

Implementation of the Banten Lama Revitalization Policy: Revitalization Strategies for the Banten Lama Area During the Banten Provincial Government Period 2017-2022

Ahmad Jazuli Abdillah^A, Thomas Bustomi^B, Ummu Salamah^C

Abstract

This study aims to identify and analyze the policies and revitalization strategies implemented by the Banten Provincial Government for the Banten Lama area during the 2017–2022 period. It also evaluates the effectiveness of various initiatives, including zoning implementation, regulation of informal activities, and infrastructure development, in improving the physical and social quality of the area. Furthermore, the study assesses the impact of these revitalization efforts on enhancing safety, comfort, and the appeal of Banten Lama as a religious tourism destination. The findings reveal that the revitalization policy focused on developing and restoring key landmarks in this historical area, including the revitalization of the Banten Grand Mosque and Surosowan Palace. These efforts encompassed the renovation and maintenance of significant sites from the Banten Sultanate era to restore their authenticity and grandeur. Measures to regulate street vendors, illegal parking, and unauthorized structures were implemented to create a more orderly, and clean environment. The government collaborated with security forces and local communities to ensure smooth and sustainable enforcement. Infrastructure development, such as road improvements and enhanced public facilities, played a crucial role in increasing accessibility and visitor comfort. These initiatives aim to attract more tourists and foster positive economic impacts on the local community.

Keywords: Policy Implementation, Strategy, Revitalization, Banten Lama Area, Banten Province.

INTRODUCTION

Banten Lama is a cultural heritage site in Banten that reflects the historical and cultural development of Islam in Indonesia since 1526. Significant sites in this area include the Banten Lama Grand Mosque, Surosowan Palace, Kaibon Palace, Speelwijk Fortress, Avalokitesvara Vihara, Karangantu Harbor, and Tasikardi. According to Law No. 11 of 2010, this area is classified as a cultural heritage site because it encompasses multiple adjacent sites with distinctive spatial characteristics.

^AUniversitas Pasundan, Bandung, Indonesia, Email: quantum_jazuli@yahoo.co.id

^BUniversitas Pasundan, Bandung, Indonesia

^CUniversitas Pasundan, Bandung, Indonesia

As a symbol of the Banten Sultanate (1552–1820 AD), Banten Lama demonstrates the scientific and architectural advancements of its time, evident in the water purification systems at Tasikardi, Pangindelan, and Surosowan. The cultural remains from prehistoric, Islamic, and colonial periods illustrate the integration of culture, tradition, and environment in its spatial design.

From a religious perspective, the Banten Grand Mosque, serving as the center of worship activities, makes this area an appealing religious tourism destination, attracting up to 5 million visitors annually (Serang City Tourism Office, 2017). The local government has initiated preservation and revitalization programs for this area since the establishment of Banten Province, with significant interventions beginning in 2018 through Banten Governor Decree No. 437/Kep.160-Huk/2018, focusing on infrastructure development to enhance Banten Lama as a religious tourism destination.

The revitalization program for Banten Lama has been initiated by the Banten Provincial Government in collaboration with the Serang Regency/City Government. Since the establishment of Banten Province, various programs for the arrangement and revitalization of the Banten Lama area have yet to transform it into a well-managed tourist destination. Despite being designated as a cultural heritage site in 2010, the physical condition, infrastructure, social, and environmental aspects of the area remain concerning. Studies indicate that safety, comfort, and order in this area are inadequate (Sulistyo, 2016).

Unorganized parking and extortion practices result in a low safety index. Damaged fences and barriers, along with illegal stalls, further deteriorate the condition of the palace. Cleanliness is another issue, as the presence of numerous illegal vendors, a lack of waste disposal facilities, and dirty public toilets (MCK) make visitors uncomfortable. Accessibility and infrastructure are also major challenges. Roads leading to Banten Lama are narrow and often damaged, while the use of paving blocks is unsuitable for large vehicles like buses. The revitalization program needs to prioritize road concretization.

Social and economic obstacles include resistance from illegal vendors and local strongmen who benefit from the slum conditions of the area. Social conflicts also involve the Nadzir of the Banten Sultanate, which holds authority over the area but opposes revitalization efforts that disrupt their economic sources, such as extortion, illegal parking, and unregulated vendors. These conflicts hinder revitalization efforts and tarnish the image of Banten Lama (Hazmiakanza and Rahmawati, 2018).

A lack of communication and coordination between the Regional Government and stakeholders in Banten Lama further complicates social conflicts. Despite annual allocations for revitalization, the area remains unorganized and slum-like. Supporting facilities are often damaged shortly after construction, and resistance to regulation enforcement has stalled the revitalization program.

In 2018, the Provincial Government of Banten established zoning for the cultural heritage area of the Banten Sultanate through Governor Decree Number 437/Kep.160-Huk/2018. Comprehensive revitalization was undertaken, designating core and buffer zones covering 926.94 hectares, regulating land use, and addressing illegal activities. This program divided Banten Lama into core and support zones while planning movement systems and accessibility to streamline traffic.

However, the revitalization faced resistance from local vendors and illegal parking operators. Conflicts also arose between the Nadzir and the Provincial Government over the concept of historical site revitalization. The revitalization budget of IDR 750 billion from 2017 to 2019 was allocated not only for the core area but also for supporting infrastructure.

The Provincial Government of Banten's interventions from 2017 to 2022 eventually yielded significant results. Banten Lama is now more beautiful, comfortable, and well-organized. Parking management, cleanliness, and MSME areas are overseen by the Provincial Government of Banten in collaboration with the Serang City Government and Group I of Kopassus, TNI AD.

The Community Satisfaction Index (IKM), measured by the Provincial Housing and Settlement Service of Banten in 2022, showed excellent scores for facilities and public services in Banten Lama. The IKM scores for infrastructure and road accessibility were also rated as good (Banten Provincial Housing and Settlement Service, 2022). Tourist visits to the Banten Lama area increased sharply, especially post-COVID-19 pandemic. A study by Andini Ayu Lestari et al. (2022) on the impact of the revitalization of the Banten Lama area on the increase in visitor numbers showed an influence of 65.4% on tourist arrivals to Banten Lama.

This study aims to explore the policy implementation strategy for the revitalization of the Banten Lama Religious Tourism Area during the 2017–2022 period and assess the implementation of the revitalization policy for the Banten Lama Religious Tourism Area during the 2017–2022 period.

LITERATURE REVIEW

Policy Implementation Concept

Implementation is a method of aligning every activity previously planned with the intended goals. Policy implementation refers to actions taken by the government and private parties to achieve shared objectives based on established policy decisions (Yuliah, 2020).

According to Grindle (1980), implementation is an action that can be carried out if the objectives and funding for policy implementation are predetermined. Policy implementation connects policy objectives and realizations with government decision-making. The purpose of policy implementation is to address public issues, and it is essential to consider the views of several experts on policy implementation according to the situation at hand (Grindle, 1980:7).

Sugiyanto and Triningtias (2020) argue that policy implementation is a complex stage within the public policy process. Policy implementation is a means to ensure that the creation of policies is realized and targeted. Implementation involves various actors, organizations, procedures, and techniques working together to execute policies in line with their established objectives. Fundamentally, implementation can only occur after the policy is established.

Policy implementation connects policy objectives with their realization through the results of government activities. This aligns with the perspective of Van Meter and Van Horn (in Grindle, 1980:6), which states that the task of implementation is to establish networks that enable public policy objectives to be realized through the activities of government agencies, involving various stakeholders.

According to Winarno (2010), policy implementation is an action aimed at achieving a goal derived from proposals by individuals, groups, or the government, addressing problems and overcoming obstacles as quickly as possible. Policy is inherently context-sensitive, as it changes over time. Therefore, public policy implementation can be defined as a decision made by the government or private sector through mutual agreement, aimed at achieving established objectives (Winarno, 2010).

Merilee S. Grindle (1980) introduced a model of implementation as both an administrative and political process. This model illustrates a decision-making process carried out by various actors, where the outcomes are determined by both the program material achieved and the interactions of decision-makers through political and administrative processes. The political process is evident in decision-making involving various policy actors, while the administrative process is observable in general actions at specific program levels.

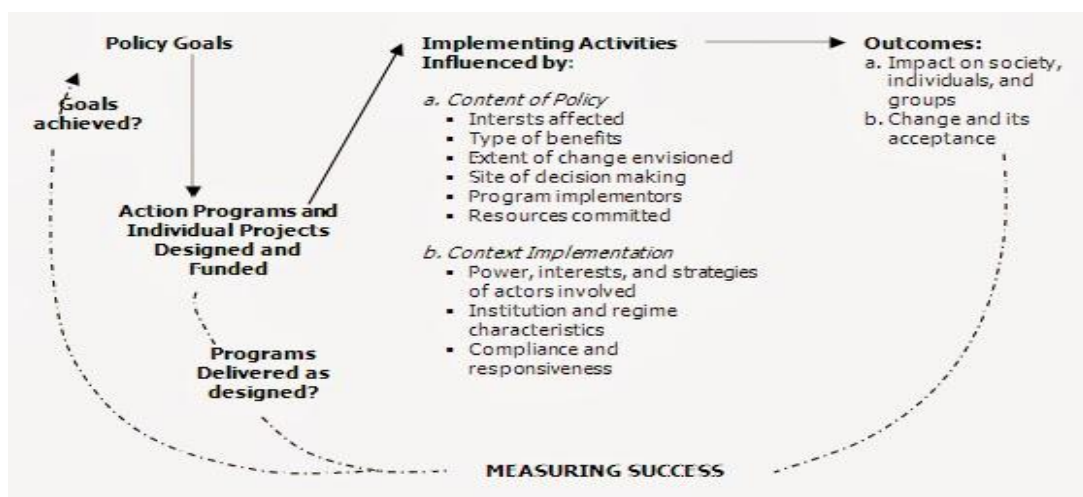


Figure 1 Political and Administrative Process of Policy Implementation Merilee S. Grindle

The policy implementation model can be said to be optimal when viewed from two dimensions, the first regarding the "content" of the program, the second regarding the "context" (environmental conditions), namely regarding the existence of a connection or influence with the relationship to implementation.

Revitalization Concept

The development of the Old Banten Area only includes revitalizing the surrounding area without changing the original form of the cultural heritage objects. Revitalization is an effort to revitalize an area or part of a city that was once vital/alive, but then experienced decline/degradation. The scale of revitalization has macro and micro levels. The revitalization process of an area includes improving physical aspects, economic aspects and social aspects.

The revitalization approach must be able to recognize and utilize environmental potential (history, meaning, uniqueness of location and image of the place) (Danisworo, 2002). Revitalization itself is not something that is only oriented towards completing physical beauty, but must also be equipped with increasing the economy of its people and introducing existing culture. To carry out revitalization, community involvement is needed. The involvement in question is not just participating to support formal aspects that require community participation, besides that the community involved is not only the community in the environment, but the community in a broad sense (Laretna, 2002).

According to the Regulation of the Minister of Public Works No. 18 of 2010 concerning guidelines for Area Revitalization, Revitalization is an effort to increase the value of land/area through redevelopment in an area that can improve the function of the previous area (article 1 paragraph 1), Area is an area that has the main function of protection or cultivation (article 1 paragraph 4)

Revitalization is an effort to revitalize an area or part of a city that was once vital/alive, but then experienced decline/degradation, the scale of revitalization has macro and micro levels, The process of revitalizing an area includes improving physical aspects, economic aspects and social aspects, The revitalization approach must be able to recognize and utilize environmental potential (history, meaning, uniqueness of location and image of the place) (Danisworo, 2002) revitalization itself is not something that is only oriented towards solving physical beauty, but must also be equipped with increasing the economy of its people and introducing existing culture, To carry out revitalization, community involvement is needed, The involvement in question is not just participating in supporting formal aspects that require community participation, besides that the community involved does not only the community in that environment, but society in the broad sense (Laretna, 2002).

METHOD

The research method used is descriptive analysis with a qualitative case study approach (Arikunto, 2006; Rahardjo, 2017). Data collection techniques used in this study include in-depth interview observations, and documentation studies. Interviews were conducted with key informants who were considered to master the problems related to the implementation of the Banten Lama area revitalization

policy, namely: the Governor and Deputy Governor of Banten for the 2017-2023 period, the Head of the Public Housing and Settlement Area Service (PRKP) of Banten Province, Kenadziran Banten Sultanate, visitors, traders around the Banten Lama area, residents around the area, Banten Community Leaders, and security forces. The analysis technique used in this study used the Soft System Methodology (SSM) method (Barusman, 2017).

RESULTS AND DISCUSSION

Strategy for Implementing the Old Banten Revitalization Policy

The Banten Lama Revitalization Program undertaken by the Banten Provincial Government, particularly during the tenure of Governor Wahidin Halim from 2017 to 2022, was initiated in response to several prior revitalization and development programs for Banten Lama. These efforts had been carried out by previous administrations since the establishment of Banten Province in the early 2000s, involving the Central Government, the Provincial Government of Banten, and the Serang City Government. However, these efforts appeared less effective in addressing the recurring issues in Banten Lama, such as sanitation problems, disorder, rampant illegal levies, and unauthorized constructions that made the area appear slum-like and disorganized.

Upon closer examination, the revitalization programs for Banten Lama in previous years primarily focused on repairing and refurbishing the main tourist facilities, such as the physical restoration of Surosowan Palace, the Great Mosque, and other key attractions. However, these improvements were often temporary and unsustainable. Once the fiscal year ended, the core structures of the tourist sites would deteriorate again, creating a repetitive cycle. Consequently, the revitalization efforts often appeared as mere budget-utilization programs by local governments to avoid unused budget surpluses (Silpa).

Past revitalization efforts also failed to adequately address visitor comfort, as revealed in several surveys conducted by the Serang City Government and the Banten Provincial Tourism Office. Visitor satisfaction with Banten Lama remained alarmingly low. This dissatisfaction was primarily influenced not by the restoration of the main attractions but by the lack of public facilities in the area.

Tourists frequently complained about the insufficient public amenities in Banten Lama, such as public toilets, adequate parking areas, and shaded pedestrian paths. These shortcomings were exacerbated by the chaotic management of the area, leading to rampant illegal levies and street crime. Poor infrastructure leading to and from Banten Lama, including narrow and poorly maintained roads, also compounded the issue, causing severe traffic congestion, especially during peak holiday seasons. Despite these challenges, Banten Lama remained a key religious tourism destination in Banten Province, attracting pilgrims as one of their primary stops.

To address these issues, the Banten Provincial Government's revitalization program prioritized improving infrastructure and public

facilities in Banten Lama. Infrastructure improvements included the construction, repair, and expansion of access roads to and from the area. These upgrades were vital for alleviating the persistent traffic congestion in Serang City, particularly along routes to Banten Lama. The expanded and improved roads effectively reduced travel time from the Serang Timur toll exit to Banten Lama, which previously could take up to an hour due to heavy traffic and congestion.

Widening the roads also enhanced accessibility for larger vehicles such as buses and trucks, facilitating mass transportation of pilgrims and visitors without being hampered by traffic jams. Improved access to Banten Lama significantly increased public interest in visiting the site. The infrastructure improvements indirectly boosted economic activity along the routes to Banten Lama, invigorating local businesses such as vendors and restaurants, thereby supporting Serang City's overall economic growth.

In addition to road access development, the revitalization program also involved the construction and renovation of public facilities throughout Banten Lama, making the area more visitor-friendly. These facilities included transportation systems, parking systems, and other tourism support systems. Adequate public facilities helped dispel the perception of Banten Lama as a disorganized and unruly area. For instance, the establishment of an integrated parking system reduced the potential for illegal parking charges that had long been a public grievance. A large parking area was equipped with good access routes, public toilets, and spaces for local SMEs to sell their products, allowing visitors to park their vehicles and shop comfortably.

Other public amenities enhancing Banten Lama's ambiance and comfort included pedestrian pathways and public parks that made the area greener and more organized. These pedestrian paths improved visitor mobility within Banten Lama, allowing easy access between locations. They also addressed flooding issues during the rainy season, as the paths featured well-designed drainage and irrigation systems. The pedestrian paths were further complemented by small public parks serving as rest areas for visitors.

The drainage and irrigation systems across Banten Lama aimed to tackle waterlogging during the rainy season. However, these efforts have yet to fully resolve the problem. During heavy rains, parts of Banten Lama still experience flooding. The drainage system and canals leading to Tasikardi Lake remain insufficient to handle high-intensity rainfall, causing occasional flooding. Nevertheless, efforts to address the flooding issue continue, including revitalizing the waterways flowing into the Cibanten River.

Beyond developing tourism support facilities, the revitalization program also renovated key landmarks, such as the Great Mosque of Banten and Surosowan Palace, symbols of the Banten Sultanate and main tourist attractions in Banten Lama. The renovations included constructing plazas in the mosque and palace courtyards, featuring marble floors and umbrella canopies inspired by the Nabawi Mosque in

Medina. These improvements aimed to create a more comfortable environment for visitors, especially those paying respects at the cemetery within the complex. The marble flooring also eliminated the muddy appearance of the mosque's courtyard during the rainy season.

The construction of the mosque and palace plazas significantly boosted public enthusiasm for visiting Banten Lama. According to a study by the Banten Provincial Tourism Office, tourist visits increased following the renovation and revitalization of the Great Mosque and Surosowan Palace. The mosque plaza and the Nabawi-inspired umbrellas became iconic attractions, drawing more visitors to Banten Lama. The area's transformation has created a markedly better experience for visitors, making Banten Lama more comfortable and appealing. Visitors can now spend more time enjoying the site, with improved public facilities and easier access to various attractions within Banten Lama.

Implementation of the Banten Lama Revitalization Policy

The discussion on the implementation of the Banten Lama revitalization policy is conducted using Merilee S. Grindle's implementation model, which considers two factors affecting policy implementation: the content and the context of the policy. The policy content examines the implementation from aspects such as the interests of the affected communities (interest affected), the benefits generated (type of benefit), the extent of change envisioned (extent of change), the decision-making site (site of decision-making), and the resources involved (resource involved). The implementation of the Banten Lama revitalization policy, when viewed from the perspective of the affected communities, reveals both positive and negative impacts of the revitalization program.

The positive impacts are reflected in the satisfaction index and increased visits to the area after the revitalization program was implemented, as shown in the earlier part of this study. Several interviews also revealed positive responses from the community, who felt that Banten Lama is much better now than it was a few years ago. People have observed that the Banten Lama area is more organized, tidy, beautiful, and well-managed. The positive response from the community is particularly evident in the construction of public facilities and supporting tourist infrastructure, which has made visiting Banten Lama more comfortable and convenient.

The improvement of tourist facilities, such as parking systems and the construction of kiosks for vendors, has helped organize the area. This has minimized illegal fees and local thuggery, which were rampant in Banten Lama before the revitalization and enforcement measures. Such practices, including unauthorized ticket collection and fees imposed on street vendors, had disrupted the comfort of visitors, thus affecting the economic activities and income of vendors. As a result, the construction of an MSME center in Banten Lama was carried

out to revitalize the local economy, benefiting the surrounding community.

However, the enforcement and construction of public facilities in the Banten Lama area did not receive only positive responses from the affected community. There were also negative reactions, especially from economic actors and parties with a vested interest in the status quo of Banten Lama. The negative impact was mostly felt by street vendors who had become accustomed to the old, untidy conditions of Banten Lama, which they considered better for their daily income than the new organized setup, which was uncertain for them. As a result, some vendors, particularly those selling in illegal markets, resisted being relocated to the MSME center established by the Banten Provincial Government. This resistance significantly hindered the relocation process and the enforcement of the revitalization program in general. The opposition, both directly and through representations by NGOs, was also systematically voiced through public channels like the media and the Regional People's Representative Council (DPRD).

Opposition to the revitalization also came from non-vendor economic actors who controlled parking lots and illegal kiosks and public facilities along Banten Lama. These actors were largely composed of NGOs and local thugs (jawara) who profited from the disorganized state of Banten Lama. They earned money from parking fees and rents from illegal kiosks, which were quite substantial. The resistance from these groups was identified as the primary obstacle in the effort to organize the Banten Lama area. Throughout the 2017-2022 Banten Lama revitalization program, opposition from NGOs and local thugs became a significant challenge for the Banten Provincial Government to complete and secure the results of the revitalization, which involved costs amounting to billions of rupiahs.

From the perspective of the benefits generated by the policy (type of benefit), the Banten Lama revitalization policy has both positive and negative impacts. The positive impacts are especially evident for visitors and tourists, who benefit from the improvement of the heritage site and supporting tourist infrastructure. After the revitalization, the local community and visitors can enjoy the destinations in the Banten Lama area comfortably, while also visiting the royal cemetery of the Banten Sultanate. During their pilgrimage, visitors experience better services due to the improved public and tourism facilities available in the area.

However, some members of the community feel disadvantaged by the revitalization program. The enforcement of the revitalization program by the Banten Provincial Government, as an initial step, actually reduces or eliminates their sources of income that were gained from the disorderly state of Banten Lama. These individuals are parking lot owners, street vendors, and local thugs who profited from the illegal conditions. Some of them eventually accepted the government's revitalization program, but most resisted and continued to oppose it until actions were taken by the authorities. Another negative impact is felt by vendors who had to relocate to the MSME center. Their income at

the previous locations was often higher than in the new designated areas.

Nonetheless, every development brings both positive and negative impacts on the community. The benefits should be measured to determine whether they are more substantial for the wider community or just for a few individuals. In the context of the Banten Lama revitalization, the Banten Provincial Government must prioritize the positive benefits that can be enjoyed by the broader community, so that whatever obstacles arise during the revitalization process, the development and organization of Banten Lama must continue and the results must be maintained. The government's strong commitment to preserving the revitalization results is crucial in determining whether the development and organization of Banten Lama will continue to benefit the wider community in the future.

The extent of the changes envisioned (extent of change) is also closely related to the benefits generated by the program. The Banten Lama revitalization is expected to transform the religious tourism area into a cleaner, tidier, well-organized, and well-managed site. Before the revitalization, Banten Lama was considered a slum, poorly managed, lacking public facilities, and plagued by illegal fees and thuggery. Disorderliness seemed to be the main issue in managing Banten Lama. Many tourism facilities, such as parking lots, vendors' kiosks, and public restrooms, were controlled by a few economic groups, making it difficult to create order in the area.

This control over public facilities by a few groups occurred because the government was not involved in providing adequate public facilities for tourists and visitors. Additionally, other supporting facilities, such as access roads to and from Banten Lama and adequate transportation, were insufficient. As a result, the potential of Banten Lama as a popular religious tourism destination was not properly managed or maximized. The image of Banten Lama before the revitalization was far from its potential as a prime destination for people from Banten and other regions.

Thus, the most crucial change brought about by the revitalization was the creation of order and good governance in the area. The revitalization not only organized illegal buildings used by vendors but also addressed illegal public facilities controlled by non-governmental economic actors, which were costly to maintain. The development of the transportation system reduced illegal fees imposed by local economic actors around Banten Lama. The construction of a parking system also eliminated illegal parking areas, making the area appear less chaotic and more welcoming to visitors.

Furthermore, the development of infrastructure in the Banten Lama area addressed several issues that had hindered its organization. One of the improvements was the accessibility of roads to and from Banten Lama. The widening of the main road leading to Banten Lama significantly reduced traffic congestion in Serang City, particularly during the holiday season. The expansion of the road also made it safer

for visitors traveling by motorcycle to the site. Travel time to Banten Lama has also become faster compared to before.

The implementation of the Banten Lama revitalization was also influenced by the position of the decision-makers (site of decision-making). The revitalization program, initiated by the Banten Provincial Government in 2017, was the initiative of the Governor of Banten at the time, Wahidin Halim. The inspiration for organizing Banten Lama came from the realization that Banten Lama was not only a site for the Banten Sultanate's heritage but also a cemetery for Banten's leaders and scholars. The enthusiasm of the people of Banten and visitors from other regions to make pilgrimages to Banten Lama is evident, with over 2 million visitors annually. Unfortunately, this tourism potential was not supported by adequate public services and infrastructure in the area.

Based on this, Wahidin Halim made the revitalization of Banten Lama one of his top priorities after being elected as governor. In several post-inauguration speeches, Wahidin expressed his determination to develop Banten Lama and hoped not to face any obstructions. This message clearly reflects Wahidin's awareness of the challenges ahead in implementing the revitalization program, which would require confronting economic actors and local thugs who had been controlling illegal economic sources in Banten Lama for decades.

Throughout the revitalization, the biggest challenge faced by the Banten Provincial Government was the resistance and opposition from local thugs who repeatedly tried to reclaim the economic sources that had been organized by the government. The conflict not only occurred between economic actors and the government but also involved certain individuals claiming to be caretakers of the site who felt excluded from the planning and development process of Banten Lama.

However, this did not discourage the Banten Provincial Government's commitment to revitalizing Banten Lama. Armed with authority from Law No. 11 of 2010 on Cultural Heritage and Governor's Decree No. 143/Kep.160-Huk/2018, the provincial government took full control over Banten Lama's revitalization and organization in a comprehensive and sustainable manner. During the revitalization, the Banten Provincial Government involved external resources, especially in the development and security of the project.

For security purposes, the Indonesian Army (TNI AD) was involved, with Group 1 Kopassus stationed in Serang City. The involvement of Kopassus was informal, as the unit is not part of the local government structure nor responsible for public security, which is the domain of the police. However, Kopassus' involvement was a strategic measure to deter local thugs who had repeatedly resisted the government's efforts to secure the area.

The use of Kopassus for security was deemed necessary, as regular security forces like the Civil Service Police Unit (Satpol PP) and the police were ineffective in securing the assets and results of the revitalization, which had been ongoing for years. Each time

revitalization efforts were made, the area would eventually be reclaimed by local thugs and return to its previous condition. Therefore, non-conventional security measures were considered necessary to ensure the sustainability of the revitalization.

Kopassus was also tasked with managing parking facilities and the MSME center, ensuring their proper maintenance and contributing to the overall security and order of the Banten Lama area. The presence of Kopassus, which has authority in the region, helped maintain stability and order. Although there were occasional attempts by local thugs to reclaim the area, these were not successful in the long term, and the public infrastructure improvements were sustained.

Despite the challenges, the revitalization of Banten Lama became a success thanks to the persistence of the Banten Provincial Government, the leadership of the governor, and the support from various authorities. By overcoming obstacles from local thugs and economic actors with vested interests, Banten Lama was transformed into an organized and prosperous religious tourism site.

CONCLUSION

Revitalization of the Banten Lama area, based on Banten Governor's Decree No. 437/KEP.160-Huk/2018, focused on improving key religious tourism sites, including the Great Mosque, Surosowan Palace, Avalokiteswara Temple, Spelwijk Fortress, and Tasikardi Lake. Efforts included structural repairs, aesthetic enhancements, and maintaining historical authenticity. Supporting infrastructure, such as transportation networks, drainage systems, and public facilities, was developed to boost accessibility and visitor convenience. These initiatives distinguished the revitalization strategy under Wahidin Halim's administration from previous efforts, aiming to enhance the area's appeal and economic impact.

REFERENCES

- Anderson, J. E. (2013). *Public policy making*. Boston: Houghton Mifflin Co.
- Arifin, A. (2004). *Strategi komunikasi*. Bandung: Armilo.
- Arikunto, S. (2008). *Prosedur penelitian: Suatu pendekatan praktek*. Jakarta: Rineka Cipta.
- Brannen, J. (1992). *Mixing methods: Qualitative and quantitative research*. Brookfield, USA: Avebury, Aldershot Publisher.
- Denhardt, J. V., & Denhardt, R. B. (2004). *The new public service: Serving, not steering*. New York: M.E. Sharpe.
- Dye, T. R. (2013). *Understanding public policy* (14th ed.). Florida: Pearson.
- Golembiewski, R. T., & Eddy, W. B. (2011). *Organization development in public administration*. Boca Raton: CRC Press.
- Gustama, D. B. S. (2013). *Exploring policy implementation problems and solutions*. Washington, DC: Liberal Study Inc.

- Dessler, G. (2015). *Manajemen sumber daya manusia*. Jakarta: Salemba Empat.
- Heru, B. (2008). *Manajemen strategik*. Bandung: Prisma Press.
- Hamel, G., & Prahalad, C. K. (2000). *Kompetisi masa depan: Strategi-strategi terobosan untuk merebut kendali atas industri Anda dan menciptakan pasar masa depan*. Jakarta: Binarupa.
- Hunger, D., & Wheelen, T. L. (2003). *Strategic management*. Yogyakarta.
- Islamy, M. I. (2001). *Prinsip-prinsip perumusan kebijakan negara*. Jakarta: Bumi Aksara.
- Kartasastima, G. (1996). *Pembangunan untuk rakyat*. Jakarta: Pustaka CIDESINDO.
- Keban, Y. (2014). *Enam dimensi strategis administrasi publik: Konsep, teori, dan isu*. Yogyakarta: Grava Media.
- Kuhn, T. S. (2013). *Peran Paradigma Dalam Revolusi Sains*. Bandung: Remaja Rosdakarya.
- Makinde, T. (2015). Problems of policy implementation. *Journal of Social Science*, 11(1).
- Najam, A. (2014). *Policy implementation: A synthesis perspective*. Luxembourg: IIASA.
- Nigro, F. A., & Nigro, L. G. (2010). *Modern public administration*. New York: Harper and Row.
- Nugroho, R. D. (2014). *Kebijakan publik: Formulasi, implementasi, dan evaluasi*. Jakarta: Elex Media Komputindo.
- Parsons, W. (2006). *Public policy: An introduction to the theory and practice of policy analysis*. Aldershot, UK: Edward Elgar Publishing.
- Noe, R. A., et al. (2011). *Manajemen sumber daya manusia: Mencapai keunggulan bersaing*. Jakarta: Salemba Empat.
- Santoso, P. (2008). *Menembus ortodoksi kajian kebijakan publik*. Yogyakarta: FISIPOL UGM.
- Starling, G. (2011). *Managing the public sector* (5th ed.). Florida: Harcourt Brace and Company.
- Suradinata, E. (2002). *Pembaharuan birokrasi dan kebijakan publik*. Jakarta: Erlangga.
- Seibel, W. (2015). *Hybridity and responsible leadership in public administration*. Duisburg: DVPW Press.
- Silalahi, U. (2013). *Asas-asas manajemen*. Bandung: Refika Aditama.
- Smith, S. L. J. (2010). *Tourism analysis: A handbook*. New York: John Wiley & Sons, Inc.
- Sulaiman, A. H. (2008). *Media audio visual: Kebijakan publik*. Jakarta: Gramedia.
- Thoha, M. (2015). *Ilmu administrasi publik kontemporer*. Jakarta: Prenadamedia Group.
- Thoha, M. (2012). *Dimensi-dimensi prima ilmu administrasi negara*. Jakarta: Grafindo Persada.
- Tachjan. (2012). *Implementasi kebijakan publik*. Bandung: AIPI Bandung-Puslit KP2W Lemlit Unpad.

- Vasely, A. (2015). Problem solving in public policy analysis. *Central European Journal of Public Policy*, 3(5).
- Wahab, S. A. (2011). *Analisis kebijakan dari formulasi ke implementasi kebijaksanaan negara*. Jakarta: Bumi Aksara.