NETWORK ANALYSIS OF SLUM MANAGEMENT POLICIES IN THE CIAMIS REGENCY

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ABSTRACT

The management of slum areas in Ciamis Regency is still not running effectively to support the achievement of sustainable, healthy, and livable settlement objectives based on social value, economic value, and environmental value. This study was done to look at how slum settlement areas are managed in the Ciamis Regency. In-depth interviews, field research, and literature analysis were used as part of the qualitative research methodology. Techniques for data analysis included data reduction, data display, and generating conclusions. The findings indicated that non-governmental players, namely university professors, must still be considered when formulating strategies for slum upgrading.The involvement of the business world is still lacking to provide assistance funds in handling slums. Regional apparatus organizations still have different programs and interests so coordination, synergy, and cooperation between actors have not been built and the handling of slums is hampered. Then, there is no regional regulation as a reference and legal basis for implementation to provide legal certainty for stakeholders in efforts to implement slum upgrading in Ciamis Regency.

Keywords: Policy Analysis, Slums, Ciamis Regency

1. INTRODUCTION

Poverty causes a person to be unable to fulfill the basic needs of life, having limited access to education, health, clean water, good sanitation, and livable housing. These economic limitations make people unable to pay for the maintenance of their homes and neighborhoods so that they are livable, so these conditions cause the emergence of slums. The inability of the community to meet their needs, especially related to decent housing, is also expressed by Abrams (1964) that a person is faced with a problem regarding the expenses that must be made to fulfill the needs of his life, food, clothing, health treatment, then the first to be sacrificed is the expenditure for his home and residence.

The problem of slums and uninhabitable settlements is a major problem in Indonesia where nationally in Indonesia slums have doubled in the last five years, namely the area of slums in 2014 was 38,000 hectares and in 2019 it increased to 87,000 hectares, especially in the island of Java. The expansion of slums is characterized by problems related to the environment, drinking water, drainage, sanitation, solid waste, sewage, and fire protection. Slums can also be seen from the decline in the quality of housing and settlements as a place to live, then the number of building irregularities, dense dwellings, residential buildings that have low quality, and not fulfilling the requirements for facilities and infrastructure in residential areas. Efforts by the government to resolve the problem to 0 (zero) Ha of slum areas are still being carried out but there are still obstacles related to limited funds and land legality which is often disputed by local communities.

The Vision and Mission of Ciamis Regency have a vision and mission related to the management of slum areas. Therefore, Regent Decree No.648/KPTS.737-HUK/2014 was issued regarding the Determination of Slum Housing and Slum Settlement Locations in Ciamis Regency and strengthened by the Decree of the Director General of CiptaKarya Number 110 / KPTS / DC / 2016 concerning the location of the determination of the No Slum Program, where Ciamis Regency is included as having an area in the slum-free settlement area program.   Determination of the site of slums in Ciamis Regency, covering 2 (two) sub-districts, 9 (nine) villages, and 9 (nine) areas as shown in each code number on the map above. Determination of slum locations after identification by the local government. The distribution of slum areas in Ciamis Regency can be seen from the coverage of villages, sub-districts, and the area that will be the target of settlement area management.

The management of slum areas can be done by implementing appropriate public policies. Mustopadidjaja (2003) states that policies are often used in government activities, and generally included in various regulations. Rusli (2013: 9) states that Public Policy is a tool to achieve public goals, not the goals of individuals or groups. Public policy is not just born but through a fairly long process or stages. Thomas R. Dye (2001) describes the public policy process in several stages, identification of policy problems, agenda setting, policy formulation, policy ratification, policy implementation, and policy evaluation.

The process by which a public policy emerges is connected to the policy network. Policy networks, according to Waarden (1992: 31), are the result of the interdependence of various actors. For example, administrators require political backing, legitimacy, information, allies in the fight against bureaucratic rivals, and help implementing policies, whereas interest groups demand access to the policymaking and implementation processes as well as concessions for their interests. According to Rhodes (2006: 54), policy networks display a wider range of interconnections across governmental, business, public, and international players. Policy networks are analyzed by Kickert et al. (1997) to look at patterns of social relationships between various players who depend on one another and influence public policy.Depending on the strength and authority of the relationship that exists between the three parties, different types of policy networks are built and evolved. Five sources of value systems, such as individual values, professional values, organizational values, legal values, and public interest values, have an impact on the strength and authority of interactions between public policy players (Wart, 1998).

Furthermore, policy networks need to be managed to achieve goals. The concept of policy management is a way of organizing or managing a group of actors who are involved and interact dynamically in a policy (Kickert, 1999: 83). Schraft (in Kickert, 1999: 45) suggests that there are two characteristics of network management, joint image building, and problem-solving. Therefore, to achieve policy objectives in which many actors and sectors are involved, it is necessary to create different strategies. As stated by Kickert, Klijn, and Koppenjan (1999: 170) policy network management strategies can be divided into two, strategies aimed at managing perceptions, and strategies that lead to managing interactions between actors to build joint action.

According to Pratikno (2008), networking governance is not only a method for relating to autonomous actors, but also provides directive power to the collectivity of actors in the network to carry out its transformative capacity. According to Raab and Kenis (2009: 198), policy networks are groups of organizations connected because of resource dependence and are formed by more than two organizations that are interconnected to achieve common goals. There are various interpretations of policy networks, depending on the context from which they originate. In general, policy networks can be seen as structural components of collaboration networks that record elements like reciprocity, equity, and representation (deLeon and Varda, 2009: 62).Also, the government does not just rely on its internal capabilities to carry out policies and programs. Collaboration between the government, the commercial sector, the public, and the civil society communities is encouraged by the limited capabilities, resources, and networks that support the implementation of a program or policy (Subarsono, 2016: 174).

Uneven development provides problems that become the government's homework where the emergence of slums in urban areas. Kusumawardani (2011) says that slums occur due to uneven development and an economy centered on urban areas, causing an increase in the flow of migration from rural to urban areas. Many low-income people in urban areas cannot afford to own a house because of the high price of land and buildings. Slums are defined as settlement complexes that are physically slums, with small houses that have poor environmental conditions, irregular settlement patterns, low environmental quality, and a lack of public utilities (Muta'ali and Nugroho 2019: 57).

Law No. 1/2011 on Housing and Settlement Areas mandates the prevention and improvement of slum conditions, and Presidential Regulation No. 2/2015 on the National Medium-Term Development Plan 2015-2019 calls for the development of urban areas through slum quality improvement, slum growth prevention, and sustainable livelihoods. Yet, there are issues with slum management during implementation.

Frans Van Waarden (1992) established the policy network approach, which is based on a developed theory of policy networks with dimensions 1) Actors are related to the number of participants in the policy-making process (participants). The size of the network to be built is then determined by this factor. Furthermore, the characteristics of the policy network will be modified by the types of participants from different backgrounds. While the actors participating might also be representatives of specific groups or parties, the policy network's actors can also be organizations in addition to being individuals. 2) Function: As a communication channel, the network serves a variety of purposes. The needs, ambitions, resources, and strategies of the relevant actors all influence the functions. The idea of "function" then creates a viewpoint connection between the network's structure and its actors. The primary purpose of the policy network is to serve as a mechanism for enhancing interactions amongst parties interested in a public policy during both the formulation and implementation phases.3) Structure. The pattern of connections between the actors engaged is referred to as the policy network's structure. 4) Institutionalization. The network's formal qualities and stability are referred to as the network's institutionalization degree. This will depend on the structure/characteristics of the network, and the more institutionalized a network is, the more effective the network will be at implementing policy.5) Standards of Conduct: Interactions that govern exchanges inside a network are further influenced by customs or game rules. Perceptions, attitudes, interests, and backgrounds play a part in this. the actors' social and educational backgrounds. 6) Power Relations: Power relations, which may be understood by looking at how power is distributed, are one of a policy network's key characteristics. When the organization is participating in an organization, this process takes the shape of a function of how resources and requirements are distributed among actors and within organizational levels.7) Actor Strategies: To manage their interdependence, actors in policy networks employ networks as a strategy. People build networks or use existing ones to meet their needs, interests, and objectives.

The problems seen from the results of the study are related to interactions and cooperation between actors that are still not well established, functions, tasks, and authorities have not been implemented, and have not involved other actors that allow slum management to be carried out. The main problem in slum management is that it involves many actors and stakeholders who are diverse and have many interests. The existence of actors involved such as the government, the private sector, and the community provides a diverse viewpoint of policy management. When looking at several theoretical studies that the management of slum areas in Ciamis Regency. In managing slum areas in Ciamis Regency, there needs to be a network of cooperation between all stakeholders or government actors and also actors outside the government. The housing and settlement area working group accommodates communication, coordination, and synchronization across government sectors in the implementation of the housing and settlement area sector. The involvement of actors/stakeholders with their respective roles interacts as a commitment of the local government to achieving slum area management, increasing a sense of ownership and responsibility. Policy networks, according to Kickert et al. (1997), look at the pattern of social relationships between various players who are dependent on one another and participate in the

public policy process. The management of slum areas in the Ciamis Regency is thus the focus of this research, which also examines the influence of institutionalization, rules of behavior, power dynamics, and strategic actors.

2. RESEARCH METHOD

In connection with the research problems that have been determined and based on the researcher's desire. Then, the researcher determines the qualitative research method to obtain comprehensive data through detailed information collection by prioritizing in-depth mastery of the problem under study. Qualitative methods were chosen because they can describe complex settings and interactions, explore types of information, describe phenomena, understand processes, and obtain clarity of meaning from each pattern of behavior shown by actors in the policy network in Ciamis slums.

Both primary and secondary data are needed for this study. According to Creswell (2012: 24-25), research data can be obtained through interviews, observations, documentation, and audio-visual sources. Primary data takes the form of declarations or information obtained directly from the informants, who serve as the study's subject and object. While secondary data takes the form of research-related materials. In-depth interviews, documentation studies, and observation were all used in the data collection for this study. The informants in the study consisted of the Regent, the State Civil Apparatus of Ciamis Regency, the community, academics, entrepreneurs, and reporters. After completing the interview with the research subject, the researcher wrote back the collected data into field notes to be able to reveal data and information in detail. Based on the results of data collection that have been obtained by researchers through interviews, observations, documentation studies, and field notes, researchers conduct data processing and analysis. This data processing and analysis process begins with reviewing, and checking all available data from various sources, namely interviews, observations, documentation, and field notes. The researcher will ask the interviewee the same question again if the analysis of their response leaves them feeling unsatisfied, until they have provided information that is deemed reliable at a particular point. Activities in qualitative data analysis are carried out interactively and continue until they are finished, as suggested by Miles & Huberman (1992: 16–19). The following steps in this study's data analysis procedure include data reduction, data visualization, and conclusion generation and verification.

3. DISCUSSION

Slums or marginal communities have taken on names from many nations, like barriada in Peru, gececondu in Turkey, buste in India, chika in Ethiopia, bidonville in Africa, and so on (Huque, Asraf, 1975: 32). Marginal settlement is defined by the United Nations Centre for Human Settlement (UNCHS) as largely residential areas with low to middle income residents that are typically devoid of municipal infrastructure and social services and that grow independently of the formal urbanization process (Schubert, 1979: 3).

Regulation of the Minister of Public Works and Public Housing Number 2 of 2016 states that slums are settlements that are not suitable as a place of residence due to irregular buildings, high building density, and inadequate quality of facilities and infrastructure. Furthermore, according to Rindarjono (2012: 65), slums are settlements with living conditions in the area that are not feasible. High building density, inadequate clean water needs, poor sanitation, and road facilities, almost no open space, and unsupportive social facilities. Next, Slums, according to the Directorate General of Human Settlements of the Ministry of Public Works (1996), are places that are physically, economically, socially, and politically problematic and/or connected to many issues, making it difficult to use the land's carrying capacity.

The limitation of slum areas said by David Drakakis Smith in Suparno and Endy (2005) in detail provides a limitation that Slums are legitimate, legal, and permanent residential environments but the physical condition of the environment is getting worse due to lack of maintenance, aging buildings, indifference, or because it is divided into house yard units or small

rooms. Squatters are squatter settlements that occupy illegal land (not residential areas) often uncontrolled and unorganized, with very poor physical conditions of the environment and buildings, without being served by city environmental facilities and infrastructure. Illegal land includes cemeteries, garbage dumps, river embankments, and banks, behind other people's walls, along railroad tracks, under bridges, and so on.

The cause of slum growth is due to rapid population growth in several cities in the region. According to Sarwono (1992), population density is a condition that is considered to be progressively dense when the number of individuals in a given place is greater than the size of the room. The development of settlements is logically impacted by the lack of space, which results in an increase in the area through the conversion of land into settlements.Policy network analysis becomes important to research due to the diversity of policy subsystems, particularly the number of actors involved in the settlement policy implementation process, as the first policy maker is presently not the only actor that defines a policy. The government's role has changed from one of command to one of facilitator and servant due to its constraints, which prevent it from acting as a big brother in all aspects of public life. The government must involve additional actors as a result of these new paradigms (Denhardt and Denhardt, 2000: 552-553).

The formulation of public policy should be able to pinpoint its goals and the participants (who may or may not be involved). These policies must be made and the alternatives must be limited using a variety of tools. Various issues require various tools (Howlett and Ramesh: 1995: 13). Any policy analysis process should, in theory, incorporate policy actors from the state or society's organizational structure, either acting as pressure groups or formulators who are always engaged and pro-active in interacting and relating in the framework of public policy analysis.The government at the regional level has the political choice to make public policy in the arrangement of slums and illegal settlements as the result of a formulation in the domain of political bureaucracy (Soesilowati, 2007). The role of policy actors determines the success of policy formulation, policy implementation, and in considering the consequences of policies that have been made.

In analyzing how networks are formed in settlement management policies for slum areas in Ciamis Regency, the author uses the theoretical basis put forward by Frans Van Waarden (1992:33). According to Waarden (1992:33), there are several dimensions of policy networks that can be used, namely actors, functions, structures, institutionalization, rules of conduct, power relations, and actor strategies. To find out more about the results of research on policy networks in the management of slum areas in Ciamis Regency which are then analyzed using network dimensions, the focus of this research elaborates on institutionalization, rules of conduct, power relations, and actor strategies in the management of slum areas in Ciamis Regency, Indonesia.

3.1 Institutionalization

Institutionalization in the policy network structure is very important because if the actors have a formal forum, the intensity of the relationship can increase, and membership is mandatory (Waarden, 1992: 35). In Government Regulation No. 14/2016 Article 47 paragraph (1) letter g explains that the institution that coordinates the development of residential areas is carried out by the working group for the development of housing and residential areas. To institutionalize the policy network in handling slums in Ciamis Regency, the local government responded by forming a working group for the development of housing and residential areas in the Ciamis Regency. The institutionalization of the Ciamis Regency housing and settlement development working group is through the Ciamis Regent Decree No.600/Kptsn.241-Huk/2017 on the Establishment of the Ciamis Regency Housing and Settlement Working Group. The Ciamis Regent Decree on the Establishment of the Ciamis Regency Housing and Settlement Area Working Group states that the housing and settlement area development working group receives guidance from the Ministry of Public Works and Public Housing and is guided by the guidebook for the Implementation of Housing and Settlement Area Development issued by the Ministry of Public Works and Public Housing and applicable legislation. And to support its duties, the costs of the working group for the

development of housing and residential areas are charged to the Regional Budget of Ciamis Regency. In the Ciamis Regent Decree, the management structure, structure, main tasks, functions, and job descriptions of the members of the Ciamis Regency housing and settlement area development working group have also been listed.

From the results of interviews with several informants, the formation of the working group for the development of housing and residential areas in Ciamis Regency which deals with the problem of handling slums in Ciamis Regency has not run optimally in the institutional dimension, although there have been efforts to create a working group for the development of housing and residential areas, it still cannot improve coordination between the actors involved. However, the Ciamis Regency government has taken the initiative to maintain coordination relationships in ways such as organizing discussion forums, coordination meetings, and seminars outside of the housing and settlement area development working group. The existence of the Housing and Settlement Aessentialment Working Group is essential to strengthening the role of the existing Regional Apparatus in preventing and improving the quality of urban slums. The Housing and Settlement Area Working Group is the driving force for cooperation between District/City Governments, communities, and other stakeholders.

3.2 Rules of Conduct

The behaviors or game rules in interactions that control exchanges inside a network further shape networks. This results from the influence of the players' views, attitudes, and interests as well as their social and educational backgrounds. Articles VII and VIII of Law No. 1/2011 on Housing and Settlement Areas, in particular, explain various aspects of maintaining and improving residential areas as well as preventing and improving the quality of housing and slums using three different handling strategies: restoration, rejuvenation, and resettlement.

Law No. 23/2014 on Regional Government in its appendix regulates the division of authority of the central government to handle slum areas with a minimum area of 15 hectares, the provincial government to handle slum areas with an area between 10-15 hectares, and the city/regency government to handle slum areas with an area of fewer than 10 hectares, therefore it is necessary to review the delineation of slum areas that will be handled by the Directorate General of Human Settlements for the next five years. In order to fulfill citizens' rights to a decent place to live in a healthy, safe, harmonious, and orderly environment and ensure certainty of residence, Law No. 1/2011 on Housing and Settlement Areas seeks to realize an area that functions as a residential environment and a place of activity that supports planned, comprehensive, integrated, and sustainable livelihoods.

The Government of Indonesia in meeting the Millennium Development Goals (MDGs) targets has made great efforts to deal with urban housing and slums, even zero slums have been targeted in the 2015-2019 National Medium-Term Development Plan precisely in 2019. The 2019 zero slum declaration has been followed by focused policies and strategies as well as adequate budget allocations beginning in the first year of implementation of the 2015-2019 National Medium-Term Development Plan. The initial steps in pursuing the 2015 zero slum target have been initiated by the Ministry of Public Works since 2014 by preparing a road map for slum upgrading and updating slum data that is carried out in coordination with relevant ministries/agencies and local governments throughout Indonesia. Everyone wants to live and reside in housing and residential areas that are clean, healthy, and environmentally categorized as clean environment. To realize a clean and healthy housing environment and residential areas is certainly a joint task between the community and the Government.

Regarding slum housing, Law Number 1 of 2011 concerning Housing and Settlement Areas regulates matters relating to the improvement of slum housing locations in the regions. Such as efforts to prevent and improve the quality of slum housing and slums are carried out based on the principle of certainty of settlement which guarantees the right of every citizen to occupy, enjoy, and/or own a place to live. Efforts to prevent and improve the quality of slum housing and slums are carried out by the Government and Regional Governmentby their authority by establishing

policies, strategies, and patterns of handling that are humane, cultured, equitable, and economical.

In the amendment of the 1945 Constitution articles 17 and 18, the standard term used is "government affairs" not "authority". The distribution of government affairs is carried out with several criteria of Externalities, Accountability, and Efficiency. According to Law No. 23 of 2014 Governing Regional Government, there are two types of government affairs: absolute government affairs and concurrent government affairs. Absolute government affairs are totally under the control of the Central Government. Required government matters and Preferred government matters are included in concurrent government affairs, and they are distributed among the Central Government, province regions, and district/city areas. There are two categories of mandatory government affairs: mandatory government affairs connected to basic services and mandatory government affairs unconnected to basic services.

The development of residential areas is multisectoral and involves many parties. The Directorate General of Human Settlements is the leading sector in the development and construction of residential areas but is not the sole actor. It needs to be understood that achieving development targets is an integrated and synchronized effort of various stakeholders, both government, community, and private.

Guidance, housing administration, settlement area administration, maintenance and repair, prevention and quality improvement of slum housing and slums, land provision, funding and financing systems, and community roles make up the integrated system that is housing and settlement areas. To prevent the emergence and development of new slum housing and slums, as well as to maintain and improve the quality and functionality existing housing and settlements, efforts are made to improve the quality of life and livelihood of residents. Slums and slum housing must be prevented and their condition improved by the federal government, local governments, and/or everyone.

To accelerate the prevention and quality improvement of slum housing and slums, a legal umbrella is needed as a foundation or guide to do something within a certain period to ensure legal certainty for the government and the community, which is written and functions to bind all parties, regulates and binds all parties to obey and has consequences for violations. The legal umbrella is called a Regional Regulation. Slum upgrading requires a legal foundation for implementation, which undoubtedly refers to the Republic of Indonesia's 1945 Constitution, which states that every citizen has the right to live in physical and spiritual prosperity. Law 1 of 2011 concerning Housing and Settlement Areas is derived from the 1945 Constitution. This law is applicable on a nationwide level. The local government is at the forefront of slum management, which is intended to hasten the realization of community welfare through improved services, empowerment, and community roles, because the target of slum management is in the regions as stated in Law No. 23 of 2014 concerning Regional Government.

In the implementation of public housing, the government not only acts as a regulator and facilitator but also as an operator. As a regulator, the government issues various regulations related to this Regional Regulation intended to provide a basis for efforts to prevent and improve the quality of slum housing and slums in the region. From some of the interview results obtained above, it can be concluded that with local regulations, a joint committee will be built to be able to mobilize stakeholders, the community, the private sector, and concerned groups to collaborate in realizing good governance. A good local regulation accommodates the background of the need for slum upgrading, the reference or mandate of the regulation above it, and local issues related to slum upgrading in the local district/city. Therefore, the preparation of an Academic Paper is an important prerequisite because it contains the juridical, sociological, and philosophical foundations of the regulation.

3.3 Power Relations

Power relations, which may be understood through the observation of power sharing, are one of the key aspects of policy networks. When organizations are engaged, this process depends

on how resources and requirements are distributed among the actors and between organizational levels. The division of power is demonstrated by power relations, which constitute a crucial component.

In order to accomplish a goal, authority is the power to do something or to give someone else the go-ahead to do or not do something.This authority is usually associated with power. The widely accepted view asserts that the existence of authority results from several organizations (or one organization) bringing to the network a large number of resources.

Organizational representatives can thus exert undue influence over other network members. Based on this perspective, organizational representatives have power over other actors and can obstruct or dominate the network. Authority is a relational concept, involving at least two actors. Authority in a network can also be derived from the occupancy of important positions in the network structure through social network relationships. Authority can also be distributed among network champions, promoters, technical specialists, and network staff wherever located.

Since the birth of the slum improvement program in 1999 was called the Urban Poverty Reduction Program, it was later changed to the National Program for Urban Independent Community Empowerment, which was declared by President Susilo Bambang Yudhoyono, in Palu, in early 2007. Regime change from Susilo Bambang Yudhoyono to Joko Widodo. The National Program for Urban Community Empowerment metamorphosed into the Settlement Quality Improvement Program, the Urban Slum Area Management Program, and finally into Cities Without Slums. The substance is the same as Law No. 1/2011 becomes the basic footing for slum-free Indonesia.

In implementing programs/activities, the Public Housing, Settlement Area, and Environment Office of Ciamis Regency has a policy direction that is in line with the priorities of national development policies by the main tasks and functions of the Regional Work Unit. Where the Office of Public Housing, Settlement Areas, and the Environment has a very important role, especially as a support for development in the related fields of Public Housing, Hygiene, waste and landscaping, and the Environment.

The program has come a long way as part of the government's efforts to combat acute social problems. Poverty, ignorance, slums, waste, and even from urban planning as housing is considered important. The state must further optimize its role in combating the slum problems that plague Indonesia. According to Gardner quoted by Usman (2014: 307), leaders are people who set an example, influencing the behavior of their followers in a real way through several significant feelings of their followers.

3.4 Actor Strategies

According to Anderson (in Suharno, 2013: 5), a purposeful action by one or more actors in response to an issue is what is meant by public policy. Friedrich (in Suharno, 2013: 4) offers a similar definition of policy as an action that results in a desired goal and is proposed by an individual, group, or government in a networked environment.

When analyzing the UK government, Rhodes (2007:2) uses the term "policy network," which is used to describe a number of formal and informal institutional relationships between the government and other actors that are structured based on shared interests in the formulation and implementation of public policy. Hence, these parties are interdependent (Rhodes, 2007:2).

Actors in the policy determine the pattern and distribution of policies in the process of interaction and interrelations tend to be conflictive rather than harmonious (Madani, 2011: 37). The interactions that occur are generally in the form of cooperation and even conflict or opposition (Madani, 2011: 49). Housing and Settlement Area Development is multisectoral, requiring cooperation between sectors and actors to realize comprehensive housing and settlement development. The Housing and Settlement Area Working Group is a forum formed based on the joint commitment of stakeholders as a place to synergize policies, institutionalize the implementation of prevention and quality improvement of urban slums, and exchange ideas and coordination. The Housing and Settlement Area Working Group is one of the instruments for implementing the Housing and Settlement Area Working Group, this forum is formally established

and institutionalized by decree. In carrying out its duties, the Housing and Settlement Area Working Group works by its duties, functions, and responsibilities.

The interaction of actors in public policy is an activity that can determine the course of public policy because the involvement of actors is very strategic in the policy process. They (the actors involved) determine the pattern and distribution of policies in the process of interaction and interrelation tends to be conflictive rather than harmonious (Madani, 2011: 37). The most important, actors must fulfill the basic needs and aspirations of public while implement the policy (Djuyandi, Solihah, Witianti, 2020). In the case to solve the problem of slum management, the government based on peoples aspiration then need to invite stakeholders to build a good step in providing a new concept of development.

For slum upgrading to run effectively and efficiently, it requires the support of all actors running in a mutually agreed system. Slum upgrading requires Mutual understanding between actors, Commitment from all actors, Partnerships between actors: between development fields, partnerships between central and local governments, partnerships between government - business - communities, partnerships with donor agencies, partnerships with practitioners, and partnerships with other actors.

4. CONCLUSION

Four factors—Institutionalization, Standards of Conduct, Power Relations, and Actor Strategies—determine the policy network in the management of slum areas in the Ciamis Regency based on the findings of study and discussion.Then another variable that also determines success in network management is building a joint commitment from stakeholders/multisectoral that moves with the same awareness and understanding, which can provide a change in the handling of slums in Ciamis Regency.

The policy network in the management of slum areas in Ciamis Regency is still not running optimally. However, this research found that there are still dimensions of the policy network that are still ineffective, which is related to the involvement of the role of non-government actors, namely university academics who should be involved as input in making slum management policies. The involvement of the business world is still lacking to provide slum upgrading assistance funds, and coordination between regional apparatus organizations that have not run effectively because each has different programs and interests so the synergy of cooperation between actors that should be built is hampered in handling slums, there is no regional regulation as a reference and legal basis for implementation to provide legal certainty for stakeholders in efforts to implement slum upgrading in Ciamis Regency. Thus, building trust from all actors involved in carrying out their roles and responsibilities to achieve a joint commitment to the management of slum areas in Ciamis Regency.

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