



Policy Evaluation of Cianjur Regional Middle Term Development Plan, 2011-2016

(Study: Road Development Based on South Cianjur Tourism)

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ABSTRACT

This research was initiated by indicating that the policy evaluation of the Regional Development Plan of Cianjur (RPJMD) 2011-2016 has not been optimal yet, primarily related to South Cianjur-based road infrastructure development. The strengthening of the phenomenon has implications on the low purchasing power of society and the low level of public welfare, especially in South Cianjur. Therefore, the researcher focuses on evaluating the Medium-Term Development Plan (RPJMD) of Cianjur regency for 2011-2016 and the Strategy of RPJMD Cianjur policy evaluation is expected to increase people's purchasing power in Cianjur regency. The purpose of the study, among others; first, describe and analyze the evaluation of the Cianjur District Medium-Term Development Plan (RPJMD) policy for 2011-2016, and secondly, to analyze and find the concept of RPJMD policy evaluation strategy that can be done to develop the development of tourism-based road infrastructure, especially in South Cianjur. While the research method using descriptive and research approach using mixed methods, through concurrent embedded design model (mixture is not balanced). The results reveal that the success of RPJMD policy evaluation is empirically determined by dimensions or aspects of effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. On the other hand, researchers found another concept or dimension, in addition to the six parameters put forward by William N. Dunn (1981). The concept or dimension that researchers find is the dimension of the perception equation. These findings are academically novelty generated in this dissertation. In addition, the study also found that optimizing the RPJMD policy evaluation required a strategy for the Cianjur District Government. The strategy that the Government of Cianjur Regency can do refers to the pattern of priority scale based on the calculation result of Analytical Hierarchy Process (AHP), which essentially follow the pattern; (1) dimension of perception equation, (2) dimension of accuracy, (3) dimension of equalization, (4) dimension of responsiveness. (5) sufficiency dimension, (6) efficiency dimension, (7) effectiveness dimension. This research concludes that policy evaluation of RPJMD Cianjur Regency Year 2011-2016, primarily related to the development of road-based tourism infrastructure empirically has not run optimally, so that implication on society prosperity, especially people residing in South Cianjur Area

Keywords: Policy Evaluation

INTRODUCTION

Substantively, local government policies are one of the main bases that direct the development process in Cianjur Regency to achieve common goals, namely improving the welfare of the Cianjur community. Therefore, the presence of this policy is expected to be able to respond to various changes that have occurred so that it can provide solutions to any problems faced.

In line with the above context, the Cianjur Regency Long-term Regional Policy has been legally incorporated into the Cianjur Regency Regional Regulation Number 09 of 2011 concerning the 2005-2025 Regional Long-Term Development Plan (RPJPD). While the Cianjur Regency Mid-Term Regional Plan (RPJMD) policy for 2011-2016, as a manifestation of the third long-term period, has

been written into Cianjur Regency Regional Regulation Number 05 of 2014 concerning Amendments to Cianjur Regency Regional Regulation Number 5 of 2012 concerning Medium-Term Development Plans. Regional (RPJMD) years 2011-2016. Substantively, the RPJMD is a translation of the vision, mission, and agenda of the elected Regional Head, in determining development goals, objectives, strategies, and policies and responding to the needs and aspirations of the community.

Based on the observations on the evaluation of the Cianjur Regency RPJMD policy in 2011-2016 and strategic issues at the national and provincial levels, 23 strategic issues and nine development priorities can be identified as outlined in mandatory affairs of 25 fields and optional affairs of 8 fields. In line with this context, in this study, the researcher will focus on evaluating the Cianjur Regency RPJMD Policy for 2011-2016 regarding road infrastructure development policies that support the achievement of the third mission, namely increasing people's purchasing power with the aim of road development policies based on tourism in South Cianjur. The urgency of the research focus is based on the consideration that the implementation of the Cianjur Regency RPJMD policy evaluation has not been optimal, which can be observed from the low quality of tourism-based road infrastructure development in the South Cianjur region. This condition then has implications for the weak standard of living of the community, limited employment opportunities, high levels of poverty, and low levels of community welfare, especially South Cianjur.

The emergence of the phenomena is inversely proportional to the goals achieved in the third mission of the Cianjur Regency Government, which has been stated in the 2011-2016 RPJMD, where its essence can be seen as follows:

1. Increase the tourism potential of coastal, natural, and cultural-based areas that can compete to meet the needs of tourists while still adhering to the principle of sustainable development.
2. The region's development is supported by the availability and development of stable and integrated road infrastructure.
3. The development of agribusiness that can produce competitive agricultural products and industries.

In line with the above context, Kodoatie (2005) argues that: "infrastructure as the main support for the social and economic systems is implemented in a comprehensive and integrated context. Infrastructure is a facility developed for government functions if public services cannot function independently and separately". Strengthening this view, put forward by Grigg and Fontane (2000) explaining the type of infrastructure is divided into seven major groups, namely: 1) Transportation (Roads and Bridges) 2) Transportation services 3) Communication. 4) Water (Drainage, irrigation, rivers, open channels, pipes, and more.) 5) Waste Management 6) Buildings 7) Distribution and Energy Production.

Another problem for the people of Cianjur Regency related to infrastructure development is that there are still many damaged roads. The strengthening of this phenomenon can be observed from the empirical data on-road facilities owned by the Cianjur Regency Government, where the data can be identified as follows: first, the national road has a length of 73,794 KM with an overall steady condition (100%). Second, provincial roads have a length of 178.16 KM with controlled road conditions along 173.66 KM (97.47%) and unstable conditions along 4.5 KM (2.535%). Third, the Cianjur Regency road has 1,301,497 KM with steady road conditions along 259,395 KM, medium road conditions along 228,022 KM, and damaged road conditions 427,802 road conditions severely damaged along 389,278 KM. Then the road construction in Cianjur Regency is in steady condition (excellent and moderate) along 484,417 KM or 37.22% and in unstable condition (damaged and heavily damaged) along 817,080 KM 62.78%. The length of village roads in 2016 was 6,056 KM with good road conditions along 1,721,492 KM or 28.42% and damaged, and heavily damaged roads were 4,334,987 KM or 71.58%.

Meanwhile, to improve regional accessibility in tourism development, road infrastructure is needed in a stable condition. It can be seen from the percentage of road infrastructure in steady condition to increase regional accessibility in the context of tourism development in 2015, which decreased by 7.20% and realized 7.18% or 93.462 KM while the remaining 92.82% was in damaged

road conditions, moderate and heavily damaged. Thus, the achievement of road infrastructure performance indicators is in a steady-state to increase regional accessibility in tourism development, not according to the targets set.

Based on the explanation above, the researcher argues that to overcome various future problems related to the design of the RPJMD that the Cianjur Regency Government must compile. Therefore, a comprehensive evaluation of the Cianjur Regency RPJMD 2011-2016 policy is needed, particularly about tourism-based road development policies in Cianjur Regency. . Through the evaluation of the RPJMD policy, it is hoped that it can contribute significant thoughts to the Cianjur Regency Government in designing the Policy for the Mid-Term Regional Development Plan (RPJMD) in the future.

METHODS

The research method used in this research is descriptive analysis, which means a research method that describes the object of research based on existing facts and is ongoing at the time the research is carried out by collecting, compiling, and explaining the data obtained to be analyzed according to the existing theory. At the same time, the research approach used in this study is the Mix-Method. The type of mixed research used is a contemporary embedded design (unbalanced mixture), namely a research method that contains a combination of qualitative and quantitative research by mixing the two methods in an unbalanced manner. In this context, qualitative research dominates more quantitative research activities. Substantively, this research method in the first stage uses qualitative methods, then followed by quantitative methods. Thus, it aims to strengthen the results of qualitative research in the first stage.

RESULTS

In line with the context of the problem formulations described in Chapter I, this section will comprehensively analyze the policy evaluation of the Cianjur Regency RPJMD 2011-2016 regarding tourism-based road development, particularly in the South Cianjur region. The substance of the discussion is comprehensively based on the theoretical basis put forward by Dunn (1981). The substance of the parameters used as the analysis knife in this study includes; dimensions of effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. The comprehensive discussion can be explained as follows:

1. Effectiveness Dimensions

Substantively, effectiveness is when a policy issued by the government is right on the desired goals and objectives. The purpose of policies made by the government is so that the desired values reach the public and problems that exist in the community can be resolved appropriately.

The research results reveal that the policy evaluation in evaluating the Cianjur Regency RPJMD seen from the perspective of the effectiveness dimension has formally been carried out by the formal goals and objectives set by the Cianjur Regency Government. However, the results of the research findings reveal that in terms of the Cianjur Regency Mid-term Regional Development Plan 2011-2016, it turns out that the road infrastructure development program is not a development priority mission contained in the RPJMD, but only an activity program that is expected to be able to contribute to the vision, and the mission of the elected Regent of Cianjur, where the achievements of the first, second, and third missions include:

1. The carrying capacity of road infrastructure has not been optimal in supporting regional economic development, especially the tourism sector, which only reached 7.20% and realized 7.18% or 93.462 km. In comparison, the remaining 92.82% was in moderate and severely damaged road conditions, so that it had an impact on purchasing power, society, and poverty increases.
2. The ineffective development of agribusiness products that take advantage of local advantages and organize superior agribusiness centers, especially the people of South Cianjur.

3. Not well organized tourist objects, management, supporting facilities and infrastructure by South Cianjur tourism standards so that jobs are difficult to find and unemployment increases
4. Investment opportunities based on regional potential still need to be improved to attract more potential investors to invest in the regions, especially in South Cianjur so that jobs are difficult to achieve.
5. Supporting facilities and infrastructure, processing and marketing marine and coastal products are still inadequate to optimize existing marine and coastal potentials.
6. The life of the people on the coast of South Cianjur still tends to be agrarian so that they have not been able to take advantage of the potential of the existing coastal and marine areas so that they are still below the poverty line. (Results of Interview with Mrs. Dra.Hermin Patriana, M.Si, Head of Research, Development and Planning for the Regional Development Planning Agency (Bappeda) Cianjur Regency on Monday, August 7, 2017).

The empirical facts above reflect that the evaluation of Cianjur Regency RPJMD policies for 2011-2016 seen from the perspective of the effectiveness dimension has not been fully implemented optimally.

2. Efficiency Dimension

The efficiency dimension is intended to determine how much effort it takes to produce the desired level of effectiveness. Thus, efficiency is the relationship between effectiveness and effort. Efficiency is also a measure of success assessed in terms of the number of resources to achieve the results of the activities or programs being carried out, carrying out tasks appropriately and adequately that does not waste time, effort, and cost.

In the context of efficiency, the study results found that the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, institutionally, involved various stakeholders, including local government, legislative parties, stakeholders, and other related parties. In addition, various stakeholders have provided support in this position in terms of drafting concepts and political support.

The study results have also revealed that the efforts made by the Cianjur Regency Regional Government in increasing the role of tourism in the development, development of facilities, and infrastructure for tourism objects have been carried out with the realization of 4 out of 18 tourism objects in 2015. Then the infrastructure to support tourism development has also been improved to facilitate accessibility to support tourism with the realization of 7.18% of the total road infrastructure development in Cianjur Regency. However, it is still far from expectations because the remaining 62% of the condition of the network infrastructure is still heavily and moderately damaged.

Strengthening the view above can be seen realization of the budget per OPD in the implementation of the public works sector as described in the table below:

Table 1: Budget Realization per OPD in Operation

No	OPD	Budget Realization per OPD (Rp. 000)					Total / OPD
		2011	2012	2013	2014	2015	
1.	PU BINA MARGA	46,976,775	51,435,611	83,601,726	76,503,154	118,225,487	376,742,755
2.	DISTARKIM	15,401,430	40,125,670	30,625,700	94,947,600	90,570,491	271,670,891
3.	PSDA & P	12,218,640	15,111,287	40,642,435	53,559,113	75,137,238	196,668,714
Total / Year		74,596,845	106,672,568	154,869,861	225,009,867	283,933,216	845,082,360

Source: Dinas PU Bina Marga, Office for Spatial Planning and Settlements and Dinas PSDAP, 2015

3. Adequacy Dimensions

Substantially, the actual adequacy dimension relates to how far a level of effectiveness satisfies the needs, values, or opportunities that give rise to the problem. Adequacy criteria assessment can

also be seen by seeing to what extent the desired results can solve the existing problem. Thus, the adequacy indicator is closely related to effectiveness. Policies can be said to be effective if the productivity or availability of facilities already exists and can achieve the goals, but it is necessary to assess whether the goals that have been achieved meet the needs in various ways.

The results of the study found that "regarding the Road Infrastructure Development budget, especially the construction of roads to access South Cianjur Tourism in 2011-2016, is considered insufficient because in the Cianjur Regency RPJMD 2011-2016 it is more focused on achieving the first mission, namely, education, achieving the second mission; health and attainment of the third mission; people's purchasing power. Meanwhile, to increase the development of road infrastructure towards tourism access, a large budget is needed, and it is hoped that assistance from the Special Allocation Fund from the central and provincial governments is predicted to build 100% steady road infrastructure, which leaves approximately 817,080 km or 62.78% required less budget. more 1.

The results of the study also found that based on the realization of the budget in the field of public works, it was already in line with the government's goals and objectives, only not enough to achieve a 100% steady road condition due to budget constraints and it can be seen that national roads, provincial roads, district roads, and village roads. The national road has a length of 73,794 km with an overall steady condition (100%), while the provincial road has a length of 178.16 km with steady road conditions along 173.66 km (97.47%) and unstable conditions along 4.5 km (2,535%). The regency road has a length of 1,301,497 km with a steady condition along 467.11 km (35.89%), while the village road has a length of 6,056,006 km with a good condition of 1,681,668 km (27.77%). Meanwhile, the number of technical irrigation areas is 22, with an area of 24.463 hectares, while there are 838 non-technical irrigated areas with an area of 35,058 hectares.

Meanwhile, the percentage of road infrastructure in a stable condition to increase regional accessibility in tourism development in 2015 decreased by 7.20% and realized 7.18% or 93.462 km. Therefore, when viewed from the budget's ability, it is not sufficient to build road infrastructure to support tourism development, and local governments need provincial and central government assistance. Because the budget needed to construct damaged roads to a stable road for Cianjur Regency using concrete is needed approximately 1.7 trillion for village roads, it is needed less than 3 trillion.

The findings above indicate that these achievements are categorized as realistic in budget capacity because the available budget for road handling is not yet adequate. Apart from budget constraints, steady road priority can be allocated to the tourism sector and cover the road sector for regional development, education, health, and other sectors.

Therefore, to realize the dimension of budget adequacy, the government must take sides in resolving 62.78% of community problems regarding damaged road conditions; it can be said that the objectives that have been achieved have been felt to be sufficient in various ways. It means that to meet the satisfaction and needs of the community in the road infrastructure program is more focused and requires a budget of approximately 400 billion per year with a construction time of approximately ten years for that in the future; the Regional Medium Term Development Plan is focused on road infrastructure development because the RPJMD is an elaboration of the vision, mission, and regional head programs containing objectives, targets, strategies, policy directions, regional development, and regional finance,

4. Equity Dimensions

Equity regarding whether tourism-based road infrastructure development is carried out evenly in all regions in Cianjur Regency; This means that even distribution of development is highly expected by the community, especially road construction as a primary need for social interaction which is closely related to rationality and social and points to the distribution of consequences and efforts between groups in society. Policies that are oriented towards equity are those whose results or efforts are fairly distributed.

The results of the study reveal that "The distribution of the RPJMD policy for Cianjur Regency in 2011-2016 regarding road infrastructure development, especially road infrastructure to access potential tourism in Cianjur, North, Central, and South Cianjur Regions has not been evenly distributed in all regions in Cianjur Regency, especially in South Cianjur. It can be seen from the local revenue sector where the tourism potential of South Cianjur has not been able to contribute to this income because the number of beach tourists prefers Ratu Sukabumi Harbor. The distance is far, the nets to tourism access are damaged, transportation facilities are complex so that south coast tourism is left behind compared to coastal tourism in districts/cities in West Java.

In addition, this study finds that road infrastructure development is planned by road development priorities and according to budget allocations carried out in a political policy. However, it is difficult to measure whether it is evenly distributed because the Bina Marga Office does not yet have a Geographic Information System or database. The road system is still manual, so it is tough to determine the distribution of road construction. In other words, that road construction in the Cianjur Regency area has not been evenly distributed can be seen from the number of damaged roads in the South Cianjur area; one of the causes is a lack of budget and not a priority program so that it is not the focus of development in the Cianjur Regency RPJMD 2011-2016.

Reinforcement of the findings above shows that steady road conditions to South Cianjur tourism access only reached 7.18% or 93.462 km, while the remaining 92.82% was moderate and heavy damaged road conditions. As a result of the uneven road infrastructure development (tracked down effect), especially those leading to the tourism object area of South Cianjur, which is an underdeveloped area in West Java, this has an impact on the difficulty of investors investing in developing tourism infrastructure, increasing unemployment and accelerating the increase in the number of poor people. As a result, South Cianjur Regency is increasing.

5. Responsiveness Dimensions

Responsive (responsivities) relate to how successfully a policy/program can satisfy community groups' needs, preferences, or values . The responsiveness criterion then becomes important because from assessing this criterion, it will satisfy the previous criteria, namely effectiveness, efficiency, adequacy, and equity. After all, if these criteria fail, then the alternative of a policy will certainly fail in achieving the desired outcome objectives. A policy's success can be seen through the community's response to implementation after predicting the effect. That will occur if a policy to be implemented and the community's response after the impact of the policy can be felt in a positive form in support form or a negative form in rejection form.

The study results have revealed that the people of Cianjur, especially those in the southern region, generally feel dissatisfied with the existing road development policies in the South Cianjur area. It is understandable because many roads are severely damaged, such as rivers in the rainy season, district roads are in damaged condition without maintenance, let alone village roads where the nets are only dirt and stones. It suggests that the local government is considered to have deflected the people of South Cianjur in terms of road construction. In addition, people complain that there is no public street lighting, so that the potential for tourism in the south coast is minimal, which has an impact that is difficult to develop, and the purchasing power of the community is shallow, which results in high unemployment and poverty everywhere.

The study results also found that with the phenomenon that occurred both in reality in the field and social media, the people of South Cianjur were not satisfied with the construction of roads in South Cianjur. Empirical facts show that many of the conditions are badly damaged, the minor road to the right of the cliff and the left of the ravine, the absence of public road lighting and traffic signs, results in many accidents, and the impact is that there is the minimal entry of investors who invest, decreasing people's purchasing power and doing jobs challenging to obtain.

Another fact reveals that the local government did not respond to complaints about road infrastructure development to access tourism in South Cianjur in 2011-2016, especially access to Apra and Jayanti beaches by the regional government both through the village level Musrenbang

forum and DPRD member recess. Frankly, we are not satisfied with building roads to access tourism potential in South Cianjur, what can we be proud of, roads are damaged, infrastructure is not available, access to public transport is relatively few, government services are far away.

The findings above are corroborated by the views of Dunn (1981: 608-609), which states that: Responsiveness, about how far a policy can satisfy the needs, preferences, or values of community groups that are the target of the policy. The responsiveness criterion is important because an analysis that can satisfy all the other criteria (effectiveness, efficiency, adequacy, equality) still fails if it has not responded to the actual needs of the group that should have benefited from the existence of a policy. (Dunn as actualized by Fischer et al., 2014: 229).

Meanwhile, according to Spitzer (2007) states that the success of policies can be seen through the dimensions of policy performance assessment about assessment, which focuses on the target of assessment on the level of effectiveness, the adaptation process, and the innovation of a policy related to road development programs and activities have an impact on the tourism sector in order to achieve development goals in the tourism sector. Meanwhile, according to Muller (1997), the level of tourism development can be realized in 1) healthy economic growth, 2) welfare of local communities, 3) preservation of local natural resources, 4) local culture that grows healthily, 5) increased tourist satisfaction.

Departing from the description above, it can be argued that community dissatisfaction with road infrastructure development policies, seen from a responsiveness perspective, is based on several considerations or arguments as follows:

1. The people of South Cianjur feel marginalized, resulting in South Cianjur wanting to separate from Cianjur Regency.
2. The South Cianjur region is becoming an underdeveloped area in West Java and increasing unemployment and poverty.
3. It is difficult to develop the potential of South Cianjur so that the regional economy is difficult to grow and develop, which results in low purchasing power and people living in poverty.
4. The people of South Cianjur are not prosperous

Based on the description above, the researcher can analyze that responsiveness means a target response to public policy or implementing a policy. Responsiveness is acceptance from society and rejection and criticism from individuals and community groups as the target object for policy recipients. Besides that, it has meaning concerning how far a policy can satisfy certain groups of people's preference needs or values.

6. Dimensions of Accuracy

This dimension of accuracy is intended to extract information from informants on the usefulness of the formal objectives of the Cianjur Regency Mid-Term Development Plan 2011-2016 policy regarding road development based on South Cianjur Tourism. The determination regarding the question of whether the desired result (goal) is useful or valuable. It means that provision is related to substantive rationality. Appropriateness refers to the value or price of the policy's objectives and the strength of the assumptions underlying those goals.

The results of the study found that the RPJMD Cianjur Regency 2011-2016 in general formal goals and objectives have achieved the policy results with the aim of road development policies focused on contributing to the achievement of missions one (Education), second (Health), and third (Public Purchasing Power). However, there are several problem factors in achieving the mission, namely budget constraints, not having an integrated system, and a master plan for tourism development in the Cianjur Regency RPJMD 2011-2016.

On the other hand, the study results also revealed that the road construction in the South Cianjur area, the results (goals) desired by the community, had not been felt by the benefits of the South Cianjur Community. The phenomenon that occurs is that the road conditions are damaged, and it is difficult for vehicles to pass in the rainy season, such as rivers. In contrast, vehicles transporting agricultural products and iron sand have a very large tonnage of vehicle weight, so it

is considered inappropriate if roads on asphalt are on district and village roads better to build roads with concrete so that the quality and quality will last a long time.

Departing from the description above, it can be seen that the conditions in the field, especially regarding the construction of roads to South Cianjur tourism, are not yet by the expected results, meaning that they have not been on target as needed and expected by the South Cianjur Community. This phenomenon occurs because the road construction program leading to South Cianjur tourism access has not become the focus of development and is not included in the strategic plan of the Bina Marga service program. So that the impact of the people of South Cianjur is being left behind and the level of employment is difficult to obtain, people's purchasing power is below decent living, poverty is increasingly high, and society is not yet prosperous.

On the other hand, the study results found that the factors that led to the Cianjur Regency Medium Term Development Plan 2011-2016 policy regarding road development based on South Cianjur Tourism were deemed inaccurate. It can be seen from the following matters:

1. Limited regional budgets for infrastructure development such as road construction, education, health, and the economy, so that the acceleration of regional development has not been actualized.
2. The limited quality of human resources owned by contractors so that the results of infrastructure development are less than optimal,
3. The low accessibility of transportation to the location where the infrastructure will be built so that greater costs are required,
4. Lack of public awareness of the use and maintenance of infrastructure provided by the government, so that the condition is quickly damaged,
5. The funding factor is often late, so that development projects often stop not to reach the target time of the development.

7. New Concept Findings (Novelty)

Based on the research results and discussion of the evaluation of the Cianjur Regency RPJMD policies for 2011-2016 as described above, empirically, the researchers found other concepts or dimensions and the six parameters (dimensions) put forward by William N. Dunn (1981). Dunn (1981) includes; effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. Meanwhile, the concept or dimension that the researchers found in this study is the dimension of the perception equation. The birth of this dimension academically is also a finding in this dissertation research (novelty).

The findings or novelty above are based on rationality or considerations as follows; Empirically, the researchers found a crucial phenomenon, namely the lack of shared perceptions among all the stakeholders involved in the Evaluation of the Cianjur District Medium Term Development Plan (RPJMD) Policy, especially in 2011-2016, both from the executive, legislative and other stakeholders. This crucial issue can be observed from four indicators: first, the shared perception of the objectives to be achieved in evaluating the RPJMD. Second, the common perception regarding the targets to be achieved in the RPJMD policy evaluation. Third, the similarity of perceptions about the realization of the RPJMD policy evaluation. Fourth, the same perception of targets to be achieved in evaluating RPJMD policies, and fifth, indicators of equality of perceptions in determining performance indicators of RPJMD policy actors. The five indicators above, conceptually, seem to be closely related to the concept of equality of perception.

For this reason, the researcher argues that to optimize the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, a dimension of equality of perception is needed, which operationally includes five indicators, namely; shared perceptions about goals, objectives, realization, targets and shared perceptions to determine performance indicators. Conceptually it seems to be closely related to the concept of equality of perception. For this reason, the researcher argues that to optimize the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, a dimension of equality of perceptions is needed, which operationally includes five indicators, namely; shared perceptions

about goals, objectives, realization, targets and shared perceptions to determine performance indicators. Conceptually it seems to be closely related to the concept of equality of perceptions. For this reason, the researcher argues that to optimize the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, a dimension of equality of perceptions is needed, which operationally includes five indicators, namely; shared perceptions about goals, objectives, realization, targets and shared perceptions to determine performance indicators.

8. Cianjur Regency RPJMD Policy Evaluation Strategy

In the context of the problem formulation proposed in Chapter I, this section will explain the analysis of the strategy evaluation of RPJMD policies that the Cianjur Regency Government can carry out to develop tourism-based road infrastructure development, especially in the South Cianjur region. To analyze this strategy, researchers used the Analytical Hierarchy Process (AHP). The evaluation of the RPJMD can be seen in the table below:

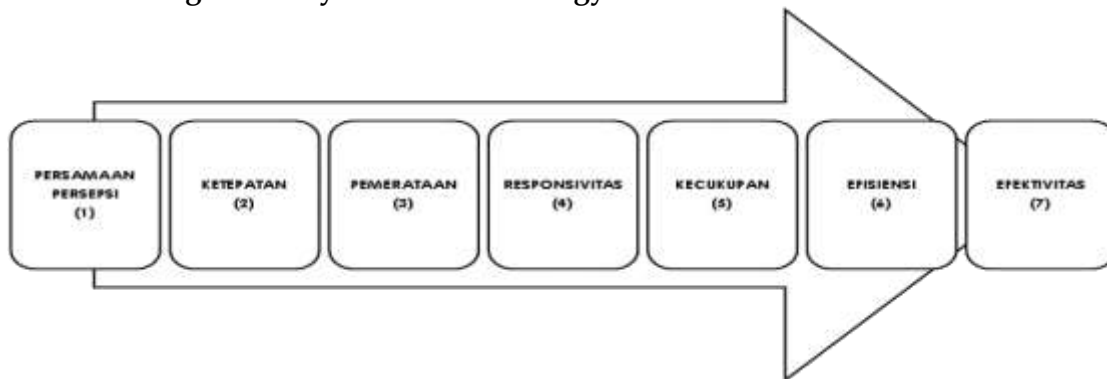
Table of Calculation Results of the Analytical Hierarchy Process (AHP)

Level 1	Level 2
Perception Equation = .335	Goal = .093 Goal = .087 Realization = .076 Target = .042 Performance Indicator = .037
Accuracy = .159	Policy Accuracy = .056 Accuracy of Budget Management = .048 Coordination Accuracy = .035 Punctuality = .020
Equity = .131	Target Accuracy = .090 Program coverage = .041
Responsiveness = .130	Speed of Responding to Complaints = .065 Open Receiving Input = .036 Sensitive to Criticism = .029
Adequacy = .114	SDM = .052 Budget = .032 Facilities = .017 Technology = .013
Efficiency = .076	Budget Usage = .030 Use of SDM = .024 Facility Use = .013 Technology Usage = .009
Effectiveness = .055	Achievement of Objectives = .026 Contribution to Objectives = .018 Comparison of expected results = .011

Source: Data Processing Results, 2018

Based on the above calculations, the priority scale that must be considered when determining the RPJMD policy evaluation is the perception equation dimension with a priority value of 0.335, followed by the accuracy dimension with a priority value of 0.159. It is followed by the dimension of equalization with a priority value of 0.131, followed by the responsiveness dimension with a priority value of 0.130. In contrast, the adequacy dimension gets a priority value of 0.114, then the efficiency dimension of 0.076, while the last dimension that affects the determination of the RPJMD policy evaluation is the effectiveness dimension, which is 0.055. The pattern can be described as follows:

Image 1. Policy Evaluation Strategy Patterns Based on dimensions



Based on the picture above, the researcher can interpret that to optimize the evaluation of the Cianjur Regency RPJMD policy; the Cianjur Regency Government needs to take strategic steps by referring to the RPJMD policy evaluation strategy pattern as described above. In this context, the strategic steps that the Cianjur Regency Government must implement to evaluate the Cianjur Regency RPJMD policies for 2011-2016 should prioritize the following steps. The first is the perception equation dimension, the second is the accuracy dimension, the third is the equalization dimension, the responsiveness is the fourth dimension, the sufficiency dimension is the sixth dimension of efficiency, and the seventh dimension of effectiveness.

CONCLUSION

Based on the formulation of the problem, research objectives, and research results that have been described above, it can be concluded that the following matters:

1. The study results found that the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, especially those related to road infrastructure development based on tourism, has not been running optimally. Hence, it has implications for the community's welfare, especially those in the South Cianjur Region. In addition, research findings also reveal that the success of the evaluation of the Cianjur Regency RPJMD policies for 2011-2016 is empirically determined by the dimensions or aspects of effectiveness, efficiency, adequacy, equity, and responsiveness. And the dimensions of appropriateness
2. The results also reveal that to optimize the evaluation of the Cianjur Regency RPJMD policies for 2011-2016, especially those related to the development of tourism-based road infrastructure, a strategy is needed for the Cianjur Regency Government. Therefore, the Cianjur Regency Government's strategy can evaluate the RPJMD policy, which refers to two priority scale patterns based on the Analytical Hierarchy Process (AHP) calculation. The strategy pattern in question can be explained as follows:
 - a. The RPJMD policy evaluation strategy is based on the priority scale of the policy evaluation dimension, with the following strategy patterns; first, the dimension of the perception equation. The second, the dimension of accuracy. Third, the dimension of equity. Fourth, the dimension of responsiveness. Five, the dimension of sufficiency. Sixth, the dimension of efficiency. Seventh, the dimension of effectiveness,
 - b. The RPJMD policy evaluation strategy is based on the priority scale of indicators for each policy evaluation dimension, with the following strategy pattern:
 - (1) **Dimensions of Perception Equations**, with a strategy that prioritizes patterns; first, the equality of perception indicator about objectives, secondly, the equality of perception indicator about the target, the third is the perception equation regarding realization, the fourth is the perception equation indicator about the target, and the fifth is the perception equation about the performance indicator.

- (2) **Dimension of Accuracy**, with a strategy that prioritizes the pattern: firstly an indicator of policy accuracy, secondly accuracy of budget management, third accuracy of coordination, and four indicators of timeliness of program completion.
- (3) **Equity Dimension**, with a strategy that prioritizes the pattern: first, indicators of target accuracy and second, indicators of program coverage.
- (4) **Responsiveness dimension**, with a strategy that prioritizes patterns: first, the speed indicator for responding to complaints, the second being open to receiving input, and the third indicator is sensitive to criticism.
- (5) **Adequacy Dimensions**, with a strategy that prioritizes the pattern of: first, the adequacy of human resources, second, the adequacy of budget, third, the adequacy of facilities, and the fourth indicator of the adequacy of technology.
- (6) **Efficiency Dimension**, with a strategy that prioritizes the pattern: first, indicators of efficiency in using budgets, second, indicators of efficiency in using human resources, three indicators of efficiency of use of facilities, fourth, indicators of efficiency in the use of technology.
- (7) **Effectiveness Dimensions**, with a strategy that prioritizes the pattern: first, indicators of achieving goals, second, indicators of contribution to goals, three indicators of comparison of expected results

The results also reveal that in the context of evaluating the policy evaluation of the Cianjur Regency RPJMD 2011-2016, especially related to the development of tourism-based road infrastructure, the researchers found other concepts or dimensions, apart from the six parameters (dimensions) put forward by Willian N. Dunn (1981). Dunn (1981) includes; effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. Meanwhile, the concept or dimension that the researcher found in this dissertation research is the dimension of the perception equation. These findings are academically novel in this dissertation.

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