



Implementation of Cultural Heritage Management Policy

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Abstract

The implementation of cultural heritage management policies in Purwakarta Regency is motivated by by problem the indicators of success and objectives of the policy are not yet clear, there has been no socialization of the policy, the need for policy implementing resources has not been met, and communication between policy implementers has not been carried out. This research use analysis with model Van Meter Van Horn For analyze policy and implementation of cultural heritage management policies. Results Study conclude the implementation based on Van Meter model analysis Van Horn said the implementation was running according to policy. as stated in Purwakarta Regent Regulation Number 103 of 2023 concerning the management of cultural heritage, will but Not yet walk well. Implementation policy which must take is improving the understanding of policy makers regarding policy objectives, optimizing existing resources, building coordination between SKPDs in managing cultural heritage, aligning perspectives between leaders and policy implementers, and increasing the role of agencies, communities, and policy makers in communicating policies to all related parties

Introduction

Purwakarta Regency is one of the regencies in Indonesia that has successfully adopted the concept of culture-based development. Purwakarta Regency has received many awards related to the concept of culture-based development, such as the 2020 Indonesian Cultural Award (AKI) from the Indonesian Ministry of Education and Culture. AKI is an award given by the Indonesian Ministry of Education and Culture to local governments that have dedicated themselves to preserving and maintaining Indonesian culture (Pinatik, 2023; Taofik, 2023; Parma, 2021; Muda, 2023).

This is supported by the existence of Cultural Heritage Buildings that accompany the historical journey in the Purwakarta Regency area such as the Train Station, the Twin Buildings, the State Building, the Pendopo, and other buildings that have been designated by the government as Cultural Heritage Buildings. In addition, the commitment of the local government to manage Cultural Heritage is also high (Khairani & Barus, 2024; Irawan & Hartoyo, 2022; Guarini et al., 2022). This can be seen from the issuance of the Cultural Heritage management policy in Purwakarta Regency through Purwakarta Regent Regulation Number 103 of 2023 concerning Cultural Heritage Management. 2

The implementation of cultural heritage management policies in Purwakarta Regency is carried out directly in the form of a program, namely a cultural heritage preservation and management program through the determination of cultural heritage at the district/city level (Zain, 2014; Pasaribu, 2018; Arfiansyah et al., Suartina, 2022; Sugiyanto, 2022). The performance indicator of this activity is the number of results of the determination of studies of objects suspected of being cultural heritage (ODCB) (Asnia et al., 2023; Budiman et al., 2022; Akram, 2024). In

2024, the Purwakarta Regency Government issued 3 (three) Decrees of the Purwakarta Regent concerning the Determination of Cultural Heritage in Purwakarta Regency, namely SDN 1 Wanayasa, the Tomb of Raden Surja Di Nata (Regent of Karawang 1828-1829), and the Tomb of Raden Adipati Aria Suria dinata (Regent of Karawang 1821-1828). In fact, the studies made by the Cultural Heritage Expert Team for the determination were 5 (five) studies on ODCB. Two ODCBs had their status as Cultural Heritage suspended, namely SDN 1 Cipaisan and SDN 2 Cipaisan because they had been rehabilitated by the Purwakarta Regency Government in 2022.

Based on this condition, there is an indication that the implementation of cultural heritage management policies in Purwakarta district has not been effective in managing cultural heritage in its area. On the one hand, the government issued a policy to protect cultural heritage in its area, on the other hand, the government also issued a policy to rehabilitate the school in question by ignoring the policy of rehabilitating cultural heritage buildings so that the school which based on a study by TACB was very strong to be designated as a cultural heritage building had its designation as a cultural heritage building suspended (Lubis et al., 2024; Gao et al., 2021; Ceravolo et al., 2016).

Not yet optimal implementation policy Cultural heritage management can be seen from several problem phenomena following: 1) The unclear indicators of success and objectives of the Cultural Heritage Management Policy in Purwakarta Regency have given rise to various interpretations from policy implementers in the field; 2) There has been no socialization of cultural heritage management policies to all policy implementers; 3) The need for human resources to implement cultural heritage management policies as mandated by Purwakarta Regent Regulation Number 103 of 2023 concerning Cultural Heritage Management has not been met; 4) Communication between policy implementers has not been carried out in the management of cultural heritage.

Methods

The research method used in this study uses a qualitative approach. The data obtained is presented in the form of an explanation in accordance with the characteristics of the qualitative approach until a deeper and more specific understanding is obtained. Qualitative research is needed to explore the facts in the field objectively so that this approach is suitable for use in an evaluation study that requires objective and specific data. Meanwhile, explanatory studies aim to explain descriptive information. This means that the questions asked to informants are 'why' and 'how' questions.

Technique Collection Data

The data collection techniques used in this study were interviews and secondary data studies related to the management of cultural heritage in Purwakarta Regency. The interview technique was chosen as one of the data collection methods in this study because the researcher attempted to obtain more accurate data from sources about the management of cultural heritage in Purwakarta Regency.

In addition to interviews, researchers also conducted secondary data studies related to cultural heritage management in Purwakarta Regency. The form of secondary data that researchers will take to strengthen the research results is in the form of documents on the main ideas of regional culture, regulations or government policies that have been issued related to cultural heritage management, and photos of the implementation of cultural heritage management programs/activities in Purwakarta Regency.

Procedure Processing Data And Analysis data

Qualitative data analysis according to dan Biklen (1982) as quoted by Hoepfl (1997) is an effort to "organize data, sort it into manageable units, search for and find patterns, find what is important and what is learned, and decide what can be told to others".

Meanwhile, In the technique of checking the validity of data, validity and reliability tests are carried out (Creswell, 2013; Sulistyanto et al., 2022). Validity testing is an effort to check the accuracy of research results by applying certain procedures. Validity is based on the certainty of whether the research results are accurate from the perspective of researchers, participants, or readers in general. In order to overcome deviations in exploring, collecting, processing, and analyzing research data, researchers conduct data triangulation.

The collected data is re-examined together with the informant. This step allows the truth of the information collected to be reviewed. In addition, cross-checking of data is also carried out with other sources who are considered to understand the problem being studied

Results and Discussion

The description of the results of this study is data and facts that researchers obtain directly from the field and are adjusted to the theory that researchers use, namely using the implementation theory according to Van Metter and Van Horn (Agustino, 2006).

In Van Metter and Van Horn's theory, this implementation process is an abstraction or performance of a policy implementation that is basically intentionally carried out to achieve high public policy implementation performance that takes place in the relationship of various variables. This model assumes that policy implementation runs linearly from available political decisions, implementers, and public policy performance (Agustino, 2006; Peters, 2018; Wood, 1992).

Van Meter And Van Horn (1975) state:

“ Policy implementation encompasses those actions by public and private individual (or groups) that are directed at the achievement of objectives set forth in prior policy decisions. This includes both one-time efforts to transform decisions into operational terms, as well as continuing efforts to achieve the large and small changes mandated by policy decisions.”

Opinion this can translated as follows: policy implementation includes actions- actions taken by public and private individuals (or groups) directed at achievement of the objectives set in previous policy decisions. This includes efforts one time to convert decisions into operational terms, as well as ongoing efforts to achieve the large and small changes mandated by policy decisions. Implementation on public programs will be successful when the desired changes are relatively small while commitment to objective relatively high.

The government in making policies must also first examine whether the policy is can have a bad impact or not on society. This aims to ensure that a policies do not conflict with society, let alone harm society. This model explains that policy performance is influenced by several variables. interrelated, variables the that is: 1) Standard And target policy/measure And objective policy; 2) Source Power; 3) Characteristics organization executor; 4) Attitude for executor; 5) Communication between organization related And activities implementation; 6) Environment social, economy and politics

According to a number of description the that implementation can walk with Good If pay attention to the dimensions of the policy objectives themselves, and the implementers also have

influence in determining the success of a policy and every organization involved must always guard communication on activity- activity time implementation.

In general schematic, model implementation policy public Van Meter And Van Horn visualized in picture following This.

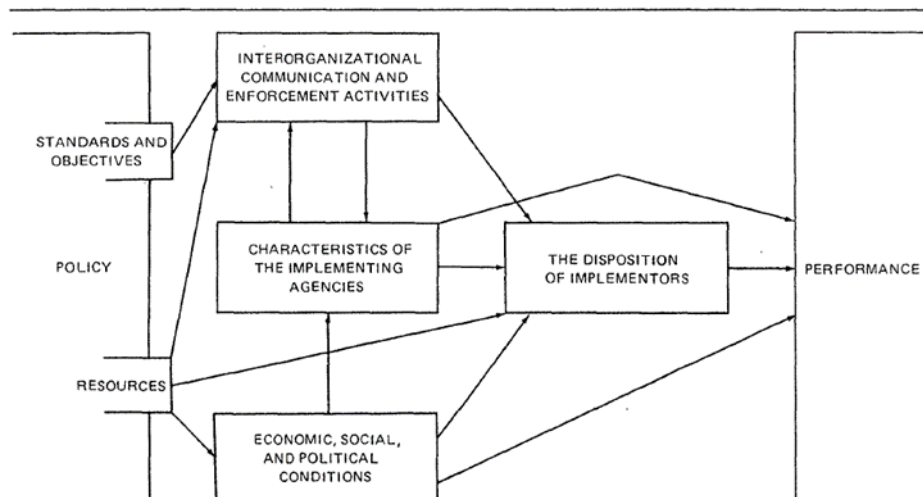


Figure 1. Model process Implementation Policy Van Meter Van Horn

Source: Meter And Van Horn (The Policy Implementation Process: A Conceptual Framework, Administration and Society: 1975))

Model Implementation Van Meter Van Horn

Size And Objective Policy

The Cultural Heritage Protection Policy in Purwakarta Regency is normatively stated in Purwakarta Regent Regulation Number 103 of 2023 concerning Cultural Heritage Management. This policy was born as an elaboration of the implementation of the Republic of Indonesia Law Number 11 of 2010 concerning Cultural Heritage. The Government and Regional Government have determined the Cultural Heritage in Purwakarta Regency as presented in Table 1.

The lack of socialization of cultural heritage management policies to all related parties has implications for the lack of common interpretation of the standards and objectives of the policy. Likewise, the involvement of various parties in the management of cultural heritage is very difficult to realize with the lack of socialization of this cultural heritage management policy. The lack of public awareness, be it owners, visitors, users of cultural heritage, local residents, in managing cultural heritage is one of the impacts of the lack of socialization of this policy.

Table 1. Cultural Heritage Data that has been determined in Purwakarta Regency

Name of Cultural Heritage	Location	Decree of Determination
STASIUN KERETA API PURWAKARTA	Jl. KK. Singawinata, Kelurahan Nagri Tengah, Kecamatan Purwakarta	SK MENBUDPAR RI Nomor :PN.58/PW.007/MKP/2010 Tanggal 22 Juni 2010
GEDONG KEMBAR I	Jl. KK. Singawinata, Kelurahan Nagri Tengah, Kecamatan Purwakarta.	SK MENBUDPAR RI Nomor :PN.58/PW.007/MKP/2010 Tanggal 22 Juni 2010

	S 06°33'13.0'' E 107°26'45.2''	
GEDONG KEMBAR II	Jl. KK. Singawinata, Kelurahan Nagri Tengah, Kecamatan Purwakarta. S 06°33'13.0'' E 107°26'45.2''	SK MENBUDPAR RI Nomor :PN.58/PW.007/MKP/2010 Tanggal 22 Juni 2010
GEDUNG KRESIDENAN PURWAKARTA SE-JAWA BARAT	Jalan Siliwangi No. 1 Nagri Kidul, Kecamatan Purwakarta, Kabupaten Purwakarta. S 06°33'38,47'' E107°26'49,8''	SK MENBUDPAR RI Nomor :PN.58/PW.007/MKP/2010 Tanggal 22 Juni 2010
PENDOPO PURWAKARTA	Jalan Ganda Negara No. 25, Kelurahan Cipaisan, Kecamatan Purwakarta	SK BUPATI 556.31/Kep.307-Disporaparbud/2022 Tanggal 4 Juli 2022
GEDUNG NEGARA	Jalan Ganda Negara No. 25, Kelurahan Cipaisan, Kecamatan Purwakarta	SK BUPATI 556.31/Kep.307-Disporaparbud/2022 Tanggal 4 Juli 2022
GEDUNG NORMAL SCHOOL UPI	Jl. Veteran No.8, Nagri Kaler, Kec. Purwakarta, Kabupaten Purwakarta, Jawa Barat 41115	SK BUPATI 432.2/Kep.300-Disporaparbud/2023 Tanggal 3 Juli 2023
RUMAH DINAS DIREKTUR UPI	Jl. Veteran No.8, Nagri Kaler, Kec. Purwakarta, Kabupaten Purwakarta, Jawa Barat 41115	SK BUPATI 432.2/Kep.302-Disporaparbud/2023 Tanggal 3 Juli 2023
VIHARA BUDI ASIH	Jl. Jend. Ahmad Yani No.6A, Sindangkasih, Kec. Purwakarta, Kabupaten Purwakarta, Jawa Barat 41114	SK BUPATI 432.2/Kep.301-Disporaparbud/2023 Tanggal 3 Juli 2023
CIAM SIE BUDI ASIH	Jl. Jend. Ahmad Yani No.6A, Sindangkasih, Kec. Purwakarta, Kabupaten Purwakarta, Jawa Barat 41114	SK BUPATI 432.2/Kep.303-Disporaparbud/2023 Tanggal 3 Juli 2023
MAKAM RADEN ADIPATI ARIA SURIANATA (DALEM SANTRI) MASA JABATAN 1821-828	Kp. Cibulakan Desa Babakan Kec. Wanayasa Kab Purwakarta S 06°40'47,40'' E107°33'43,09''	SK BUPATI 432.2/Kep.189-Disporaparbud/2024 Tanggal 4 April 2024
MAKAM RADEN SURJA DI NATA BIN RADEN KARTA DI REJA	Kp. Krajan Desa Wanayasa Kec. Wanayasa Kab. Purwakarta S 06°40'47,93'' E107°33'27,74''	SK BUPATI 432.2/Kep.190-Disporaparbud/2024 Tanggal 4 April 2024

(DALEM PANYELANG) MASA JABATAN 1828-1829		
SDN 1 WANAYASA	Jln. Pasar Timur No 30 Desa Wanayasa Kec. Wanayasa Kab Purwakarta S 06°40'57,74'' E107°33'32,40''	SK BUPATI 432.2/Kep.191- Disporaparbud/2024 Tanggal 4 April 2024

Source: DISPORAPARBUD Purwakarta Regency, processed by the author in 2024

Source Power

The resources referred to here are funds, materials, human resources, and various incentives that can facilitate the implementation of a policy. Incentives can be in the form of giving rewards to those who succeed in carrying out their work, and giving "punishments" to those who fail to carry out their duties.

The resources available to implement the cultural heritage protection policy in Purwakarta Regency need to be optimized. In terms of budget, based on Table 2, it can be seen that funding for the management of Cultural Heritage using the APBD is only around 11% of the total budget ceiling managed by the cultural sector of DISPORAPARBUD Purwakarta Regency. The majority of the budget is used for the implementation of performances aimed at boosting the number of tourist visits to Purwakarta Regency. Optimization of the use of the APBD can be done by conducting a budget effectiveness study and if possible, refocusing the budget from the implementation of art performances to socialization, coordination, and synchronization of cultural heritage management policies.

If the use of the APBD has been effective and has accommodated the priorities of budgeting policies, then the cultural sector of DISPORAPARBUD Purwakarta Regency can apply for funding by proposing funding from the APBN, such as physical and non-physical Special Allocation Funds (DAK).

Other funding aspects listed in the cultural heritage management policy in Purwakarta district are changing the results of the utilization of cultural heritage into local revenue, and using other legitimate sources according to laws and regulations. This can be done directly through the preparation of a study of cultural heritage retribution and parking retribution at the location. Meanwhile, the use of other legitimate sources can be done by making a proposal for Corporate Social Responsibility (CSR) funds to companies in Purwakarta District.

Then, in terms of limited human resource availability, DISPORAPARBUD Purwakarta Regency must compile a list of employee needs along with competency qualifications related to cultural heritage management. This list of needs is submitted to BKPSDM Purwakarta Regency, BKAD Purwakarta Regency and ORTALA Section of the Purwakarta Regency Secretariat so that it can be followed up and reviewed so that it can produce employee recruitment policies to meet these needs. Analysis of Human Resource Needs in the Cultural Sector of DISPORAPARBUD Purwakarta Regency in 2024 is presented in Table 3.

Meanwhile, to fulfill the needs of establishing a UPT in the field of preservation, research, and museums, DISPORAPARBUD Purwakarta Regency can compile a joint study with the Cultural Heritage Expert Team (TACB) and academics related to the establishment of this

UPT. The results of the study are submitted to the ORTALA Section of the Regional Secretariat and BKPSDM Purwakarta Regency as the basis for establishing the UPT in question.

In terms of providing incentives and sanctions, for the implementation of sanctions in the failure of cultural heritage management, DISPORAPARBUD Purwakarta Regency can coordinate with SATPOL PP Purwakarta Regency. Meanwhile, for the provision of incentives that have been implemented, namely the provision of relief from Land and Building Tax payments for owners of cultural heritage buildings that have been determined by the local government, DISPORAPARBUD Purwakarta Regency can coordinate with BAPENDA Purwakarta Regency to evaluate the incentive provision policy that has been carried out after the enactment of Perbup 103 of 2023.

Table 2. Budget for Cultural Sector of DISPORAPARBUD Purwakarta Regency in 2023

No	Program Name	Activity Name	Budget Activity	Source of funds
1.	Development Culture	Wish Overtime	Rp .150,000,000, -	Regional Budget
		Staging Art in <i>Car Free Night Event</i>	Rp .400,000,000, -	
		Anniversary of Purwakarta	Rp.500,000,000, -	
		Performance Regional Arts	Rp.160,000,000, -	
		Stage Regional Culture	Rp .170,000,000, -	
2.	Development Art Traditional	Coaching Community Arts practitioners in area district / city	Rp. 50,000,000, -	Regional Budget
3.	History Development	Local History Development	Rp.100,000,000, -	Regional Budget
4.	Conservation and Management Reserve Culture	Determination Reserve Culture Ranking District /City	Rp. 200,000,000, -	Regional Budget
5.	Management Museum	Coaching Museum Human Resources Capacity	Rp. 50,000,000, -	Regional Budget
Total Budget			Rp. 1,780,000,000, -	

Source: results of interviews with program holders, processed by the author in 2024

Table 4. Analysis of Human Resources Needs in the Cultural Sector of DISPORAPARBUD Purwakarta Regency in 2024

No.	Job Title	Need	Availability	Lack
1.	Supervisor First Expert Culture	1 Person	-	1 Person
2.	Supervisor Young Expert Culture	2 persons	-	2 persons
3.	Supervisor Intermediate Expert Culture	1 Person	-	1 Person
4.	Analyst Young Expert Policy	1 Person	-	1 Person
5.	Museum Curator	2 persons	-	2 persons
6.	The interpreter Maintain	2 persons	-	2 persons
7.	Investigator Civil Servants (PPNS)	1 Person	-	1 Person
Total HR Requirements				10 People

Characteristics Organization Executor

Other supporting factors that help determine the success of policy implementation are the characteristics of the agency implementing the policy. According to Ripley (quoted by Meter & Horn, 1971: 471), there are 6 characteristics that a policy implementing agency needs to have, namely : (1) the competence and size of an agency's staff; (2) the degree of hierarchical control of subunit decisions and processes within the implementing agencies; (3) an agency's political resources (eg, support among legislators and executives) (4) the vitality of an organization; (5) the degree of “open” communications (ie, networks of communication with free horizontal and vertical communication, and relatively high degree of freedom in communication with persons outside the organization) within an organization; (6) the agency's formal and informal linkages with the “policy-making” or “policy-enforcing” body.

The policy implementing organization owned to implement the cultural heritage protection policy in Purwakarta Regency needs to be optimized. First, from the aspect of the organizational structure and work procedures of the Service, based on Purwakarta Regent Regulation Number 44 of 2023 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Youth, Sports, Tourism and Culture Service, this service carries out functions ranging from Formulation, Implementation, Evaluation, to General Administration related to the implementation of Government Affairs in the fields of youth, sports, tourism, and culture.

DISPORAPARBUD Purwakarta Regency in 2021 collaborated with academics from the Indonesian State Administration Institute to conduct a study on the implementation of government affairs in the fields of youth, sports, tourism, and culture. The results of this study, the implementation of these government affairs after calculating the workload analysis found the fact that the implementation of these four affairs was ineffective if handled by only one agency . At that time, it had been conveyed and recommended to the Regent of Purwakarta that the implementation of Youth and Sports affairs be carried out by the Youth and Sports Agency (DISPORA) and the implementation of Tourism and Culture affairs be carried out by the Tourism and Culture Agency (DISPARBUD). The regent's consideration at that time, had not realized the formation of these two agencies considering the limitations of the local government in meeting budget needs, human resources, and other considerations.

In order to optimize the implementation of cultural heritage management policies in Purwakarta Regency, it is suggested to DISPORAPARBUD to re-propose the establishment of this agency to the Regent of Purwakarta in addition to considering the results of the previous study, this is reinforced by the need for adjustments to the 2024 Indonesian cabinet, namely by establishing 4 (four) ministries in the Republic of Indonesia that handle youth, sports, tourism and cultural affairs, namely: Ministry of Culture, Ministry of Tourism, Ministry of Creative Economy, and Ministry of Youth and Sports. The implementation of government affairs at the Regency level which are under four ministries handled by only one organization should receive attention from the Regent of Purwakarta.

Attitude or Trend The Executor

The existence of DISPORAPARBUD Purwakarta Regency as an implementing element of the regional government in the management of cultural heritage. Based on Purwakarta Regency Regional Regulation Number 9 of 2016 concerning the Formation and Composition of Purwakarta Regency Regional Apparatus, DISPORAPARBUD Purwakarta Regency with a large workload based on the calculation of variable values, both general and technical, is included in Type A Regional Apparatus.

The attitudes or tendencies of agents implementing cultural heritage management policies need to improve their competence, both through training and socialization of cultural heritage management policies.

Likewise, the availability of ASN occupying strategic positions in the cultural sector must be resolved immediately by communicating this need to the BKPSDM of Purwakarta Regency and the Ortala Section of the Purwakarta Regency Secretariat.

Communication Between Organization

Communication between organizations is needed to facilitate the process of information from information sources in order to clarify standards or indicators of policy performance. The quality of communication channels between policy implementing organizations will affect the success or failure of the implementation of the policy. Likewise, to ensure the success of policy implementation, there needs to be encouragement or reinforcement for the implementing party. The reinforcement activities in question are technical advice and assistance and rewards, both positive and negative, for the implementing party.

Communication between organizations implementing cultural heritage management policies needs to be improved both through the socialization of cultural heritage management policies and the synchronization of programs and activities related to cultural heritage management.

Environment Social, Economics and Politics

In this case, the availability of economic resources is very much needed in the success of policy implementation. The same thing, that social conditions need to be considered in policy implementation, because they are the target group of a public policy. Likewise, the importance of interest groups in society is considered, both in policy formulation and in its implementation.

socio-economic conditions of the community in the implementation of cultural heritage management policies need to be improved through the socialization of cultural heritage management policies. Meanwhile, for political support related to cultural heritage management policies, it must be communicated between DISPORAPARBUD Purwakarta Regency and SETWAN Purwakarta Regency so that cultural heritage management policies are included in the next Regional Legislative Program (PROLEGDA) in the framework of compiling the Regional Regulation on Cultural Heritage Management in Purwakarta Regency.

Conclusion

Based on the results of research on the implementation of the Cultural Heritage Management Policy in Purwakarta Regency, the Purwakarta Regency Government has implemented the policy in accordance with applicable laws and regulations. The form of implementation is by reducing it to programs, activities, and sub-activities of cultural heritage management with the outcome of determining Cultural Heritage.

However, the implementation of this policy has not been in accordance with the objectives of the policy, so it can be said that this policy is more oriented towards achieving the determination of Cultural Heritage Only. There has been no socialization of cultural heritage management policies to all related parties which has implications for the lack of common interpretation of the standards and objectives of the policy. Likewise, the involvement of various parties in the management of cultural heritage is very difficult to realize. The still poor awareness of the community, be it owners, visitors, users of cultural heritage, local residents, in managing cultural heritage is one of the impacts of the lack of good socialization of this policy.

The resources available to implement the cultural heritage protection policy in Purwakarta Regency need to be optimized, both in terms of budgeting, human resources, and infrastructure. Likewise, the policy implementing organization available to implement the cultural heritage protection policy in Purwakarta Regency needs to be optimized.

Then, the attitude and tendency of the implementing agents of cultural heritage management policies need to be improved in their competence, both through training and socialization of cultural heritage management policies. Communication between implementing organizations of cultural heritage management policies needs to be improved, both through socialization of cultural heritage management policies and synchronization of programs and activities related to cultural heritage management.

Suggestion

From the results of the study on the Implementation of Cultural Heritage Management Policy in Purwakarta Regency, in order to pay more attention to the dimensions of resources and communication between organizations, it is necessary to increase cooperation and collaboration with all stakeholders, both government, business actors and the community. Human resources and budget support are needed to implement this policy properly. Socialization, synchronization and coordination activities are needed to implement this policy. Political support is needed to improve this policy into a Regional Regulation. It is necessary to immediately publish implementation instructions and technical instructions for Cultural Heritage Management.

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