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# Analysis of the implementation of regional regulation no 14 of 2019 concerning forest management to drive improvements of forest resources governance in the province of West Nusa Tenggara

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**Abstract.** To optimize the role and function of forest management at the site level, the provincial government has issued a regional regulation (PERDA) No. 14 of 2019 concerning forest management, which consists of 18 chapters and 64 articles. This regional regulation (PERDA) is expected to be a guide, basis, and conceptual framework in every decision making in the forestry sector in West Nusa Tenggara (NTB). Thus, the presence of PERDA No. 14 of 2019 has a high urgency in determining the direction of forestry development in NTB, hence requiring a comprehensive process to oversee its implementation. This study aims to analyze more deeply related to the effectiveness and strategy of implementing PERDA No. 14 of 2019, where the results can be used as a reference for the government in optimizing forestry development policies and programs in NTB. This study uses a policy valuation approach with a retrospective (ex-post) scope of analysis, namely the analysis process carried out after the policy action is carried out. The criteria used to analyze the implementation of the PERDA No. 14 of 2019 focus on six main criteria, including policy effectiveness, efficiency in policy implementation, adequacy of needs, alignment in policy implementation, responsiveness, and the accuracy of the policies implemented.

## 1. Introduction

The application of the forest resource management system cannot be separated from the influence of policy changes at the national and regional levels. Among the examples of these changes are the changes made in response to the implementation of Law Number 23 of 2014 concerning the Regional Government, which explicitly provides a considerable influence on the forest resource management system at the regional level. By implementing this policy, the management of forest resources has now become the authority of the provincial government. This policy implementation, of course, has consequences for the forest



management process carried out at the site level, including the management system implemented by the Forest Management Unit (KPH). Therefore, since the enactment of Law Number 23 of 2014 concerning Regional Government, the West Nusa Tenggara Provincial Government has responded by enacting laws and regulations on forest management that have become the authority of the Provincial Government, among others; Regional Regulation Number 11 of 2016 concerning the Establishment and Composition of the Regional Apparatus of the Province of West Nusa Tenggara; Governor's Regulation Number 50 of 2016 concerning Position, Organization, at Regional Agencies of West Nusa Tenggara Province; Governor's Regulation Number 53 of 2017 concerning Amendments to Governor's Regulation Number 50 of 2016 concerning Formation, Position, Organizational Structure, Duties and Functions as well as Work Procedures of Service Technical Implementation Units in Regional Offices and Agency Technical Implementing Units; and Governor Regulation Number 29 of 2018 concerning the Establishment, Position, Organizational Structure, Duties and Functions and Work Procedures of Technical Implementing Units at Regional Offices and Agency Technical Implementation Units in Regional Agencies of West Nusa Tenggara Province. Based on these laws and regulations, the authority to implement forest area management rests with the West Nusa Tenggara Provincial Government by adopting the principles of proper function, the right size, efficiency, and effectiveness that reflect budget needs and capabilities.

Based on this description, it can be described that forest management at the site level has become a necessity. The authority of the NTB regional government in forest management matters has been very clearly stated through several available regulatory instruments. However, forest resource management in the field shows that some problems are still faced in optimizing forest resource management at the site level. Therefore, to optimize the role and function of forest management at the site level, the provincial government has issued a regional regulation (PERDA) No. 14 of 2019 concerning forestry. This PERDA is expected to be a guide, basis, and conceptual framework for every decision-making in the forestry sector in NTB. As a result, this PERDA is highly urgent in determining the direction of forestry development in NTB, thus requiring a comprehensive process in overseeing its implementation.

PERDA No. 14 of 2019 has a strategic role and position to improve forestry governance in NTB. Substantially, this PERDA also covers all aspects of the forestry development framework, including institutional planning, utilization, forest conservation and protection, forest and land rehabilitation, cooperation and development, and law enforcement for forestry violations. However, since it was established in 2019, studies regarding the effectiveness of PERDA No. 14 2019 on forest management as a policy instrument have not been carried out. Therefore, this research focuses on answering the main questions, including how effective policy implementation is, factors that support and hinder policy implementation, and how strategies are implemented to optimize policy implementation.

## 2. Method

This study uses a policy valuation approach with a retrospective (ex-post) scope of analysis, where the analysis process is carried out after the policy action is carried out [1,2]. Conceptually, policy analysis is a tool for synthesizing information to formulate alternatives and policy preferences stated comparatively and descriptively [3]. This research was carried out in May-October 2021, located in the Scope of the Regional Government of West Nusa Tenggara Province.

Research data were collected through several data collection instruments, including in-depth interviews, Focus Group Discussions (FGD), and literature studies[4,5]. In addition, several informants were selected using the Snowball sampling technique, which refers to the informant characteristics according to the characteristics of the informants, including a.) subjects who have prolonged and intensive involvement in an activity or field of activity that is the target or the focal point of the research, b.) subjects who are still fully and actively engaged in the environment and activities that are the target or the

focal point of the research, and c.) subjects who have sufficient time and opportunity to be asked information [6,7].

The analysis in this study was carried out by examining and reviewing various literature related to research and adapting several stages described by [8] as follows: examining matters relating to the scope of regulation, objectives, mechanisms, and targets set out in the village regulations; collect information sources; identify contextual evidence; reduction of data; coding, analyzing and interpreting the data.

The criteria used in the analysis of the implementation of the PERDA 14 of 2019 policy were adapted from the criteria developed by [4], focusing on six main criteria, including effectiveness, efficiency, adequacy, equitable, responsiveness, and accuracy.

**Table 1.** Types of Criteria in Policy Evaluation

No.	Types of Criteria	Question	Illustration
1.	Effectiveness	Have the desired results been achieved?	Service unit
2.	Efficiency	How much effort is required to achieve the desired result?	Unit cost Net benefits Cost-benefit ratio
3.	Adequacy	To what extent does achieving the desired result solve the problem?	Fixed costs (type I problem) Fixed effectiveness (type II problem)
4.	Equitable	Are the costs and benefits distributed evenly among specific groups?	Pareto Criteria Kaldor-Hicks criteria Rawls Criteria
5.	Responsiveness	Do policy outcomes satisfy particular groups' needs, preferences, or values?	Consistency with a citizen survey
6.	Accuracy	Is the desired outcome (goal) beneficial or valuable?	Public programs must be equitable and efficient

These six criteria are formulated into a policy analysis matrix to see the application of the criteria in policy implementation. The calculation of institutional performance adopts a Likert scale calculation model [9,10] with a gradation of 1 to 3 where:

1 = Not achieved / Not clear / Not good / Disagree / Not suitable.

2 = Sufficiently Achievable / Sufficiently Clear / Sufficiently Good / Hesitating / Sufficiently

3 = Achievable / Clear / Good / Agree / Appropriate

The final result of this assessment is presented in the form of an index. The index can be calculated using the mean formula by calculating the total value of all data units and then dividing by the number of data units. Therefore, the assessment index can be categorized into three classes, namely High, Medium and Low, with the following explanation:

**Table 2.** Categorization of Policy Performance Assessment Index

Index Value	Category	Description
2.34-3.00	High	The ideal average value is obtained from each quality element, indicator, and criterion.
1.67-2.33	Medium	The average value of the medium category was obtained from each quality element, indicator, and criterion.
1.00-1.66	Low	A low average value is obtained from each quality element, indicator, and criterion.

The index above is processed based on each element's scores, ranking from highest to lowest. This process is done considering that each weight in the details of quality and indicators is equal. The analysis related to supporting and inhibiting factors and strategies for improving policy performance was carried out using an interactive approach developed by [11], focusing on three interrelated sub-processes, including data reduction, data presentation, and conclusion drawing.

### 3. Result and discussion

#### 3.1. Policy profile: regional regulation number 14 of 2019

Specifically, the Regional Regulation of the Province of West Nusa Tenggara Number 14 of 2019 relates to forest management in the entire area of the Province of West Nusa Tenggara. This Regional Regulation consists of 18 chapters and 64 articles. In detail, the contents of the regional regulations are as follows:

1. General Conditions (Articles 1, 2, 3, and 4)
2. Scope (Article 5)
3. Forest Management Institutions (Articles 6-12)
4. Forest Management and Compilation of Forest Management Plans (Articles 13 and 14)
5. Utilization and Use of Forest Areas (Article 15-31)
6. Forest Protection and Natural Resources Conservation (Article 32-38)
7. Forest Rehabilitation and Reclamation (Article 39-42)
8. Empowerment (Articles 43-45)
9. Community Participation (Articles 46 and 47)
10. Cooperation (Article 48)
11. Monitoring and Evaluation (Article 49-51)
12. Forestry Information System (Article 52-54)
13. Guidance and Supervision (Article 55-56)
14. Funding (Article 57)
15. Investigation (Article 58)
16. Criminal Provisions (Articles 59 and 60)
17. Transitional Provisions (Articles 61 and 62)
18. Closing Provisions (Articles 63 and 64)

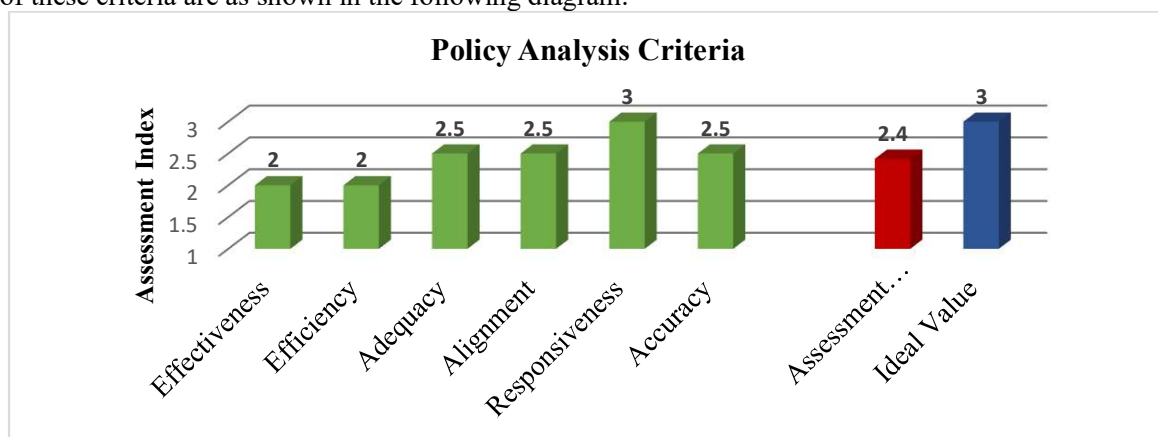
The Regional Regulation on Forest Management in NTB Province was prepared based on several backgrounds, including the low institutional capacity (regulation, funding, and human resources) to support the operationalization of forest management at the site level, high rates of deforestation and degradation, as well as levels of forest vulnerability. Furthermore, in NTB Province, there are no technical

instruments related to the coordination and implementation of forest resource management between districts and provinces. In particular, after the implementation of Law 23 of 2014, the rehabilitation, utilization, and use of forest areas have not been optimal in maintaining community sustainability and welfare, and instruments related to a mechanism to ensure the sustainability of community empowerment around forest areas, so that the orientation of empowerment is still administrative, not yet leading to substantive empowerment.

The importance of this regional regulation affects sustainable forestry development to achieve sustainable forests so that optimal benefits can be taken. Furthermore, forest management aims for the community's welfare as much as possible by paying attention to cultural values and local wisdom typical of West Nusa Tenggara to form forest areas that can create economic, ecological, and social resilience and ensure a fair and sustainable distribution of benefits.

### 3.2. Analysis of the implementation of regional regulation number 14 of 2019

The analysis of the implementation of the Regional Regulation Number 14 of 2019 concerning Forest Management uses six criteria, namely effectiveness, efficiency, adequacy, equity, responsiveness, and accuracy. The study results indicate differences in values between the six policy criteria. If the average value of these criteria is accumulated, it will obtain a value of 2.3. Details on the evaluation value for each of these criteria are as shown in the following diagram:



**Figure 1.** Results of the Analysis on the Implementation of Regional Regulation Number 14 of 2019.

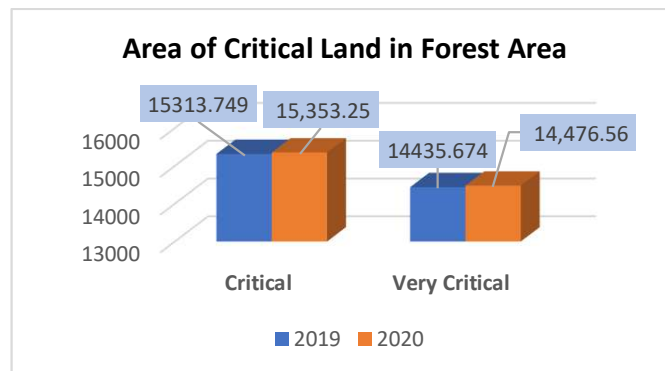
The diagram above illustrates the six criteria used in measuring the performance of PERDA Number 14 of 2019, i.e., efficiency, adequacy, equity, responsiveness, and accuracy, all fall into the high category. As for the effectiveness variable in the medium category. The results of the elaboration of each criterion are explained as follows:

**3.2.1. Effectiveness.** Effectiveness relates to the extent to which goals can be achieved [12,13] Based on the assessment results, the average value for the effectiveness criteria is 2. The value falls in the medium category in the assessment index, with values ranging from 1.67 to 2.33. In order to achieve the goals, several things must be done, such as carrying out the mandate related to the scope stipulated in the regulations. Based on the interview results, it is known that the implementation of the mandate contained in the regional regulation has not been fully implemented, for example, activity related to the scope of forest rehabilitation and reclamation. There are difficulties in maintaining rehabilitated plants because plant maintenance can only be carried out on plantations that have survived with a survival percentage of

more than 75%, based on article 41, paragraph 2. On the other hand, the regional government has been able to carry out the mandate contained in article 40, paragraph 4, related to the implementation of vegetative rehabilitation with a minimum amount of 3,000 hectares annually, even exceeding the minimum target of 10,270.5 hectares.

Another scope that has not been implemented is that the forestry information system owned by the regional government has not been managed optimally. Currently, the local government already has a website, but the website has not provided complete, up-to-date data and information so that data and information related to performance reports cannot be accessed widely and are not well structured. Thus, resulting in delays in the delivery of information to the general public.

3.2.2. *Efficiency*. The average value for the efficiency criteria is 2 and falls in the medium category in the assessment index. Interview results revealed several PERDA's mandates not having much influence, both before and after the implementation, for example, this can be seen in the change in the area of critical land in forest areas in West Nusa Tenggara in the range of 2019 to 2020, as seen in the graphic below:



**Figure 2.** Graph of Area of Critical Land in Forest Area

The graph shows that critical land in 2019 was 15,313 hectares. In 2020, critical land increased by 39.50 hectares, bringing the critical land area to 15,353 hectares. Meanwhile, very critical land increased by 40.89 hectares in 2020 to 14,4776 hectares. This increase in area illustrates no significant change in the management of critical land in forest areas and even tends to increase. This increase in the critical land area can also be affected by forest and land fires in 2020 in North Lombok Regency and East Lombok Regency. In addition, there has been a decrease in the number of budget realizations in the period 2019 to 2020. The decline was caused by the coronavirus (covid-19) outbreak, resulting in changes in budget allocations. Based on the interviews, the current budget is balanced with the benefits received; the more budget, the more management can be done, and vice versa.

In addition, Article 11, paragraph 1 states that the Regional Government provides forest management personnel with a minimum ratio of 1: 500 hectares. However, the facts show that the area of land supervised by one person far exceeds the minimum target. The imbalance in the ratio affects monitoring and management activities. It over-burden the management staff or related human resources, and thus, the implementation in the field becomes less effective. For example, in the East Rinjani KPHL, which has an area of  $\pm 37,589$  ha with 70 human resources, the ratio is 1: 536 hectares. This ratio indicates that there is still a lack of available human resources, so a re-evaluation is needed regarding the number of human resources and the ratio of the minimum area that must be managed

3.2.3. *Adequacy*. The adequacy criterion emphasizes the strong relationship between policy alternatives and expected outcomes [14,15]. Based on the assessment results, the average value of the adequacy criteria is 2.5, which falls in the high category in the assessment index. This value indirectly illustrates the relatively strong correlation between the policy and the given effect. One example, in 2020, after the stipulation of PERDA No. 14 of 2019 in December, there were around 25 forestry crime cases. The number of cases found was due to tightening and safeguards carried out to control the circulation of forest products (timber). For example, there are approximately seven guard posts at several vulnerable points and strategic locations. In addition, the perpetrators who bring forest products without an explicit license and other parties who are later proven to be involved will be given strict punishments to create a deterrent effect. So in 2021 (January-July), forestry crime cases fell 68% to only 8 cases found.

3.2.4. *Equity*. Equality is closely related to legal and social rationality and refers to the distribution of outcomes and efforts between different groups in society [16][17]. In the Smoothing criteria, the main focus of the assessment is the fair distribution of costs and benefits and the division of roles that accommodate the parties. Based on the interview results, the average score on the average criterion was 2.5, so that it was included in the high rating index category. Currently, the costs incurred in implementing the policy are relatively proportional to the benefits obtained. For example, the existence of the West Nusa Tenggara Governor's Instruction No. 188.4.5-75/kum 2020 concerning the Moratorium on Logging and Circulation of Timber Forest Products in the Province of West Nusa Tenggara. This moratorium was carried out considering the current situation and conditions related to forest destruction in NTB are very worrying so the condition of forests in NTB is at an emergency level of illegal logging. This moratorium policy has been felt to be sufficient to reduce the number of illegal logging.

Azhari & Wahid (2017) [18] state that in terms of the division of roles, the success of a government or private organization in achieving a goal requires a division of tasks which is an absolute necessity, without which the possibility of overlapping will be even greater. In carrying out work activities, it is necessary to have a division of tasks to create regularity and clarity of work towards achieving goals to improve the quality of service to the community. From the results of the interviews, there is a clear division of roles, and each party carries out the division of roles. For example, in the division of Forest Security Officers (PAMHUT) roles, in the PAMHUT Decree, some duties and responsibilities must be carried out, such as protecting and securing forests, wild animals, forest products, and others.

In addition, in the PERDA there are mandates related to the provision of incentives. For example, article 10, paragraph 5, states that the Regional Government should provide incentives for resort heads. In addition, article 38, paragraph 1 relates to local governments allocating a budget for incentives to protect forests. In 2020, incentives were given to 8 resort heads for 12 months of IDR 400,000/month. However, due to the latest regulation, i.e., Governor Regulation Number 9 of 2020 concerning Additional Income for State Civil Apparatus Employees in the Province of West Nusa Tenggara, incentives are not allowed and are replaced by providing TPP for ASN. One of the conditions for the provision of TPP for ASN employees is that they do not receive an income allowance or an equalized allowance from the institution of origin, including in the form of incentives.

3.2.5. *Responsiveness*. Responsiveness is concerned with how far a policy can satisfy particular community groups' needs, preferences, or values [19,20]. Responsiveness is regarded as essential simply because an analysis that can satisfy all other criteria (i.e., effectiveness, efficiency, adequacy, equity) still fails if it does not address the actual needs of the groups that should benefit from a policy. Based on the assessment results, the average value of the Responsiveness criteria is 3, which falls into the high category in the assessment index. In the preparation phase, all components with interest and who are the direct object of the policy are involved. All relevant agencies, academics, NGOs, UPTD (Technical



Implementing Service Management Department), Bappeda (Regional Planning and Development Agency), and Community Groups are given their respective portions. One form of activity carried out was the dissemination of the West Nusa Tenggara Forest Management Regional Regulation Draft (Ranperda) in Sumbawa Besar on November 21, 2019. This activity aimed to provide information to all stakeholders regarding a regional regulation on Forest Management that exists in West Nusa Tenggara. The expected output is the knowledge of all stakeholders in the Sumbawa Regency regarding the regional regulation on forest resource management that exists in West Nusa Tenggara. In addition, it is also hoped that the entire community will have good information regarding the existence of regional regulations concerning Forest Resource Management in NTB.

In addition, an in-depth study was carried out before the Regional Regulation Draft was formed through the "Discussion on Observing the Study Results of the Ministry of Home Affairs on the Draft West Nusa Tenggara Regional Regulation on Forest Management," which was held in Mataram, August 13, 2018. This Regional Regulation Draft was prepared using a spatial approach based on ecoregions, where each ecoregion has different essential problems, ecosystem characteristics, and diversity. Therefore, this regional regulation is considered sufficient to satisfy the needs, preferences, or values of the community groups involved.

**3.2.6. Accuracy.** In the accuracy perspective, the evaluation shows that the average value of accuracy criteria falls into the high category in the assessment index with a score of 2.5. This result shows that the implementation of the policy is essential for the target group and is quite feasible to implement because, in the formulation phase of the policy, all interested parties have been involved so that it has fulfilled each party's demand. In addition, this policy has become one of the technical guidelines in implementing forest management to strengthen the performance of the Regional Department of Environment and Forestry. However, some things are yet to be implemented optimally in its implementation.

Article 13, paragraph 3, mandates that the area of protected forest is at least 50 hectares, production forest is at least 25 hectares, and grand forest park is at least 10 hectares. In its current implementation, as in the case of the Toffo Pajo Protection Forest Management Unit (KPHL), the area of the protected forest area of the utilization block is 437 hectares, and in the production forest area of the utilization block is 77 hectares.

In addition, Article 14, paragraph 4 states that the forest management plan is carried out in a collaborative and participatory manner by considering the Regional Spatial Planning Document and the Regional Medium-Term Development Plan. In practice, each Head of Forest Management Unit (FMU) has conducted public consultations with relevant parties such as the Regional Government and stakeholders to be later ratified by the Ministry. However, based on the results of the interviews, there is no indication of adjustments to the draft of the forest management plan based on the Regional Medium-Term Development Plan (RPJMD).

There is also a mandate to formulate several regulations that regulate certain matters through governor regulations which can be seen in the following table:

**Table 3.** Derivative regulatory mandate.

No.	Article	Regarding	Description
1.	17 paragraph 3	Governor's Regulation on Timber Forest Products	Not done
2.	19 paragraph 3	Governor's Regulation on Utilization of Non-Timber Forest Products	Not done
3.	21 paragraph 5	Governor's Regulation on Institutions, Mechanisms and Amount of	Will be processed

4.	23 paragraph 7	Compensation Payments for the Utilization of Environmental Services Governor's Regulation on Profit Sharing Procedure	It has been ratified through Governor Regulation Number 74 of 2020 concerning Profit Sharing Procedures
5.	34 paragraph 3	Governor's Regulation on Involvement Mechanism of Community and Regency/City Government	Not done
6.	38 paragraph 4	Governor's Regulation on Forest Management Incentives	Not done
7.	42 paragraph 3	Governor's Regulation on Incentives for Regencies/Cities that Actively Support the Implementation of Rehabilitation and Reclamation	Still in process
8.	50 paragraph 4	Governor's Regulation on Implementation of Monitoring Procedures	Already in process but still in the evaluation stage

Based on the table above, it can be seen that only the Governor's Regulation for Profit Sharing has been issued so that the income, resulting from the cooperation profit-sharing mechanism, can already be deposited to the regional treasury, and the fund has been established for forest financing for the sustainability of forest through program planning. Meanwhile, the Governor's Regulation on Timber Forest Products is no longer valid due to the moratorium of issuing timber exploitation permits. In addition, there is an instruction from the Governor related to discontinuation on the circulation and logging of timber forest products. Until now, other Governor Regulations have not been processed due to budget. The Regional Office is no longer allocates budget for the drafting of regulations due to the reallocation of the budget for the Covid-19 pandemic; this is, therefore, the budget for the drafting of regulations is abolished.

Article 25, paragraph 1, mandates local governments to encourage the increase in the added value of forest product commodities through the exploitation of forest products. In improving the production and processing aspects, the government has increased the capacity of productive groups by holding various kinds of training and providing assistance with production equipment. In addition, the government has also helped facilitate the certification process for forest products, including Honey and Eucalyptus Oil Products, which already have a permit from the National Agency of Drug and Food Control (BPOM) and a halal certificate from the Indonesian Cleric Council (MUI). As for the marketing aspect, this aspect is carried out by participating in events or exhibitions to expose and display products, thus making the wider community aware of the products. The government also internally participates in marketing these forest products to each cooperative.

Article 36, paragraph 1, states that the regional government and related parties to form an Essential Ecosystem Area (KEE) have been implemented. This implementation can be proven by the issuance of the Regent's Decree. In addition, there are some additional KEE to be carried out in 2021. For more details, KEE and the KEE Candidate Plan to be formed can be seen in the following table:

**Table 4.** Essential Ecosystem Area (KEE) in the Province of West Nusa Tenggara.

No	KEE/KEE Candidate	Location	KEE Decree	Forum Decree
1	KEE-Sea Turtle Corridor	West Lombok Regency	West Lombok Regent's Decree No. 345/6/DLH/2017	West Lombok Regent's Decree No. 807/06/DLH/2016
2	KEE-Mangrove Corridor	West Lombok Regency	West Lombok Regent's Decree No. 637/10/DLH/2018	West Lombok Regent's Decree No. 793/14/DLH/2017
3	KEE-Sea Turtle Corridor	North Lombok Regency	North Lombok Regent's Decree No. 372/52/DLH- PKP/2019	North Lombok Regent's Decree No. 3714/52/DLH- PKP/2019
4	KEE-Mangrove Corridor	Bima Regency	Bima Regent's Decree No. 188.45/552/07.1 /2019	Bima Regent's Decree No. 188.45/551/07.1/2019
5	Candidate KEE-Sea Turtle Corridor	Lunyuk-Sumbawa Regency	-	-
6	Calon KEE-Mangrove Corridor	Gili Petagan	-	-
7	Rinjani Lombok Biosphere Reserve	Mataram (coordination)	-	-
8	Samota Biosphere Reserve	Mataram (coordination)	-	-

Source: Regional Department of Environment and Forestry (Dinas LHK), 2021.

The issuing of permits to manage forest areas in the Province of West Nusa Tenggara, based on article 43, paragraph 3, are as many as 304 permits with different schemes, consisting of 77 HKm (Community Forestry), 12 HTR (People's Plantations), and 215 KK (Forestry Partnerships) permits.

The mandate of the Regional Regulation in Article 48, paragraph 1, where the paragraph states that the Provincial Order cooperates with the Regency/City Government and Village Government in forest management, has been implemented. The implementation is demonstrated by making an MOU. For example, the Letter of Agreement between the Government of West Nusa Tenggara No. 520/189/Dishut with Sumbawa Regency Government No. 522/363/Umum/2017 concerning Forest Utilization and Use of Forest Areas in Protection Forests or Production Forests in Sumbawa Regency.

Article 57, paragraph 2, mandates the Regional Government to allocate a budget to implement forest management at least 2% (two percent). However, this has not been implemented due to fiscal limitations, although there have been attempts with various strategies. For example, exploring budget sources outside the APBD, one of which is by coordinating ministries and development partners.

This is in line with Peterseon [21] and Ostrom [22] view that policy performance is defined as the ability of a policy to manage and control its resources efficiently to produce outputs that are in accordance

with its objectives. [23-24] also revealed that the success of managing an activity, including forest management as a shared resource, is largely determined by the institutional mechanism that is built because a clear institutional mechanism will suppress opportunistic behavior and help direct parties to achieve common goals.

#### 4. Conclusion

The conclusions that can be obtained from this research are as follows: Based on the analysis results on the six policy evaluation criteria, we concluded that the performance of Regional Regulation Number 14 of 2019 concerning Forest Management has been running optimally, with a score of 2.4 which is in the high category. This result illustrates that policies can be implemented to achieve goals. However, in the process, several obstacles, including the understanding of the parties, are still partial and the lack of coordination between regencies/cities. Therefore, intense coordination is needed from all levels of government, i.e., coordination between the head of institutions and the layers of society to build a shared understanding based on the goals.

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