

## Road Infrastructure Development Policy Implementation Model in Rebana Area, West Java Province, Indonesia

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### Abstract

This study analyzes the policy implementation model to enhance the effectiveness of road infrastructure development in the Rebana Region, West Java Province, focusing on community welfare and economic equity. Using a qualitative approach and case study, the research finds that despite efforts in policy implementation, its effectiveness remains limited. The Grindle implementation model, emphasizing policy content and implementation context, has not achieved optimal results. To improve performance, two key aspects need to be updated: strengthening coordination among implementing agencies and enhancing the commitment of human resources. Factors such as affected interests, benefits gained, and resource allocation should be considered to achieve more effective policy implementation.

**Keywords:** Policy Implementation, Infrastructure Development, Road Infrastructure, Rebana Region, West Java Province.

### INTRODUCTION

The expansion of road infrastructure in the Rebana Region, West Java, has a significant impact on improving local welfare and opening up new business opportunities. This project involves seven key regions and aims to transform the area into a metropolis by connecting transportation routes planned by the central government. Road development is essential to support connectivity, tourism, and economic growth.

The optimization of existing infrastructure and National Strategic Projects is a primary focus in the development of the Rebana Region. Supporting infrastructure, such as road access, water, and energy, is prioritized through both the State Budget and the Regional Budget. The Rebana Region is expected to become a driving force for economic growth in West Java through the development of an integrated, innovative, and sustainable industrial area.

In terms of regional planning, the Rebana Region is intended to be an industrial area in accordance with existing regulations. The

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Master Plan for the Rebana Region includes projects and programs up to 2030 to provide and enhance transportation infrastructure, water resources, and others. Preparedness is critical as the operation is targeted to begin in 2030. However, road infrastructure development planning still requires optimization based on progress reports issued by the West Java BAPPEDA.

Although efforts have been underway since 2021, several issues still need to be addressed, such as regional imbalances, inadequate project preparation, and the suboptimal role of the Public Works and Spatial Planning (PUPR) Office. Collaborative strategies and appropriate steps are needed to accelerate infrastructure development in the Rebana Region.

This study focuses on the policy implementation of road infrastructure development in the buffer zones of the Rebana Metropolitan area, carried out by local governments in the seven regions through the PUPR Offices. The sub-focus of this research is the effectiveness of the policy implementation model originating from the central government, particularly Presidential Regulation No. 87 of 2021 on the Acceleration of Development in the Rebana Region and the Southern West Java Region, and Governor Regulation No. 14 of 2023 on the Action Plan for Developing the Rebana Region from 2020 to 2030.

The analysis of the success of policy implementation refers to the concept proposed by Grindle, which includes the content of the policy and the context of implementation. The content of the policy involves factors such as the affected interests, the types of benefits gained, the degree of expected change, the decision-making process, the program implementers, and available resources. Meanwhile, the context of implementation includes aspects of power, interests, and strategies of the actors involved, the characteristics of institutions/governments, as well as compliance and responsiveness.

## **LITERATURE REVIEW**

Infrastructure development is widely recognized as a key driver of economic growth, as it improves connectivity, facilitates trade, and enhances productivity (Calderón & Servén, 2010). Specifically, road infrastructure plays a critical role in linking regions, reducing transportation costs, and improving access to services, thereby fostering economic development (Nijkamp et al., 2002). In the context of Indonesia, road infrastructure development has been essential for regional economic integration, particularly in areas with high growth potential such as West Java. The Rebana area, designated as a strategic development zone, is expected to leverage infrastructure improvement to stimulate local economies and reduce regional disparities (Rachman & Suryadi, 2021).

Effective policy implementation is central to achieving the goals of infrastructure development projects (Bertot et al., 2010). The implementation process involves translating policy decisions into

concrete actions and outcomes, which requires efficient coordination, adequate resources, and stakeholder engagement. The success of infrastructure policies depends on the alignment between policy design and its execution in the field. Grindle's (1980) model of policy implementation provides a useful framework for understanding how the content of a policy (goals, resources, and procedures) and the context of its implementation (institutional arrangements, political dynamics, and societal factors) influence the outcomes.

In Indonesia, the implementation of road infrastructure projects is often hindered by challenges such as bureaucracy, coordination between different levels of government, and issues related to land acquisition (Yusuf & Komara, 2018). The successful development of infrastructure in the Rebana area will depend on overcoming these barriers and ensuring that the national and regional policies are effectively translated into actions on the ground.

Various models of policy implementation have been proposed in the literature, each offering different perspectives on the factors influencing success or failure. Grindle (1980) identified two key dimensions for assessing the effectiveness of policy implementation: the content of the policy and the context in which it is implemented. In the case of road infrastructure development in the Rebana area, the content includes national and regional regulations, the strategic importance of the project, and resource allocation, while the context involves the institutional and political environment, including the roles of local governments, the private sector, and communities (Wahyudi, 2017).

Other models, such as the top-down and bottom-up approaches, provide contrasting views on the roles of policymakers and implementers. The top-down approach emphasizes the authority of central governments in directing policy execution, while the bottom-up approach highlights the importance of local actors and their participation in the policy process (Pressman & Wildavsky, 1973). Both approaches are relevant to the implementation of road infrastructure policies in the Rebana area, as it requires the coordination between central and local governments, as well as active involvement from local communities and stakeholders.

The development of road infrastructure in Indonesia, particularly in regions such as West Java, faces several challenges. These include insufficient funding, land acquisition disputes, weak inter-agency coordination, and delays in project implementation (Prasetyo & Ratnasari, 2019). In addition, local governments may face difficulties in aligning national policies with regional priorities, leading to inefficiencies and missed opportunities for regional development (Mutiarra & Arafah, 2020).

The Rebana area, with its ambitious development plans, is particularly vulnerable to these challenges. The project's success depends on overcoming these obstacles through better coordination between national and local governments, improved resource

mobilization, and stronger stakeholder involvement. Moreover, the lack of skilled human resources in local government institutions may hinder effective policy implementation and reduce the impact of infrastructure development on economic growth (Widyawati, 2020).

Recent literature emphasizes the importance of collaborative governance in infrastructure development. Collaborative governance models advocate for the involvement of multiple stakeholders, including government agencies, private sector actors, and civil society, to collectively address complex issues such as infrastructure development (Ansell & Gash, 2008). In the case of the Rebana area, collaborative approaches could facilitate the alignment of various policies, reduce conflicts over resource allocation, and enhance the sustainability of the infrastructure projects.

Strategic planning is also critical to ensuring that infrastructure development aligns with broader regional development goals. In the case of the Rebana area, strategic planning should take into account environmental sustainability, economic growth, and social equity (World Bank, 2017). By integrating these factors into the planning and implementation process, the road infrastructure development project can create long-term benefits for the region, improving the quality of life for its residents and ensuring that growth is inclusive and sustainable.

## **METHOD**

This study uses a case study approach that emphasizes process, meaning, interaction, and complexity. The research adopts a qualitative approach, where the selection of informants is a key factor for success, along with the techniques used. The study is conducted in seven buffer regions of the Rebana Area, West Java, and data collection is carried out through interviews, observations, and documentation. Informant selection uses purposive sampling, starting with the Head of Bappeda and the Head of the Public Works and Spatial Planning Office of West Java Province. Further informants are selected based on recommendations from initial informants who understand the study topic and have time to communicate without interfering with their primary duties.

Observations are conducted directly on the research objects to obtain a clear picture. Interviews are conducted in both open and closed formats to gather information from the perceptions and opinions of informants. The documentation method is used to gather data from written documents such as books, regulations, meeting minutes, and photos related to road infrastructure development activities (Moleong, 2014). Focus Group Discussions (FGDs) may also be held to obtain information in a systematic and targeted manner regarding specific issues or problems. Qualitative data analysis is a systematic process of collecting and reviewing information from various sources such as interviews, observations, questionnaires, and FGDs. The analysis process begins from the initial data collection to drawing conclusions

and is inductive, based on the obtained data. Sugiyono (2016) defines data analysis as the process of organizing data into categories, explaining them in units, synthesizing, and drawing conclusions that are easy to understand. The data analysis in this study follows the approach of Miles & Huberman, consisting of three activity flows: data reduction, data presentation, and drawing conclusions or verification (Yin, 2013).

## RESULTS AND DISCUSSION

West Java Province is the most populous province in Indonesia, reaching 48,274,162 people or equivalent to 17.86% of the total national population in 2020, with a population growth rate of 1.11%. In 2019, the economic growth rate (EGR) of West Java Province reached 5.07% and contributed 13.52% to the national economy. However, in 2020, the EGR of West Java Province contracted to -2.44%.

West Java Province has good connectivity, both within and outside the region, supported by infrastructure such as road networks, airports, ports, terminals, and railway networks. Currently, the province has 4 airports, 6 ports, 9 toll roads, and 7 railway lines. This good connectivity is a potential for regional development and supports economic activities and other sectors.

The Rebana area, in particular, has the potential for industrial development. The infrastructure in this area, including Cirebon Port, Patimban Port, and Kertajati Airport, supports the mobility of people and goods nationally and globally. Infrastructure development in the Rebana Area is expected to trigger investment in the industrial sector. In addition, the Rebana Area has abundant natural resources such as mining products, non-metallic minerals, forest products, agriculture, plantations, and marine products.

The Rebana Area development plan involves 7 districts/cities in West Java Province with a total of 13 development points for Industrial Designation Areas (KPI). This area will be developed as an eco-industrial park or environmentally friendly industrial area.

With good connectivity and the availability of natural resources, the Rebana Area has the potential to become a highly competitive industrial center both nationally and internationally.

The following is a general description of the seven districts that are part of the Buffer Zone in the Rebana Area in West Java Province:

1. Subang Regency: Subang Regency has an area of 1,893.95 km<sup>2</sup> with a population of 1,595,320 people in 2021. The population density is 842 people/km<sup>2</sup>. The poverty rate in Subang Regency reaches 9.3%, with an economic growth rate of 4.41% in 2021. This regency is equipped with good connectivity through toll and non-toll road networks, and there is a type B passenger terminal in Pamanukan District.
2. Sumedang Regency: Sumedang Regency has an area of 1,518.33 km<sup>2</sup> with a population of 1,152,510 people in 2021. The population density is 759 people/km<sup>2</sup>. The poverty rate reaches

- 10.26%, with an economic growth rate of 6.33% in 2021. Sumedang Regency is traversed by toll and non-toll road networks, and has type B and C passenger terminals in several sub-districts.
3. Indramayu Regency: Indramayu Regency has an area of 2,040.11 km<sup>2</sup> with a population of 1,834,430 people in 2021. The population density reaches 899 people/km<sup>2</sup>. The poverty rate in Indramayu Regency is quite low, with a fluctuating economic growth rate. Indramayu Regency is traversed by toll and non-toll road networks, and has type B and C passenger terminals in several sub-districts.
  4. Majalengka Regency: Majalengka Regency has an area of 1,204.11 km<sup>2</sup> with a population of 1,305,480 people in 2021. The population density is 1,084 people/km<sup>2</sup>. The poverty rate in Majalengka Regency is quite significant, with a high economic growth rate. Majalengka Regency is traversed by toll and non-toll road networks, and has type A, B, and C passenger terminals in several sub-districts.
  5. Cirebon City: Cirebon City has an area of 1,893.95 km<sup>2</sup> with a population of 1,595,320 people in 2021. The population density is 842 people/km<sup>2</sup>. The poverty rate in Cirebon City is 9.3%, with an economic growth rate in 2021 of 4.41%. Cirebon City has good connectivity through toll and non-toll road networks, and has type A, B, and C passenger terminals in several sub-districts.
  6. Cirebon Regency has an area of 1,893.95 km<sup>2</sup> and a population of 1,595,320 people, with a population density of 842 people/km<sup>2</sup>, the second lowest after Sumedang Regency. The Human Development Index (HDI) of Cirebon Regency is 68.95, lower than the HDI of West Java Province. The number of poor people in West Java Province in 2020 reached 3,920,230 people with a poverty percentage of 7.88%. Cirebon Regency has 148,524 poor people with a poverty percentage of 9.3%, higher than the average of West Java Province, but lower than most regencies/cities in the Rebana Area.
  7. Kuningan Regency: Kuningan Regency has an area of 1,893.95 km<sup>2</sup> with a population of 1,595,320 people in 2021. The population density is 842 people/km<sup>2</sup>. The poverty rate in Kuningan Regency reached 9.3%, with an economic growth rate in 2021 of 4.41%. Kuningan Regency has good connectivity through toll and non-toll road networks, and has type A, B, and C passenger terminals in several sub-districts.

### **Effectiveness of Implementation of Road Infrastructure Development Policy in Rebana Area**

The Road Infrastructure Development Policy in the Rebana Area is based on Presidential Regulation No. 87 of 2021 concerning the Acceleration of Development in the Rebana Area. Derivatives of this

regulation include Governor Regulations No. 15 and No. 14 of 2023, which establish the management body for the Rebana Area.

The implementation of this policy began in 2021 with a budget of IDR 23.34 trillion. One of its outcomes was the completion of the Cileunyi–Sumedang–Dawuan road infrastructure project in 2023. To guide the implementation, the government issued derivative regulations as technical guidelines.

Critical factors affecting the performance of this policy can be grouped into two aspects: policy content and implementation context. The policy content aspect includes the affected interests, types of benefits generated, desired changes, roles of policymakers, program implementers, and available resources. Meanwhile, the implementation context aspect includes power, interests, strategies of involved actors, institutional/government characteristics, as well as compliance and responsiveness.

The road infrastructure development policy in the Rebana Area, West Java Province, aims to advance the districts and cities within the area and their communities, with the goal of preventing regional disparities between the South, East, North, and West regions of West Java. The policy implementation involves the central government, provincial government, district/city governments, and other parties such as the Ministry of Public Works, Bappeda, and the private sector. Through this policy, the government aims to enhance welfare and economic equality in the Rebana Area, address development gaps between districts/cities in West Java Province, and strengthen the role of communities in development. Field findings indicate that development in the Rebana Area has had a positive impact on the image of the government in the eyes of the people of West Java. The public believes that the acceleration of infrastructure development in the area is a concrete effort by the government to balance development across the regions of West Java. Therefore, to ensure the fulfillment of these interests, both the government and the public need to actively participate in the implementation of the road infrastructure development policy. All levels of government must take responsibility for implementing the programs funded by the government.

Presidential Regulation No. 87 of 2021 concerning the Achievement of Infrastructure Development in the Rebana Area, along with Governor Regulation No. 14 of 2023 on the Action Plan for Infrastructure Development in the Rebana Area, and Governor Regulation No. 15 on the Management Agency for Infrastructure Development Oversight in the Rebana Area, prioritizes road infrastructure development to enhance the economy in the Rebana Area of West Java Province. This road infrastructure development is expected to bring maximum benefits to the people of the Rebana Area, such as improved quality of life, welfare, poverty alleviation, and enhanced public services.

The road infrastructure development policy in the Rebana Area aims to improve welfare and equalize infrastructure development across

all regions of West Java Province, addressing development gaps between cities and districts. The expected change through the implementation of this policy is an improvement in the welfare of the people of West Java and an increase in infrastructure in every city/district. The government's objectives align with the expectations of the public and local governments. Although there are still disparities, especially between underdeveloped districts/cities, with issues such as poverty, poor infrastructure, low social access, and others, it is hoped that these issues can be overcome through the implementation of the infrastructure development acceleration policy in the Rebana Area.

The implementation of the road infrastructure development policy in the Rebana Area has had a positive impact on the welfare of the community. Infrastructure developments such as the Cileunyi-Sumedang-Dawuhan Toll Road, Patimban Port, and West Java International Airport have facilitated daily activities for the community, especially in their livelihoods. This plays an important role in maintaining the economic flow in the surrounding area of West Java Province, which is the Rebana Area.

Based on information provided by informants, it can be concluded that the implementation of the road infrastructure development policy in the Rebana Area aims to improve the welfare and quality of life of rural communities and address poverty issues.

Presidential Regulation No. 87 of 2021 and Governor Regulation No. 14 of 2023 on the Acceleration of Infrastructure Development in the Rebana Area, along with Governor Regulation No. 15 of 2021 on the Management Agency for the Rebana Area, stipulate that the budget for road infrastructure development in the Rebana Area will come from the State Budget (APBN), the Regional Budget (APBD), as well as investments from domestic and foreign sources.

The implementation of the road infrastructure development policy in the Rebana Area involves various ministries, stakeholders, and sectors, such as the Ministry of Public Works, the Ministry of Finance, the Department of Public Works and Spatial Planning of the Province, local governments, the private sector, and SOEs. This aligns with Governor Regulation No. 15 of 2023 on the Management Agency for the Rebana Area, which emphasizes the governance of road infrastructure development. The organizational structure of the Management Agency for the Rebana Area is also described in this regulation. Based on these regulations, the Provincial Government of West Java issued an action plan for road infrastructure development in the Rebana Area. Referring to the President's Regulation and Governor Regulations, all stakeholders in the government of West Java Province involved in road infrastructure development can follow the technical guidelines outlined in these regulations.

As a concrete form of the implementation of the road infrastructure development policy in the Rebana Area of West Java Province, the program is carried out by both the central government and local governments, starting from planning to evaluation and

reporting. Funding sources include the National Budget (APBN), Regional Budget (APBD), State-Owned Enterprises (SOEs), Regional-Owned Enterprises (BUMD), Private Sector Investors, and Public-Private Partnerships (PPP). The success of the road infrastructure policy in the Rebana Area largely depends on all levels of government involved. Local governments, including the District/City Governments and the Provincial Government of West Java, follow the guidelines set out in Governor Regulations No. 14 of 2023, Governor Regulation No. 15 of 2023, and Presidential Regulation No. 87 of 2021.

The success of the road infrastructure development policy in the Rebana Area, reflected in the implementation of various development programs, empowerment, and governance within West Java Province, particularly in the districts/cities studied, is also closely linked to community involvement. After all, the community, which has a direct interest in the implementation of the road infrastructure development policy in the Rebana Area, plays a critical role. Therefore, positive public response is necessary. The benefits of road infrastructure development can be directly felt by the community in the districts/cities of the Rebana Area. On the other hand, the transparency of the road infrastructure development plan in the Rebana Area also serves as a driving force for the community's willingness to participate. Based on interview results, it is clear that this program aims to improve community welfare with the support of the central government, provincial government, district/city governments, the private sector, SOEs, and BUMDs.

The road infrastructure development in the Rebana Area of West Java Province is funded by various sources, including the State Budget (APBN), Regional Budget (APBD), State-Owned Enterprises (SOEs), Regional-Owned Enterprises (BUMD), private investors, and Public-Private Partnerships (PPP). The responsibility for implementation is shared between the government and the community. Informants interviewed for the study agree that the road infrastructure development is carried out by all stakeholders in the national governance system, prioritizing the resources available in the Rebana Area.

Various regions within the Rebana Area have abundant human and natural resources. Each village also possesses great potential that can be developed, such as agricultural, livestock, fisheries, cultural, and tourism potential. The resources needed for the implementation of road infrastructure development in the Rebana Area include human resources, financing resources, and land resources. Consistently, all informants emphasized that the most critical resources for road infrastructure development in the Rebana Area are financial resources and human resources. Financial resources, both for planning and implementation, are considered the primary capital for road infrastructure development, while human resources are considered the key drivers in the process.

Currently, local governments do not have surplus budgets to accelerate road infrastructure development. However, local governments have prepared several plots of land for road infrastructure development. Additionally, local governments have prepared human resources according to their own authority. So far, the Provincial Government has provided support by coordinating all necessary matters in the planning of road infrastructure development in the Rebana Area.

### **Context Aspects of Road Infrastructure Development Policy Implementation in the Rebana Area**

The implementation of road infrastructure policy in the Rebana Area involves multiple stakeholders, including the central, provincial, and local governments, as well as the private sector, state-owned enterprises (SOEs), regional-owned enterprises (ROEs), and the community. The Minister of Finance and the Minister of Public Works and Public Housing play key roles in the policy implementation, alongside the Governor of West Java who establishes regulations related to road infrastructure development in the area.

At the local level, district/city governments are also involved in implementing the policy. They are responsible for providing the necessary land for road infrastructure development, as outlined in local regulations. Stakeholders in the road infrastructure development in the Rebana Area include the central, provincial, and local governments, along with related agencies such as the Public Works and Public Housing Office (Dinas PUPR), Regional Development Planning Agency (Bappeda), SOEs/ROEs, and the private sector. The community is also involved in oversight and participation.

The monitoring system is currently not fully implemented as it is still in the planning stage. However, the local government has committed to supporting the road infrastructure development program by preparing spatial planning documents and coordinating with the central and provincial governments. The preparation of the master plan or master blueprint for the Rebana Area is crucial to ensure effective coordination between the central, provincial, and local governments in road infrastructure development. The local government's policy to support the acceleration of road infrastructure development in the Rebana Area is still in the process of formulation. However, steps have been taken, including in the spatial planning documents and the prioritization of regional development programs.

To support this program, the local government has incorporated these interests into the spatial planning documents. However, continued implementation and monitoring are necessary to ensure that the objectives of the road infrastructure development policy in the Rebana Area are effectively achieved. The government has outlined several strategic measures to realize the objectives of the Road Infrastructure Development Policy in the Rebana Area, including:

1. The establishment of the Rebana Area Management Agency (Governor Regulation No. 15/2023) to support the Cirebon-Patimban-Kertajati Metropolitan Area Development Action Plan, based on Governor Regulation No. 85/2020.
2. The designation of the Governor's role as the leader of local government affairs (Governor Regulation No. 15/2023).
3. Regulation of the Public Works and Public Housing Office's duties in public works and spatial planning (Governor Regulation No. 15/2023).
4. The primary duties of the Head of the Public Works and Public Housing Office include leading, coordinating, and organizing government affairs (Governor Regulation No. 15/2023).
5. The administrative duties of the Public Works and Public Housing Office are carried out by the Secretariat, including planning, reporting, finance, and general administration.
6. The establishment of the Rebana Area Supervisory Board as a public institution managing government affairs in various sectors (Governor Regulation No. 15/2023).
7. The duties of the Rebana Area Supervisory Board include planning, implementing, and managing development to enhance investment and economic growth.
8. The management of government affairs by the Rebana Area Supervisory Board is based on agreements between local governments.
9. The organizational structure of the Rebana Area Supervisory Board consists of a Steering Council, advisors, and implementers.
10. The duties of the Steering Council include policy implementation, facilitating coordination between regions, and controlling and evaluating the Rebana Area management program.

In the government structure responsible for the Road Infrastructure Development Program in the Rebana Area, the Governor of West Java plays a central role. As the leader of the provincial government, the Governor is well-known to the community, and this position has a strong influence.

The implementation of the Road Infrastructure Development Policy in the Rebana Area essentially involves all levels of government, from the central government to the provincial and district/city governments. Therefore, the responsibility for monitoring and evaluation also involves all these government components. At the central government level, monitoring and evaluation duties are handled by the Rebana Area Supervisory Board. Presidential Regulation No. 87 of 2021 establishes the road infrastructure development policy in the Rebana Area to improve the welfare of the West Java community, focusing on road connectivity. This policy is implemented with consideration of the real needs and priorities of the area, demonstrating the government's commitment to advancing West Java.

Governor Regulation No. 14 of 2023 emphasizes that the implementation of this policy is top-down, with the central government

setting the prioritized programs. The Governor has the authority to regulate the implementation procedures, ensuring a uniform approach for districts and cities.

Although the policy has been implemented for three years, evaluation and improvements are carried out annually. However, the implementation is still not fully effective, as some regions are still considering development priorities. There is a need for refining strategies to address the dynamic conditions so that the road infrastructure development in the Rebana Area can continue to advance the underdeveloped regions.

### **Analysis of Policy Implementation Model by Strengthening the Policy Content and Its Context**

Based on Grindle's policy implementation theory, there are two factors that must be fulfilled: the policy content and the context of its implementation. The policy content includes the interests affected, the benefits generated, the degree of change desired, the position of the policymakers, the program implementers, and the resources mobilized. Meanwhile, the context of implementation includes the power, interests, and strategies of the actors involved, the characteristics of the institutions and authorities, compliance, and responsiveness.

However, the implementation of the Road Infrastructure Development Policy in the Rebana Area has not been fully effective, indicating the need for attention to two main phases: strong institutions and sustained political support. Policy changes that occur with shifts in power demonstrate challenges that must be addressed to improve the effectiveness of infrastructure development in the Rebana Area.

1. Integration of Hierarchy among Implementing Institutions: This factor is important to improve the flow of bureaucracy, ensuring that all stakeholders, both from the central and regional governments, can work in sync and ensuring that no information is left out.
2. Commitment of Implementing Institutions: This factor needs to be added to ensure guarantees when leadership changes occur in both the central and regional governments, so that the continuity of policy implementation can be maintained.

The Road Infrastructure Development Policy in the Rebana Area, based on Presidential Regulation No. 87 of 2021, has been implemented since 2021. However, during its three years of implementation, there has been a reduction in the funds from the planned amounts outlined in the regulation.

In the context of the policy that directly impacts the community in the Rebana Area, the implementation of road infrastructure development must be able to adapt to the dynamic and ever-changing conditions. Therefore, the policy implementation model needs to be updated to ensure the success and positive impact that is expected.

Previous research has highlighted various issues in the implementation of this policy, such as the implementation strategy and

the uneven prioritization of infrastructure development. Research conducted on 7 districts/cities, the Regional Development Planning Agency (Bappeda) of West Java Province, and the Public Works and Highways Office (Dinas Bina Marga) of West Java Province showed that the policy was implemented uniformly, influenced by nearly identical geographical and cultural factors in each region. Furthermore, the existence of Governor Regulation No. 14 also provides instructions for local governments to plan and prepare activity programs.

One of the problems faced by local governments is the delay in the disbursement of funds for road infrastructure development in the Rebana Area. The causes of these delays include the large amount of funding required and delays in the issuance of the Governor's regulation, which governs the procedures and allocation of infrastructure development funds.

The government has not yet established a clear strategy to address the delays in the disbursement of infrastructure development funds in the Rebana Area. Therefore, the release of these funds still depends on decisions from the central government.

Various factors affecting the effectiveness of policy implementation have been identified, including the integration of hierarchy among implementing institutions and the commitment of implementing institutions. These factors need to be considered in updating the policy implementation model.

## **CONCLUSION**

Various factors influence the implementation of the road infrastructure development policy in the Rebana Area, West Java, including the interests involved, benefits derived, expected levels of change, roles of policymakers, program implementers, resource allocation, power dynamics, strategies of involved actors, institutional characteristics, as well as compliance and responsiveness to change. However, it was found that the resources mobilized have not been effectively supporting the policy implementation, and thus, infrastructure development must rely heavily on investment from external investors.

The Grindle policy implementation model can be refined and applied to the road infrastructure development policy in the Rebana Area by improving regulations related to bureaucracy, particularly in the supervision of road infrastructure development. This step is crucial to prevent overlaps and excessive changes in the regulations governing infrastructure development in the area. Furthermore, the utilization of information technology should be optimized in managing road infrastructure development. Given the rapid advancement of information technology, it can serve as an effective supporting tool in the policy implementation process, such as through online progress reporting systems for road infrastructure planning. Therefore, enhancing the capacity of local government officials in utilizing information and communication technology is essential for improving

the implementation of road infrastructure development policies in the Rebana Area.

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