

Development Acceleration Versus Coastal Resilience: Strategic Policy Alignment in Cipatujah Under South Tasikmalaya's 2024–2030 Development Agenda

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Abstract

This study examines whether documented coastal risk actually reshapes development strategy in Cipatujah under South Tasikmalaya's 2024–2030 Development Acceleration Agenda. It applies a qualitative embedded single-case design combining systematic policy-document analysis, criterion-based purposive sampling, cross-document comparison, and geospatial triangulation. Strategic policy alignment is assessed across five dimensions: strategic goals, spatial priorities, programme design, institutional arrangements, and performance indicators. The findings show strong alignment at the level of strategic goals but only partial alignment across spatial, programmatic, institutional, and performance dimensions. Coastal risk is formally recognised through development objectives, mitigation measures, and risk indicators, yet it does not consistently alter development siting, programme architecture, inter-agency coordination, or shared accountability for exposure. The study identifies selective strategic alignment and a risk-to-strategy translation gap as the mechanisms separating formal risk recognition from risk-informed strategic management. The findings provide a strategic diagnostic for integrating coastal resilience into accelerated development in high-risk peripheral regions.

Keywords: Strategic Policy Alignment; Coastal Resilience; Strategic Public Management

A. INTRODUCTION

The real global cost of disasters is estimated to exceed US\$2.3 trillion annually when indirect, cascading, and ecosystem losses are included, almost ten times the direct losses reported in official statistics (United Nations Office for Disaster Risk Reduction [UNDRR], 2025). Across Asia, ocean heat reached a new record in 2025, while marine heatwaves affected more than 10 million km² of ocean during July–September, intensifying pressures on coastal ecosystems and communities (World Meteorological Organization [WMO], 2026). In Indonesia, InaRISK maps 1,189,655 ha of tsunami-hazard areas with 4,252,077 people potentially exposed, demonstrating that coastal development unfolds within a broad landscape of disaster risk (Badan Nasional Penanggulangan Bencana [BNPB], n.d.). In 2024, the Tasikmalaya Regency legislature approved the South Tasikmalaya Development Acceleration Agenda for 2024–2030 as a regional regulation, providing a formal policy basis for accelerating development in the southern region (DPRD Kabupaten Tasikmalaya, 2024). This agenda directly intersects with conditions in Cipatujah, where 302.40 ha are classified as tsunami-prone and 280.04 ha fall within the high-hazard category, making development inseparable from strategic alignment with coastal risk (Pemerintah Kabupaten Tasikmalaya, 2024).

In public administration, this challenge shifts attention from the existence of planning documents to the government's capacity to connect strategic planning, implementation, and

performance as a continuous management process (Poister, 2010). Tasikmalaya Regency's long-term development framework requires planning documents to remain substantively, hierarchically, sectorally, and temporally connected, while designating Cipatujah as a Regional Service Centre intended to reduce spatial inequality and strengthen infrastructure and public services (Pemerintah Kabupaten Tasikmalaya, 2024). In a hazard-exposed coastal area, strategic policy alignment cannot therefore be assessed through formal document consistency alone, but through the extent to which risk information modifies strategic objectives, spatial choices, programme design, institutional coordination, and performance measures. The official Kecamatan Cipatujah Dalam Angka 2025 publication provides an empirical territorial baseline that can be integrated with planning documents and risk information (BPS Kabupaten Tasikmalaya, 2025). Cipatujah consequently represents a critical case for examining whether southern-region development acceleration has become a risk-informed public strategy or merely coexists with a parallel coastal-resilience agenda.

Cipatujah occupies a strategically contradictory position because it is promoted as a service and development node for southern Tasikmalaya while simultaneously facing high tsunami exposure. Accelerating connectivity, infrastructure, public services, and economic activity can increase regional value and accessibility, yet risk-insensitive development decisions may also enlarge the exposure of assets, residents, and public investment. The regional planning architecture formally links development, spatial planning, environmental management, and disaster policy, but the coexistence of these documents does not itself demonstrate that risk information changes development choices. A managerial problem emerges when development acceleration and coastal resilience operate as parallel policy streams rather than as a single strategy capable of correcting its own risk-producing effects. This tension places alignment between development ambition and risk-reduction logic at the centre of an early-stage assessment of the 2024–2030 agenda.

Recent scholarship has shifted from treating hazards as isolated physical phenomena toward examining how risk is integrated into planning, governance, and development decisions, although the depth of integration remains uneven. Zhang, Wang, Ma, and Furuya (2026), through a bibliometric-systematic review of 3,554 publications and an in-depth review of 74 studies, found that risk science, planning, and design still develop largely in parallel and identified institutional, legal, informational, and participatory barriers to integration. Alcántara-Ayala, Velásquez-Espinoza, and Montes de Jesús (2025), using comparative case studies and structured surveys in two disaster-prone local governments in Mexico and Nicaragua, identified a persistent gap between formal risk-reduction mandates and operational implementation shaped by coordination, resource allocation, rule enforcement, and political stability. Rahmafitria et al. (2026), combining confirmatory factor analysis and analytic hierarchy process in the Ciletuh-Palabuhanratu UNESCO Global Geopark, documented a shift from tourism-first to disaster-first priorities after environmental shock, demonstrating that risk can reorder the value hierarchy of territorial development strategies. These studies establish the need for cross-domain integration and risk translation into decision-making, but they do not adequately explain how documented risk reshapes the strategic architecture of a subnational development-acceleration agenda during its early implementation stage.

Previous studies and the present research similarly treat disaster risk as a development and governance problem rather than merely as a physical hazard characteristic. They also share concerns with policy integration, institutional capacity, development priorities, and the use of risk information in public decision-making. The present study differs by

positioning development-acceleration policy as an object of strategic public management, whereas earlier research has primarily examined disaster-risk integration, institutional vulnerability, or shifts in tourism-development priorities. The analysis evaluates alignment across strategic goals, spatial structure, programme design, institutional arrangements, and performance indicators through an embedded case study, systematic cross-document analysis, and geospatial triangulation during 2024–2026 rather than through an ex-post assessment of final policy impacts. This distinction creates an analytical space for determining whether known risk actually modifies local-government development strategy before investment and spatial decisions become difficult to reverse.

Cipatujah's substantial coastal exposure coincides with a formal mandate for accelerated development, while the literature has already established the importance of risk integration without sufficiently explaining how risk knowledge is translated into subnational strategic architecture. This limitation creates a knowledge gap concerning how documented risk shapes strategic decisions during the early phase of a development-acceleration policy. The gap is substantive because formal hazard recognition is not equivalent to using risk as a criterion for selecting goals, locations, programmes, institutional responsibilities, and measures of success. Existing research has not adequately integrated these five domains to distinguish aligned, partially aligned, and disconnected relationships between development acceleration and coastal resilience within a single local policy architecture. This study addresses that gap by evaluating strategic policy alignment in Cipatujah as a high-risk peripheral territory governed under South Tasikmalaya's 2024–2030 development-acceleration agenda.

The urgency of this study derives from the ongoing implementation of the 2024–2030 agenda, when decisions concerning service centres, connectivity, infrastructure, and economic activities can still be adjusted before generating development path dependency. Without assessment at this stage, the relationship between formal risk recognition and actual changes in governmental strategic logic will remain inferred from document existence rather than demonstrated through evidence of alignment. Misalignment can lock public investment into vulnerable spatial patterns, fragment programmes across agencies, and reduce coastal resilience to a corrective intervention after development has already increased exposure. These consequences matter to Bappelitbangda, BPBD, public works and spatial-planning agencies, district and village governments, local economic actors, and coastal communities that simultaneously receive the benefits and bear the risks of accelerated development. Early-stage assessment is therefore necessary if risk is to function as a strategic input into subsequent development decisions rather than merely as a basis for responding after exposure has accumulated.

The study's principal distinction lies in testing whether risk actually modifies development strategy rather than merely determining whether government possesses mitigation policies or programmes. Its conceptual contribution operationalises strategic policy alignment within strategic public management through five interrelated dimensions: strategic-goal, spatial, programmatic, institutional, and performance alignment. Empirically and analytically, the study combines 2024–2026 policy documents, spatial risk data, and development statistics within an embedded case-study design to identify alignment, partial alignment, and disconnection without claiming causal impacts before the 2030 policy horizon is complete. For local government, the findings provide a strategic diagnostic for identifying development priorities that require risk-sensitive adjustment and for strengthening cross-sector coordination from the planning stage. The study's novelty therefore lies in repositioning coastal resilience from a parallel sectoral concern to a

criterion whose significance is tested through its capacity to shape the core decisions of development acceleration in a high-risk peripheral region.

This study aims to evaluate the degree and pattern of strategic policy alignment between South Tasikmalaya's 2024–2030 development-acceleration agenda and documented coastal risk in Cipatujah across strategic goals, spatial priorities, programme design, institutional arrangements, and performance indicators. It also identifies points of alignment, partial alignment, and strategic disconnection and specifies the adjustments required to make accelerated development more consistent with long-term coastal resilience.

B. LITERATURE REVIEW

Strategic Public Management

Strategic public management treats strategy as a continuous process through which public organisations respond to environmental change, establish priorities, allocate resources, and pursue public objectives. Poister (2010) argues that public-sector strategic management extends beyond strategic planning to include the management of strategic agendas, strategy implementation, and reciprocal linkages between strategy and performance management. Public strategy also aligns internal capacity with external conditions so that governments can respond more deliberately to pressures, opportunities, and uncertainty (Boyne & Walker, 2010). This perspective treats strategy formulation and implementation as an integrated process that must be translated into programmes, resources, organisational coordination, and performance measurement. In the Cipatujah case, strategic public management provides the basis for assessing whether development acceleration has made coastal risk a determinant of governmental strategic choice rather than merely background information in planning documents. Indicators:

- Strategic direction and priorities
- Environmental and risk analysis
- Strategy formulation
- Strategy implementation
- Resource management
- Performance monitoring and evaluation
- Strategic feedback

Policy Integration

Policy integration refers to the alignment of goals, actors, instruments, and policy subsystems in addressing cross-sectoral public problems that cannot be resolved through a single policy domain. Candel and Biesbroek (2016) conceptualise integration as a multidimensional process in which different dimensions may advance at different speeds or even move in opposing directions. Their framework identifies four core dimensions—policy frames, subsystem involvement, policy goals, and policy instruments—that together indicate the degree of integration within a policy system (Candel & Biesbroek, 2016). Integration therefore requires more than the coexistence of documents that acknowledge the same problem; it requires consistency in problem framing, actor involvement, policy objectives, and instruments. In this study, policy integration underpins the operationalisation of strategic policy alignment between southern-region development acceleration and spatial planning, disaster-risk reduction, infrastructure development, and coastal resilience in Cipatujah. Indicators:

- Policy frame
- Subsystem involvement
- Policy-goal alignment
- Policy-instrument alignment
- Cross-sector coordination
- Implementation consistency

Disaster Resilience

Disaster resilience denotes the capacity of territories and communities to withstand disruption, maintain essential functions, recover, and adapt their social and institutional systems after disaster events. Cutter, Burton, and Emrich (2010) conceptualise resilience as a condition that can be assessed through baseline community capacities, allowing systematic comparison across places. Their approach shows that resilience is shaped not only by physical hazard characteristics but also by social, economic, institutional, infrastructural, and community capacities (Cutter et al., 2010). This perspective shifts policy attention from post-disaster response toward the capacity of development systems to anticipate, absorb, adapt to, and maintain essential functions under risk. In Cipatujah, disaster resilience is used to assess whether accelerated development strengthens adaptive capacity or potentially amplifies coastal vulnerability to tsunami and related hazards. Indicators:

- Social capacity
- Economic capacity
- Institutional capacity
- Infrastructure capacity
- Community capacity
- Risk preparedness
- Adaptive and recovery capacity

C. RESEARCH METHODOLOGY

This study employs a qualitative embedded single-case design to analyse strategic policy alignment between South Tasikmalaya's 2024–2030 Development Acceleration Agenda and coastal resilience in Cipatujah District. The case-study design is appropriate because it enables policy to be examined in depth within interdependent institutional, spatial, and temporal contexts (Yin, 2018). The design is particularly relevant because the study evaluates how coastal risk is translated into strategic goals, spatial priorities, programme design, institutional arrangements, and performance indicators rather than estimating the final causal impact of a policy that remains under implementation. Data were collected through document analysis and the compilation of secondary evidence from regulations, development plans, spatial-planning and disaster documents, territorial statistics, and official geospatial datasets, as qualitative document analysis allows policy content to be examined systematically within its planning context (Sheydayi & Dadashpoor, 2023). Sources included the Tasikmalaya Regency legal-information system, Bappelitbangda, BPS Kabupaten Tasikmalaya, BNPB through InaRISK, BPBD, and other official government portals containing development and coastal-risk information relevant to Cipatujah.

The study applies criterion-based purposive sampling to select documents and datasets directly relevant to the research questions because this technique prioritises information-rich and substantively relevant sources (Palinkas et al., 2015). The sample includes official

documents concerning Cipatujah or South Tasikmalaya that were valid, issued, or used during 2024–2026 and contained evidence on development goals, spatial priorities, programmes, institutions, performance, or coastal risk. Data were analysed through directed qualitative content analysis, cross-document comparison, and geospatial triangulation to test consistency between development strategy and documented risk conditions. Coding followed five dimensions of strategic policy alignment—strategic goals, spatial priorities, programme design, institutional arrangements, and performance—and classified evidence as aligned, partially aligned, or disconnected. Coding results, cross-document comparisons, and spatial evidence were then synthesised in a strategic policy alignment matrix to identify where development strategy had fully, partially, or not yet incorporated coastal resilience into decision-making.

D. RESULTS AND DISCUSSION

Strategic Alignment between Development Acceleration and Coastal Risk

Review of Tasikmalaya Regency planning documents shows that disaster risk has entered the strategic development architecture through objectives for reliable, environmentally responsive, and disaster-sensitive infrastructure (Pemerintah Kabupaten Tasikmalaya, 2025a). The same planning framework records 302.40 ha of tsunami-hazard area in Cipatujah, of which 280.04 ha are classified as high hazard (Pemerintah Kabupaten Tasikmalaya, 2025a). The 2026 Regional Government Work Plan establishes a Disaster Risk Index baseline of 145.50 in 2024 and targets reductions to 137.60 in 2025 and 129.70 in 2026 (Pemerintah Kabupaten Tasikmalaya, 2025b). Planning documents also promote mitigation-based development and controls in hazard-prone areas, while Cipatujah remains a target for road-network expansion, local-port development, fish-landing facilities, and strategic coastal activities (Pemerintah Kabupaten Tasikmalaya, 2025a). Cross-document coding therefore identifies the strongest alignment at the level of strategic goals, while spatial, programmatic, institutional, and performance dimensions remain only partially aligned.

This pattern indicates that the government has moved beyond purely administrative risk recognition because disaster concerns now appear in development objectives and measurable performance targets. Risk nevertheless does not yet operate consistently as a binding criterion connecting each development priority to specific coastal-hazard conditions. Partial alignment is evident where expanding accessibility and coastal economic activity proceed alongside mitigation provisions that remain general and are not consistently translated into location-specific decisions. Institutional responsibilities also separate disaster management, infrastructure, environmental management, and economic development into distinct performance streams without a shared measure of exposure generated by development. The central problem therefore lies not in the absence of resilience policy, but in the uneven translation of risk into strategic choices.

Table 1. Strategic Policy Alignment Matrix for Development in Cipatujah

Dimension	Key finding	Status
Strategic goals	Disaster-responsive infrastructure and risk reduction are embedded in development objectives	Aligned
Spatial priorities	Hazard-zone controls coexist with connectivity expansion and coastal development	Partially aligned
Programme design	Mitigation appears across several sectors but is not yet a uniform criterion for all acceleration programmes	Partially aligned

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Institutional arrangements	Responsibilities for risk, infrastructure, environment, and development remain dispersed across sectoral agencies	Partially aligned
Performance	The Disaster Risk Index and Regional Resilience Index have targets but do not specifically measure development-related risk in Cipatujah	Partially aligned

Source: Authors' analysis of policy documents, 2026.

The Cipatujah findings are consistent with evidence that risk science, planning, and design frequently evolve in parallel, leaving integration constrained by institutional, legal, informational, and participatory barriers (Zhang et al., 2026). Research in coastal Subang shows that risk communication must enter the planning process if hazard information is to produce spatial decisions that are both adaptive and locally grounded (Soejarwo et al., 2025). Evaluation of tsunami-risk policy in Indonesia similarly demonstrates that regulation alone does not ensure implementation when policy integration, resource limitations, and inter-agency coordination remain weak at the local level (Akhirianto et al., 2024). Cross-case evidence further indicates that proactive planning treats risk as an early decision criterion rather than as a cartographic supplement or a concern confined to disaster-management agencies (Farinós-Dasí et al., 2025). Organisational fragmentation, unclear responsibilities, limited data exchange, and conflicting actor priorities also impede integration between land-use planning and disaster preparedness (Svanström, 2026).

The Cipatujah case demonstrates emerging formal coherence that has not yet matured into operational coherence across all dimensions of strategic alignment. Goal alignment and the presence of risk indicators provide a clear normative direction by placing disaster resilience within the regional development architecture. Spatial and programmatic choices remain critical because expanding connectivity, tourism, fisheries, and service functions may increase exposure when location and design decisions do not explicitly use hazard information. Institutional separation becomes consequential when each agency fulfils sectoral indicators without shared accountability for exposure generated by development in Cipatujah. The assessment therefore shifts from asking whether mitigation exists to asking whether risk actually changes the location, design, implementation, and performance criteria of development.

The strongest test of strategic alignment lies in the spatial manifestation of development decisions across Cipatujah. Policy may appear coherent at the level of objectives while still producing vulnerability when infrastructure, service centres, settlement-support facilities, and economic activities expand within areas of significant coastal hazard. The distinction between aligned and partially aligned conditions depends on whether hazard information changes location choices, design standards, access systems, evacuation support, and protection of exposed assets. Spatial evidence is therefore essential for determining whether resilience functions as an actual development constraint and decision criterion or merely as a parallel policy commitment. The physical configuration of development and coastal exposure provides the empirical basis for examining how the development–risk tension materialises in Cipatujah.

Spatial Manifestation of Development Acceleration and Coastal Risk in Cipatujah

Cipatujah's spatial configuration places territorial development and coastal exposure within the same landscape because settlements, transport networks, fisheries, agriculture, local services, and economic activities are closely connected to the shoreline. Development data show continuing pressure to intensify land use and economic activity, including the

development of coastal coconut commodities scheduled for downstream-processing programmes in 2026 (Dinas Pertanian, Ketahanan Pangan dan Perikanan Kabupaten Tasikmalaya [DPKPP], 2025a). Coastal-management intervention also includes the planting of 20,000 mangrove seedlings at Halimah Beach in Cikawungading Village as part of coastal protection efforts in 2025 (DPKPP, 2025b). These activities occur within a district containing 302.40 ha of tsunami-hazard area, 280.04 ha of which are classified as high hazard in regional planning documents. The spatial configuration therefore shows development acceleration and resilience interventions operating on the same coastal landscape, making the relationship between development location and hazard exposure a strategic rather than merely environmental issue.

The overlap between development functions and hazard exposure shows that increased economic activity does not automatically produce territorial resilience. Expansion of productive coastal activities can increase economic value while simultaneously adding assets, networks, and human activity that require protection during disruption. Interventions such as mangrove rehabilitation demonstrate a response to coastal conditions, but ecological measures do not substitute for control over development location and design. Spatial resilience requires development decisions to account for land-use intensity, evacuation access, critical infrastructure, and the territory's capacity to maintain essential functions under hazard conditions. The quality of spatial decision-making therefore distinguishes development that merely expands economically from development that actively limits the accumulation of risk.

Assessment of coastal-infrastructure vulnerability shows that the spatial distribution of assets, shoreline conditions, and socioeconomic factors must be analysed jointly to identify concentrated vulnerability in coastal space (Kuleli & Bayazit, 2024). Research on built-up expansion likewise finds that spatial growth patterns can closely correspond with peak flood risk, meaning that development volume alone cannot ensure resilience without an appropriate spatial configuration (Mabrouk et al., 2024). A study of 53 tsunami-prone coastal settlements in Chile shows that tourism- and housing-driven urbanisation can erode natural resources that previously supported mitigation and adaptation capacity (Villagra et al., 2024). Multi-hazard assessment in coastal cities further demonstrates that risk indicators, spatial data, and local knowledge must be integrated to produce context-sensitive adaptation strategies (Laino et al., 2024). Evidence from Java's northern coast shows that spatial plans can increase exposure and economic losses when land conversion and new development continue to be directed toward hazard-exposed areas (Suroso & Firman, 2018).

The Cipatujah case reveals a pattern of spatial co-location between development and resilience intervention: economic development and risk-reduction measures occupy the same coastal space but are not always governed by a single strategic decision concerning changes in exposure. This pattern differs from full spatial alignment because the presence of resilience interventions does not demonstrate that new development has been located, constrained, or designed according to site-specific risk levels. Mangroves, coastal economic activities, access networks, and service areas form an interdependent system in which failure in one component can disrupt wider territorial functions. The findings identify an exposure-sensitive development gap, defined as the distance between formal risk recognition and the use of exposure change as a criterion for development choice. Strategic alignment must therefore be tested not only through documentary consistency but through the capacity of strategy to prevent the production of new risk within the development landscape.

Cipatujah's spatial configuration shows that the central issue extends beyond hazard location or the existence of mitigation programmes to the mechanism through which risk information enters development decisions. Development that changes location choices, infrastructure standards, evacuation networks, the use of protective ecosystems, and performance measures indicates that resilience has entered the strategic logic of development. Development that merely places mitigation programmes alongside economic expansion reflects a weaker relationship because risk is managed after development choices have already been formed. This distinction shifts the analytical focus from risk recognition to the government's capacity for risk-informed strategic management. The relationship among risk recognition, policy alignment, strategic choice, and territorial resilience provides the basis for explaining how accelerated development can support rather than undermine Cipatujah's long-term coastal sustainability.

From Risk Recognition to Risk-Informed Strategic Management

The analysis shows that Tasikmalaya Regency's development agenda formally recognises disaster risk through development objectives, risk indicators, mitigation policies, and coastal-protection interventions in Cipatujah. Alignment is uneven because strategic goals are aligned, while spatial, programmatic, institutional, and performance dimensions remain partially aligned. Development activity, coastal economic strengthening, service networks, and resilience interventions also operate within the same high-tsunami-hazard landscape. Regional risk indicators establish measurable reduction targets but do not specifically connect the growth of assets and development activity in Cipatujah with changes in exposure. The evidence therefore demonstrates that risk recognition has entered policy, while its translation into strategic decision-making remains differentiated across the development system.

Differences in alignment show that the existence of resilience objectives is insufficient to constitute risk-informed strategic management. Strategic management requires risk to influence development location, programme design, allocation of responsibilities, resource use, and performance criteria simultaneously. Strong alignment at the level of goals but weaker alignment in operational instruments creates a gap between governmental intent and the way development is actually organised. This condition represents partial strategic decoupling because development and resilience agendas are not fully separated, yet they are not consistently connected throughout the decision process. The strategic problem in Cipatujah therefore concerns the capacity to convert risk knowledge into criteria that materially direct development behaviour.

Strategic public management gains substantive meaning when planning, implementation, and performance management operate as a continuous feedback process rather than as separate administrative activities (Poister, 2010). Public strategy must also align organisational choices and internal capacities with external environmental pressures if strategic decisions are to improve performance under changing conditions (Boyne & Walker, 2010). Policy-integration scholarship shows that integration cannot be inferred from shared goals alone because policy frames, subsystem involvement, objectives, and instruments may display different degrees of integration (Candel & Biesbroek, 2016). Research on local risk governance further shows that disaster-risk mandates can remain disconnected from practice when coordination, information, resources, enforcement, and institutional mechanisms fail to translate formal policy into operational action (Alcántara-Ayala et al., 2025). Studies of disaster-risk integration with planning similarly identify institutional fragmentation, data limitations, planning rigidity, and knowledge separation as barriers to converting risk into integrated development decisions (Zhang et al., 2026).

The Cipatujah configuration identifies a pattern of selective strategic alignment in which risk influences some components of strategy but does not yet bind all development decisions within a single management architecture. This pattern produces a risk-to-strategy translation gap when hazard information receives formal recognition and performance indicators but does not consistently alter spatial choices, programme design, institutional coordination, or accountability for changes in exposure. Strategic alignment therefore varies in depth across risk recognition, policy integration, and actual modification of development decisions. Risk becomes an element of strategic management only when hazard information can constrain choices that increase exposure and redirect resources toward development that preserves territorial functions. The capacity to translate risk into decision criteria thus provides the mechanism that distinguishes risk recognition from risk-informed strategic management.

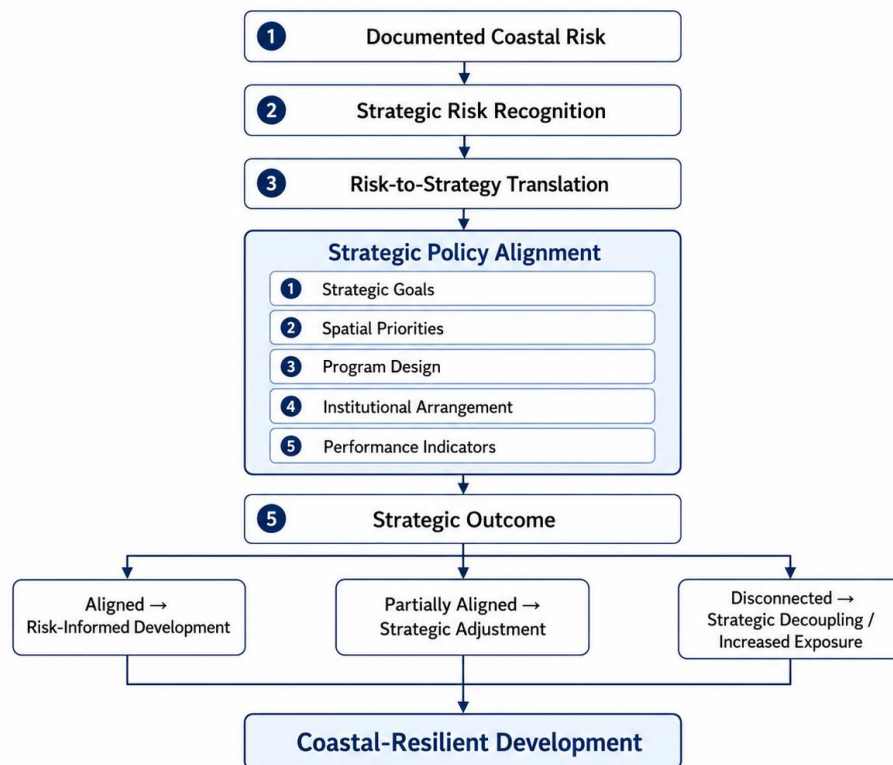


Figure 1. Risk-Informed Strategic Management Framework

Source: Developed from research findings, 2026.

Transition toward risk-informed strategic management requires a traceable relationship among documented risk, strategic recognition, development decisions, and territorial resilience outcomes. Hazard information must pass through alignment in goals, spatial priorities, programmes, institutions, and performance before it can alter the direction of development. The degree of alignment across these five dimensions determines whether strategy advances toward risk-informed development, requires strategic adjustment, or reproduces strategic decoupling that can increase exposure. This mechanism positions resilience not as a corrective activity after development occurs but as a criterion that filters and shapes strategic choices from the planning stage. The relationship among risk, strategic translation, alignment, and development consequences therefore forms an analytical framework for explaining how accelerated development can be redirected toward long-term coastal resilience.

E. CONCLUSION

The study demonstrates that Cipatujah's development-acceleration agenda recognises coastal risk at the level of strategic goals, but spatial, programmatic, institutional, and performance alignment remains partial, preventing risk from functioning consistently as a basis for development decisions. The findings show that mitigation policies and risk indicators do not automatically produce risk-informed strategic management because gaps persist in translating hazard information into location choices, programme design, cross-sector coordination, and performance criteria. The research objectives were achieved by identifying selective strategic alignment and a risk-to-strategy translation gap as the principal mechanisms linking development acceleration and coastal resilience, while extending strategic public management by treating risk as a criterion that shapes strategy rather than merely as an external environmental condition. Tasikmalaya Regency should integrate risk data into development siting, infrastructure design, inter-agency coordination, budgeting, and shared performance indicators so that expansion in Cipatujah does not generate new exposure. Future research should address the present study's reliance on secondary data and its early implementation window of 2024–2026 through field observation, multi-actor interviews, longitudinal analysis through the end of the policy period, and more detailed spatial modelling capable of testing exposure change and the effectiveness of risk-informed development policy.

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