercial land use activities in the future. Moreover, stakeholder participation can occur actively or passively. Active participation is carried out directly, carried out to help government programs with their own initiatives and creativity, each party involves themselves through a willingness to foster a sense of belonging among the community, while the passive role is shown by the emergence of community awareness to not carry out activities that influence the mindset of other communities as part of the object of sustainable spatial utilization activities in Tasikmalaya City.

Governance changes the paradigm of government and development which is a solid and responsible implementation of development management in line with the principles of democracy and efficiency both politically and administratively creating legality and political framework. Good government services are the hope of the community, so it cannot be denied that improving government services is something that is very much needed and is always considered, so the government should be able to innovate to improve government

services at every level, especially at the level of services that are in direct contact with the beneficiaries of the service are required to be open and guarantee space that is accessed by stakeholders for various sources of information, monitoring and evaluation. This is also supported by the commitment between the government and stakeholders in its implementation not to provide information to the community, but to increase community involvement and awareness in the implementation of more effective commercial land use in Tasikmalaya City.

The challenge in realizing commercial land use policies in Tasikmalaya City is not the goal but rather a method or way to implement good governance. Therefore, the indicators are very varied and not absolute, highly dependent on the socio-economic and cultural conditions of the region so that the stressing varies from one region to another. Public assets are managed by the government through transparent, effective and efficient methods and are able to meet basic provisions of justice. Community involvement in the decision-making process, especially regarding the allocation of natural resources and defining impacts on more "sensitive" community groups by creating an open government, the community is encouraged to exercise control (supervision) over policy makers and the implementation of controlled power to prevent deviations in the implementation of commercial land use.

Evaluation has two interrelated aspects: the use of various methods to monitor the outcomes of public policies and programs, and the application of a set of values to determine the utility of these outcomes to individuals, groups, or society as a whole. Note that these interrelated aspects indicate the presence of facts and value premises within every evaluative claim, but many activities described as "evaluation" in policy analysis are essentially non-evaluative in nature. Based on this explanation, the following recommendations are proposed for a policy evaluation model for the implementation of commercial land use in Tasikmalaya City:



**Figure 2: Recommended Policy Evaluation Model Commercial Land Use in Tasikmalaya City**

Based on the figure above, the initial implementation process is oriented towards a fundamental and crucial study that will serve as the basis for strengthening the Tasikmalaya City Government's commercial land use planning process in the future. This initial process needs to be carefully considered to ensure that planning and implementation are not merely patchwork but have a clear direction and purpose. Therefore, within this framework, it is clear that strengthening the implementation of commercial land use policies among stakeholders needs to be designed and developed in a comprehensive and integrated manner in Tasikmalaya City.

The strategic role of the local government as a public actor, related to commercial land use policy in Tasikmalaya City, requires a more complex understanding in actualizing it so that optimal benefits are obtained for the community. Forward planning can provide a clear government policy framework. Thus, the coordination pattern emphasizes the involvement of all stakeholders on an equal basis and the existence of open dialogue to agree on achieving organizational goals. An effective process encourages the participation of all parties involved if stakeholders are involved and all members of the organization are involved in the process of formulating achievement targets. Of course, all feel ownership of the organization and are more responsible for the results and sustainability of organizational achievements. The direct involvement of all stakeholders clearly allows for rapid and effective decision-making in realizing quality commercial land use policy in Tasikmalaya City.

The researcher's stance in this study related to Dunn's (2013) theory regarding policy evaluation criteria in realizing commercial land use policies in Tasikmalaya City is still quite actual and relevant, however, there are still several weaknesses in its implementation. To anticipate the weaknesses of Dunn's theory, the researcher found novelty as a strengthening element of Dunn's theory so that commercial land use policies in Tasikmalaya City run effectively, namely commitment as an attitude or behavior displayed by proving loyalty to achieve the vision, mission, values and goals of the organization formed because of mutual trust, emotional closeness and harmony of expectations between members and the organization. The implementation of government based on commitment means the implementation of government functions by involving the private sector, the community and also other parties. This democratic aspect prevents the domination of one party over another in the management of public interests, including the potential management of natural resources and the environment. Of course, the implementation of government based on strengthening the commitment of parties in government affairs in the field of natural resources and the environment is carried out in such a way that is based on the vision of protecting and preserving environmental functions to support the implementation of sustainable development in Tasikmalaya City.

Based on the various views above, good governance will have implications for the management of natural resources and the environment, conversely, poor governance will ultimately have an impact on the sustainability of development in the region, making it unfavorable. In other words, the implementation of a good policy is highly determined and influenced by the commitment of all parties and governance in the effort to realize an effective commercial land use policy in Tasikmalaya City.

## CONCLUSION

Evaluation of commercial land use policy in Tasikmalaya City on the dimensions of equalization and adequacy can be said to be not optimal, more concrete efforts are needed regarding the availability of budget, supervision and private sector involvement, while the dimensions of effectiveness, efficiency, responsibility and effectiveness are well implemented. An effective evaluation model for commercial land use policy in Tasikmalaya City by further improving coordination, supervision and socialization supported by commitment as an important aspect as well as research novelty as an effort to increase synergy and continuity of all parties in the implementation of a more effective commercial land use policy in Tasikmalaya City.

The Tasikmalaya City Regional Government is expected to actualize the commercial land use policy evaluation model to maximize all stakeholders by conducting active and planned consolidation to improve

external links (development and strengthening of external links) and foster intensive, extensive and solid coordination and requires a visionary, innovative and highly committed leader to lead in realizing the implementation of a harmonious, balanced and sustainable commercial land use policy in Tasikmalaya City.

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