

Strategic Planning Process in A Implemented of National Strategic Area Spatial Plans in Terms of Water and Soil Conservation

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Abstract

Democratization raises the equal rights of people in utilizing space and environment to improve their welfare. This article gives the idea that a National Strategic Area Spatial Plans can be implemented and can improve community welfare. This can be done through a strategic planning process (Oden, 1999) which consists of: (1) finding and re-understanding what are the main functions and tasks of the organization. (2) analyze the environment outside the organization to further determine the values that are beneficial to the interests of the community. (3) analyze the internal environment of the organization to find out the strengths and weaknesses of the organization in facing changes and developments in the use of space that is currently happening. (4) fulfilling values that are beneficial to the interests of the community in accordance with the capabilities and authority of the organization.

Methodology – This article is based on a qualitative research design and using data from in-depth interviews with informants involved in the implementation of national strategic area spatial plans at Puncak Bogor Regency, data updates were carried out from January to June 2024. The results of the study show that there are two things that can support the success to improve community welfare in implemented National Strategic Area Spatial Plans.

the Strategic Planning Process can work when supported by the leadership attitude. This leadership attitude support by creating a work atmosphere can develop creative ideas and employee innovations. Secondly, the Strategic Planning Process is successful when supported by an open system organizational structure. Includes only the results obtained by the author(s) of the solution to the problems posed in the study of interest. The presence of diagrams, graphs, and tables illustrating the research.

Keywords:

governance; strategic planning process; spatial planning; national strategic area

Introduction

The Democratization goes hand in hand with the increasing science, technology and democratization that are currently taking place (Smith, 2007). This has an impact on increasing public awareness to obtain equal treatment in utilizing resources, space and environment to improve the economy and prosperity of his life (Kollmeyer, 2015).

Changes that occur in society are caused by the desires and interests of humans to carrying out development for economic activities have no limits, this also makes Spatial Planning that if not implemented with certain controls or boundaries will give caused to chaos in the community because there will be a dominance of one people to others, especially people in an

effort to improve the economy and welfare. This requires the involvement of the government so that the improvement of the people's economy can take place without destroying existing resources and environment and can bring about a sense of justice for all its people (Coats, 2018).

One of the community's efforts to improve the economy and welfare of its life is to use the existing space and environment. one of these spatial uses is carried out by people in the Puncak area in the country of Indonesia. The Puncak Region is part of the Bogor Regency government area. Geographically, the height of the Peak area has a height of 700 to 1800 masl. The Puncak area is declared a national strategic area in terms of water and soil conservation. This conservation serves to prevent the occurrence of floods and landslides in the area below.

The Puncak area has a beautiful mountain panorama and tea plantations inherited from the Dutch colonial era. Many people come to the Puncak area for tourism activities. The number of tourists who come opens opportunities to increase economic activity. This economic improvement effort is carried out by utilizing space to build infrastructure and accommodation that can meet the needs of tourists. The increasing number of people coming in an area will open opportunities for economic activity (Shan, 2014).

The use of space carried out by the community is sometimes done without regard to natural and environmental conditions. This happened in the Puncak area, where in the area there were 483 buildings that stood in conservation areas, 163 commercial buildings in the form of mini markets that were not in accordance with their designation permits, and 168 buildings that stood on river banks. This amount does not include approximately 500 merchant stalls that stand along the path to the summit.

The use of space that is not in accordance with spatial planning in the Puncak area is a complex problem. this has two problems that stick together like two sides of a coin. Utilizing these spaces can improve the economy. On the other hand, improper use of space can be a cause of floods and landslides. For this reason, the utilization of peak area space in the Bogor Regency area must be considered in accordance with the stipulated spatial planning plan. Therefore, a country needs to make regulations that can limit physical development, especially for areas that have the function of preventing disasters from occurring in other areas, even though these areas have the potential for economic activity.

For that democracy that developed in the era of globalization will be related to the relationship of government in a country in terms of the decision making process by the leadership and the relationship between the government and its people as the governed party (Irene, 2018; Yolles, 2018). Changing the relationship between the government and the community as a party that is governed has consequences for changing governance (Bowornwathana, 2006). This

change makes the government no longer the only party that has a role and responsibility in all efforts to carry out development and serve the people.

The government is people who are trusted by the community and function to create a social situation and condition desired by the community in a country. It is necessary for people who can carry out various tasks that must be done by the government in a country to be able to carry out their functions in people's daily lives so that the social environment desired by the community can be realized. The people who are members of a government tasked with carrying out this government function known as bureaucratic organization.

Bureaucracy is a concept developed by Max Weber, a sociologist from Germany. The concept of bureaucratic organizations can achieve their intended goals effectively and efficiently (Byrkjeflot, 2018; de Pinho A G Jose & Ana, 2016). The concept of bureaucracy developed by Weber has a special character, namely the hierarchical arrangement in the form of a pyramid, responsibility and standardization of job qualifications, communication lines and operational procedures according to the level of authority in the hierarchy of the organization. Special characters in bureaucratic organizations can complete complex types of work, on a large scale and in a wide area so that bureaucratic organizations are declared as ideal types of organizations in an effort to achieve previously set goals effectively and efficiently. This concept has become an all-time debate (Mangset, 2018).

The special character possessed by the bureaucratic organization makes it widely used by governments in a country to achieve its objectives, so that further developments show that the bureaucracy is seen as a government organization that has members or employees with clear hierarchies and rules for conducting government activities in carrying out its objectives. government.

Enforcement of democracy in the global era is currently a challenge for the bureaucracy to implement governance that can accommodate various interests of different societies with the aim of improving the economy and improving the welfare of human life. The challenge faced by the bureaucracy is mainly the hierarchy which is a special character of the bureaucracy that requires perfect compliance and only does the work according to its specialty.

The hierarchy that gives to perfect compliance shows that the bureaucracy is a closed system organization, which means that bureaucratic organizations only use existing resources in their organizations and do not pay attention to sources from outside the organizational environment (Byrkjeflot & Engelstad, 2018). This can hamper government programs or activities in the current democratic era involving various components of society that have different

interests(Milton J. Esman, 1999). A Specialy for implementation a National Strategic Area Spatial Plans policy to be implemented and can improve community welfare.

For this reason government bureaucracy must use strategic planning process for impementation a National Strategic Area Spatial Plans policy and the government bureaucracy must make very fundamental changes from closed organizational structures to open-system organizations (erna H.J.M, 2016). This aims to create a democratic government that can ultimately increase economic activity and people's welfare.

Strategic Planning Process is directed at placing the success of the administration of government by involving various components of society. Furthermore, the strategies that can be done to improve the role of the community in governance can use the transformation process proposed by Oden, namely: (1) Define the business and develop the mission, (2) Conduct external analysis: Develop value propotion, (3) Conduct internal analysis: Develop competencies and capabilities, (4) External and internal analysis access: Match value propositions and competencies (Oden, 1999).

Methods

This article is based on a qualitative research design and using data from in-depth interviews with informants involved in the implementation of national strategic area spatial plans at Puncak Bogor Regency. In-depth interviews were also conducted with informants from the community involved in economic activities in the Puncak area and the community living in the area around the Puncak area of Bogor Regency.

Qualitative data processing obtained from informants involved in spatial planning in the national strategic area of Puncak in Bogor Regency through in-depth interviews, was carried out with the stages of writing transcripts of interview recordings, data sorting, data coding and interpretation. Data analysis techniques from qualitative research do not base their data interpretation on calculations such as quantitative research data analysis, qualitative data analysis lies in the researcher's reasoning ability in connecting data, facts, and information obtained by the researcher himself. For the purposes of the degree of trust, triangulation is used. The triangulation used in this study is secondary data from various sources.

This research data was also obtained from observations carried out to see directly the facts that occurred in the implementation of the National Strategic Area Spatial Plans policy in the Bogor Regency area, data updates were carried out from January to June 2024.

Results and Discussion

Community in the country that began to build began to uphold democracy which was marked by the increasing awareness that the community has the same rights to obtain resources that can improve the economy and prosperity of their lives (Liu, Yang, Liu, Wei, & Yang, 2018).

One of the community's efforts to improve the economy and welfare of its life is to use the existing space and environment. one of these spatial uses is carried out by people in the Puncak area in the country of Indonesia, but community's efforts to improve the economy and welfare in Puncak area has two problems that stick together like two sides of a coin. Utilizing these spaces can improve the economy. On the other hand, improper use of space can be a cause of floods and landslides. For this reason, the utilization of peak area space in the Bogor Regency area must be considered in accordance with the stipulated spatial planning plan.

Spatial planning is a system of space planning processes, space utilization and control of spatial use. The purpose of spatial planning is to realize the use of space in harmony with the conditions of the natural environment, to realize a national space plan that is safe, comfortable, sustainable and prevents the negative impact of spatial use on the environment.

In carrying out such spatial planning the bureaucracy of the Bogor District Government involves various organizational units that have different job specializations. For this reason, the Regional Governments in Bogor Regencies form a Regional Spatial Coordinating Board formed by the regent as regional head of Bogor district. This body serves to assist the Regional Head in implementing spatial planning in his area.

The Regional Spatial Planning Coordinating Board is an ad-hoc organization. The strength of organizations ad-hoc is that organizational structures ad-hoc have the ability to coordinate well when a problem is related to various factors and involves the organizational environment (Dolan, 2010). The strength of the organizational structure ad-hoc lies in its ability to coordinate when the organization faces complex problems and has dependence on various parties in carrying out its activities to achieve its intended goals (Parikh, 2016).

Strategic planning process with the form of an ad-hoc organizational structure is carried out to be able to provide flexibility and authority to employees who are directly related to the community. This effort is carried out to know accurately the various problems that occur in spatial planning. Through the ad-hoc organizational structure, it is expected to overcome problems that usually occur in government bureaucracies. The problem that often occurs is the lack of coordination between bureaucratic work units. This led to a number of government programs and policies that did not work properly.

Ad-hoc organizational structure is a paradox of bureaucratic organizational structure. Explanation of this can be seen when the organization gets bigger, the flow of information and organizational activities will be increasingly complex, the increasingly complex bureaucracy will result in formalization will be higher, rigid and rigid while the form of ad-hoc organizations consisting of people who have the ability to the field will communicate well (Bellini G P, 2016).

With the form of ad-hoc organizational structure, it is expected to foster adaptability, creativity, innovation and flexibility and support the implementation of bureaucratic transformation for good governance by involving other environments outside the bureaucratic environment so that spatial planning in the Bogor Regency can take place in accordance with the objectives set.

Spatial planning in the Bogor Regency area is carried out by a policy or decision issued by the Regent as the regional head who has the authority to carry out spatial planning in the Bogor regency area. The decision-making process based on the recommendations of the ad-hoc organization Regional Spatial Planning Coordinating Board is carried out through a transformation process proposed by Oden, namely: (1) Define the business and develop the mission, (2) Conduct external analysis: Develop value propotion, (3) Conduct internal analysis: Develop competencies and capabilities, (4) External and internal analysis access: Match value propositions and competencies(Oden, 1999).

In implementing spatial planning in accordance with existing developments, the Regional Spatial Planning Coordinating Board of the Bogor Regency accommodates various situations, the phenomenon of spatial use, complaints and complaints of the public. The phenomenon of the use of space and public complaints referred to in the form of violations and various developments and the construction of spatial structures that occur in the Bogor district.

The phenomenon that has developed in the Bogor regency region is the increasing development and economic activities of the people who utilize the tourism potential and the increasing land needs used for the construction of tourism accommodation facilities, housing and settlements. The increase in development will result in land conversion and is associated with declining environmental quality. This situation shows that a lot of tourism potential can be explored. This tourism potential can increase people's economic activities. This economic activity must be carried out in accordance with the spatial plan so as not to disturb the quality of the environment.

The study was conducted on the situation of increasing tourism and economic activities on the path to the Puncak area. The results of the study show that tourism activities develop according to the two missions that the Bogor District Government wants to achieve. The first

mission is "to increase the competitiveness of the community's economy and the development of natural resource and tourism-based enterprises". The second mission is to "improve integration, connectivity, quality and quantity of regional infrastructure and sustainable environmental management".

This vision and mission was then taken into consideration and became an important value to provide recommendations on spatial planning in the Puncak area. The strategy used by the Bogor Regency Government in spatial planning efforts begins with determining or rediscovering the interests of the Bogor Regency government. This shows that the strategy used by the Bogor Regency Regional Spatial Planning Coordinating Board is in line with the transformation process proposed by Oden, namely "Define the business and develop the mission"(Oden, 1999). This effort aims to find and re-understand the main functions and tasks of the organization in dealing with the changes that occur. Bureaucratic organizations must also know and be aware of why these tasks and functions must be carried out.

Furthermore, Regional Spatial Coordinating Board of Bogor Regency conducted a survey of tourism businesses and communities who trade on the route to the Puncak area. In the survey it was found that there were a number of people who carried out economic activities by selling at locations that were not intended for trading. This condition is complained by tourism service entrepreneurs. With many merchants selling, tourist sites and some accommodation provider facilities appear to be not conducive and tend to look like slum and crowd market. This condition is feared to have an impact on the decline of tourists visiting and using tourism service facilities managed by these entrepreneurs. At the same time, some tourists stated that the presence of traders could make it easier for visitors to buy souvenirs and buy other needs.

The survey conducted by Regional Spatial Coordinating Board in Bogor Regency shows that there is a positive value and there is a negative value with the economic activities carried out by the community by trading. The negative thing that was found was the reduced quality of the environment, a positive thing that was found was the economic activity of the community that could improve welfare.

Based on these findings, Regional Spatial Coordinating Board of Bogor Regency concluded that the traders were worthy of the opportunity. These traders are better empowered than must be disciplined and prohibited from selling. However, the empowerment of traders needs to be found in ways that other communities and entrepreneurs providing tourism services are disturbed.

The study conducted by the Regional Spatial Coordinating Board of Bogor Regency with the above study is in accordance with the second transformation process as stated by Oden

namely "Conduct external analysis: Develop value proposition"(Oden, 1999). Bureaucratic transformation ultimately aims to meet the needs and serve the community. This transformation process requires information about what things can meet the needs of society as a whole. Thus it is necessary to understand correctly what needs and things are expected by the entire community.

The survey results and findings obtained by Regional Spatial Coordinating Board of Bogor Regency were used as the basis for finding solutions to existing problems. The solution needed for the problem of space utilization in the Puncak area is empowerment to traders in accordance with the regional space in accordance with the plan so that economic activity continues and the quality of the environment is maintained. Thus there are no more complaints from the public and tourism service entrepreneurs.

The next effort from Regional Spatial Coordinating Board in Bogor Regency is to provide a place of trade that is in accordance with the regional spatial plan. This effort requires cooperation from various different Regional Unit Organizational Units in the Regional Government of Bogor Regency in accordance with their authority and function. The various agencies joined to become members of the Regional Spatial Coordinating Board. The agencies involved include Department of Cooperatives, Small and Medium Enterprises, Department of the Environment, and the Regional Financial and Asset Management Agency.

Department of Small and Medium Enterprises is involved in an effort to solve the problems that occur through the empowerment of traders through small and medium business cooperatives. In this effort the Department of Cooperatives, Small and Medium Enterprises will provide training in processing raw materials into finished materials. This effort can provide more profits for traders. Traders are also provided with kiosks that are well organized and strategically located. These kiosks can be rented by traders at affordable prices. The kiosk was built on land owned by the Bogor District Government which is currently underutilized.

Use of land owned by the Regional Government of Bogor Regency in accordance with applicable regulations and spatial planning. For this reason, Regional Spatial Coordinating Board involves the Regional Financial and Asset Management Agency in accordance with its authority. This effort makes the space used by the community to trade does not interfere with the quality of the environment and in accordance with applicable spatial planning provisions.

Furthermore, in terms of environmental quality Regional Spatial Coordinating Board of Bogor regency involves the Office of the Environment which has the authority and main tasks in the environmental field. This effort is included in the management of waste from traders so as not to pollute the environment.

Various efforts must be carried out simultaneously. For this reason coordination is the main key so that problem solving can run smoothly. For that communication that is built between members or organizational units may not be hindered by rigid procedures. Employees who are assigned to focus on existing problems and not represent the official interests of the employee are located. This condition will eliminate the culture of patronage that is closely related to the old public administration. Practical communication and flexible procedures can provide opportunities for employees to convey innovative ideas.

Coordination with smooth communication without being hindered by rigid procedures is an advantage that exists in Regional Spatial Coordinating Board. With this advantage, we will find a solution to overcome the problem of spatial planning in the Puncak area.

The process of spatial planning carried out at the Regional Spatial Coordinating Board of Bogor Regency is in accordance with the third transformation process proposed by Oden namely "Conduct internal analysis: Develop competencies and capabilities"(Oden, 1999). Bureaucratic organizations must know clearly what strengths and weaknesses are. Awareness of the internal strengths and weaknesses of the organization is used as the basis for increasing the ability of government bureaucracy employees in an effort to meet people's needs.

Organizations strive to achieve goals by considering the capabilities possessed by the organization. This is to ensure that the efforts to be implemented as a solution to the existing problems can work as they should.

The characteristics of bureaucratic organizations include having the ability or specialization of separate jobs, this is the strength of the bureaucratic organization. One of the conditions for each work specialization to work together is the creation of conditions that can eliminate communication barriers. Rigid procedures must be eliminated to develop employee creativity ideas in the field.

Awareness of the internal strengths and weaknesses of the organization is used as the basis for increasing employee capacity including increasing staff use of technology. Information technology such as the Global Positioning System or GPS, technology drone, and other hardware and software that can support the implementation of spatial planning.

The next process carried out by Regional Spatial Coordinating Board of Bogor Regency was making recommendations that would later be taken into consideration for the Regent. This recommendation was a decision of the Regent for spatial planning in the Puncak area. The recommendation made is to build a rest area or rest area with extensive parking at several points on the route to the peak area.

The rest area was built on land that was not used by the Bogor Regency Regional Government. The rest area or rest area is filled by people who conduct economic activities by trading. These traders are incorporated in small and medium-sized business cooperatives that are fostered by the Cooperative Office, small and medium enterprises. Some rest areas built on the peak area lane use privately owned land that is engaged in tourism. such land belongs to PT. Perkebunan Nusantara VIII Gunung Mas.

The process carried out by Regional Spatial Coordinating Board of Bogor Regency in overcoming the problem of spatial planning faced at this time is in accordance with the fourth transformation process proposed by Oden, namely "External and internal analysis access: Match value proposition and competencies"(Oden, 1999). The success of bureaucratic transformation is when the ability of the government bureaucracy can fulfill what is expected by society. In the global era, the interests of the people are different but have the same rights to obtain resources that can improve welfare.

The recommendations issued by the Regional Spatial Planning Coordinating Board on the problems of national strategic area spatial planning were fully used by the Regent to be implemented. At present the rest area or rest area at several points on the route to the peak area is still running and growing.

There are around five points of rest area that are currently running, namely in Cisarua Subdistrict which is opposite the Cisarua sub-district office. The rest area was also built in front of the Parama Hotel which is still included in the Cisarua District area. Both of these rest areas use land owned by the Bogor Regency Regional Government. Then there are three points of rest area that use private land that is engaged in tourism services. The rest area was built inside the Taman Wisata Matahari, across the location of the Matahari Tourism Park and the land around Cimori. The location of the existing rest area has met technical and administrative requirements.

Non-Governmental Organization name "Puncak Ngahiji" has assisted the Bogor District Government in bridging communication between the government and the community. With the existence of this NGO communication becomes more intensive and easier to be able to understand each other over the various interests of the community and the interests of the government in spatial planning.

The Indonesian Hotels and Restaurants Association has also helped and facilitated communication between the Bogor Regency Regional Government and tourism service entrepreneurs in Bogor Regency. So that various interests between entrepreneurs, the public and the government can be understood to find solutions that can be accepted by all parties involved in spatial planning in the Bogor Regency region.

With the conditions of spatial planning in accordance with the objectives of the regional spatial plan, the District Head of Bogor also expects the charm of peak tourism to increase. This condition is the achievement of one of the missions of the Bogor district government by reviving the peak climate investment climate and bringing together all interested parties. Tourism development will increase economic growth in the Puncak and surrounding areas.

Thus, it can be seen that the spatial planning process carried out by Regional Spatial Planning Coordinating Board in the Bogor Regency region produced an outcome that was in accordance with the expected strategic planning process. The outcome is. (1) The emergence of public awareness for the use of space in harmony with natural environmental conditions. (2) Realizing a safe, comfortable, and sustainable national territory space plan. (3) Prevent the negative impact of spatial use on the environment. (4) increasing public awareness in maintaining environmental quality. (5) The decline in the negative impact of development carried out by the community.

The strategic planning process in the national strategic spatial planning conducted at Regional Spatial Planning Coordinating Board can improve people's welfare. Especially for traders as SMEs who use space by selling at the rest area location made by the Bogor Regency Regional Government. This shows that the government bureaucracy can provide an opportunity to increase people's economic activities. In the end this economic activity can improve people's welfare.

Conclusion

The spatial planning process implemented by Regional Spatial Planning Coordinating Board in the Bogor Regency region produced an outcome that was in accordance with the expected strategic planning process. The outcome is. (1) The emergence of public awareness for the use of space in harmony with natural environmental conditions. (2) Realizing a safe, comfortable, and sustainable national territory space plan. (3) Prevent the negative impact of spatial use on the environment. (4) increasing public awareness in maintaining environmental quality. (5) The decline in the negative impact of development carried out by the community.

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Implemented spatial planning in national strategic area can be done if the government bureaucratic organization adopts an organizational structure with an open system. With open system organization puts forward the participation of various components of society to achieve the expected goals by interested parties. Smooth communication and flexible procedures are the main keys to the process of implemented that policy. Leadership in strategic planning process must build a work ambience that can develop ideas and innovations in all the units involved. In the end, implemented spatial planning in national strategic area in terms of water and soil conservation by using the strategic planning process can realize conservation serves to prevent the occurrence of floods and landslides in the area below and still can improve people's welfare in the Bogor Regency region.

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