

The Command Center as a Data and Information Control in Tenggaraong Seberang Kutai Kartanegara

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Abstract

The Command Center is a breakthrough made by the Tenggaraong Seberang District to improve public services as a Data and Information Center to support government programs related to Satu Data Indonesia (SDI) at the sub-district level. This command center aims to make it easier to obtain data and information that is useful for planning the development of Kutai Kartanegara Regency. This was done because, so far, the data collected by the sub-district has not been properly documented digitally. This method will make data in the sub-district easier to access and search when needed. This research aims to analyze the implementation of the command center in Tenggaraong Seberang District, Kutai Kartanegara Regency, East Kalimantan. To realize the successful implementation of the command center, Tenggaraong Seberang District has made breakthroughs in the form of providing facilities and infrastructure, providing quality human resources, building cooperation with all UPT heads and village heads, collecting potential information data and inputting data and information into the application system. Owned by the district. The research results show that implementation has gone well. This can be seen through the stages that have been carried out

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Introduction

The presence of Presidential Decree number 39 of 2019 concerning Satu Data Indonesia (SDI) aims to create data that is accurate, up-to-date, and whose veracity can be accounted for. It is hoped that the data in Satu Data Indonesia (SDI) can be widely used by government agencies, between government agencies, and by the general public. To make this happen, synergy and collaboration between the central government, regional government, and the community is needed.

Tenggarong Seberang District Office is a Regional Work Unit established based on Kutai Kartanegara Regent Regulation Number 69 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of Regional Apparatus in the District. The District as a technical implementer of the region that has a certain work area and is led by a Sub-district Head. Tenggarong Seberang Subdistrict is one of the Kutai Kartanegara Regency SDI Implementation Teams, namely as a Regency Level Data Producer as stipulated in Kutai Kartanegara Regent Regulation Number 83 of 2020. The team functions to regulate the governance of the data produced to support development planning, implementation, evaluation, and control Areas.

"Tenggarong Seberang District Command Center" is an effort made by Tenggarong Seberang District to be a Data and Information Center to support government programs related to Satu Data Indonesia (SDI) at the sub-district level. The aim is to facilitate obtaining valuable data and information as material for development planning in Kutai Kartanegara Regency. To realize this task requires extraordinary efforts, such as commitment from various parties at the sub-district/village, sub-district, and OPD levels for collaboration, coordination, and synergy. Analysis of the current condition of Tenggarong Seberang District does not yet have accurate data and information, special rooms for data and information processing, lack of supporting facilities and infrastructure, especially computers and servers, and no special resources for collecting and processing data. Meanwhile, the condition expected by the Tenggarong Seberang District office for the realization of Satu Indonesian Data (SDI) at the sub-district level is that supporting facilities and infrastructure must be available, including special buildings, adequate human resources, adequate computer equipment, and internet networks, as well as appropriate technology and application systems. Integrated in order to speed up the flow of data communications and also improve services.

The tendency is that the data held by sub-districts is still not in sync with the data held by other data producers / OPD / Villages or UPTD. Subdistricts only have limited data and information regarding health, education, agriculture, animal husbandry, plantations, and fisheries services in their areas. The reason why the data and information held by the sub-district are not in sync is that examples can be taken regarding more detailed data and information from service units (puskesmas, schools, or UPTD Education), which can be directly submitted to the relevant department without being copied to the sub-district. So, sub-districts tend to search for independent data that is not the same/complete as the data held by the UPTD; sub-districts cannot easily obtain data on service delivery in their area, and this results in the availability of data in the sub-district being very limited.

Based on the identification of problems based on the causes described above, including:

- 1) It is difficult for sub-districts to carry out responsive follow-up, and weak data and information at the sub-district level have an impact on the quality of the planning process at the sub-district level.
- 2) Cannot easily obtain data on service delivery in the area.

In line with the efforts made by the government to strengthen Data and information, one of which was carried out in 2021 was to optimize the role of sub-districts as data and information service centers. The results of preliminary observation are as follows:

- 1) Problems in governance, where current regional management in Kutai Kartanegara Regency, not all SKPDs and sub-districts have the data and information needed to fulfill one regional data;
- 2) Not all of the data and information available in full at the local government can be accessed easily; and
- 3) The limited availability and readiness of facilities and infrastructure, human resources, software to access data, budget conditions, and data structure conditions mean that data needs can still be met optimally.

Based on this, it is necessary to immediately resolve the above problems to achieve the realization of the sub-district as a Data and Information Center.

Public Policy

Public policy theory, according to Edward and Elman (1989), refers to a framework for understanding how public policy is developed, implemented, and evaluated. Public policy theory includes analysis of various aspects of the public policy process, which includes policy formulation, policy implementation, and policy evaluation. Edward III believes that public policy is a tool for understanding the interaction of policymakers, implementers, and beneficiaries and how policies are made and implemented in practice.

Understanding that public policy theory encompasses various aspects of the policy process, including formulation, implementation, and evaluation, it is crucial to delve into the objectives and functions of policy implementation itself. Public policy is a purposive course of action or inaction followed by governmental officials to resolve public issues. It involves a series of decisions, actions, and inactions that are intended to solve or mitigate societal problems (Anderson, 2003). Anderson emphasizes the processes involved in public policy, defining it as a purposive course of action followed by governmental actors to address problems.

In this context, the function and purpose of policy implementation, as outlined by Tachjan (2006), is to form a relationship that allows the objectives or targets of public policy (political policy) to be realized as the final result (outcome) of government activities. Implementation is referred to as a policy delivery system. This means that implementation is a policy delivery/forwarding system. As a system, implementation consists of elements and activities to achieve targets and objectives, as expected.

Meanwhile, according to Jones (1984), public policy theory focuses on the policy-making process and how various actors and factors influence policy development. The main aspects of public policy include: (1) Policy Process: Policy is

a complex and dynamic process involving the interaction of various actors (such as government, interest groups, and the public) and stages (such as problem identification, formulation, adoption, and evaluation); (2) Actors and Dynamics: This concerns the role of key actors in the policy process, including how their interests and power dynamics influence the policy agenda and final outcomes; (3) Influence and Control: This relates to how political, social, and economic influences affect the policy-making process and how decisions are made at the policy level.

Building on this, Sabatier (1988) argues that public policy results from competition and negotiation among various advocacy coalitions within a policy subsystem. These coalitions, which include actors from different institutions and sectors, influence policy decisions through their resources, beliefs, and strategies. Sabatier's framework emphasizes the role of these coalitions in the policy process, viewing public policy as the product of competition and cooperation among different advocacy groups.

Furthermore, public policy is described as a continuous, iterative process involving problem identification, policy formulation, adoption, implementation, and evaluation. Each stage of the policy cycle is interconnected, and feedback from each stage influences subsequent actions" (Howlett & Ramesh, 1995). Howlett and Ramesh propose a cyclical model of policy-making, describing it as a process that includes agenda-setting, policy formulation, decision-making, implementation, and evaluation

Implementation of Public Policy

Edward III (1980) said that public policy implementation is translating policy into practice in the field. This includes various key elements, namely the translation process, the role of the implementer, adjustments and adaptations, goals and effectiveness, and feedback.

Meanwhile, Jones (1984) argues that public policy implementation focuses on how the policies that have been formulated are translated and implemented in the field. The essential points are: (1) Implementation Process and Mechanisms: Implementing policies requires an understanding of policies operationalized through administrative mechanisms and procedures. Policies are translated into actionable steps in the field; (2) Coordination and Communication: There needs to be coordination between various levels of government and various actors in implementing policies. Effective communication and coordination among the parties involved will ensure successful implementation; (3) Challenges and Obstacles: Obstacles that often arise in the field include resource problems, resistance from implementers in the field, and gaps between planning and practice; (4) Adjustment and Adaptation: Policy implementation requires flexibility to overcome issues as they arise. This is because policies may need to be adjusted to suit developing conditions.

In addition to these perspectives, Van Meter and Van Horn's (1975) Implementation Theory provides further insight by emphasizing that successful implementation depends on several critical factors, such as the clarity of policy goals, available resources, the characteristics of the implementing agency, and the socio-political context. Their framework builds on the understanding that factors like ****Policy Objectives and Resources, Organizational Structure, and Inter-organizational Relations** collectively influence the effectiveness of policy execution.

Expanding upon these ideas, Koehler's (2009) Policy Implementation Theory introduces the role of policy instruments and street-level bureaucrats. Koehler

highlights that the choice of policy instruments (such as regulations, incentives, or information dissemination) and the discretion exercised by street-level bureaucrats, who directly interact with the public, are crucial for translating policy directives into practice. This perspective complements the previous theories by focusing on the practical tools and the key implementers that shape policy outcomes.

Additionally, Pressman and Wildavsky's (1973) Implementation Theory underscores the complexity and unpredictability inherent in the implementation process. They argue that policy implementation is often challenged by unforeseen issues and the interactions among various actors and organizations. Their emphasis on the policy environment and inter-organizational relationships further highlights the dynamic nature of policy implementation and provides a broader understanding of the systemic factors that influence its success.

Methodology

This study employs a qualitative research approach to comprehensively explore the implementation process of the Command Center. The research design is structured to include three primary phases: data collection, data analysis, and interpretation of findings. Each phase is described in detail below.

A. Data Collection

Data were collected using Denzin's triangulation theory (1978), which enhances the reliability and validity of the research findings by utilizing multiple methods and sources of data. This study employs the following triangulation techniques:

- 1) Document Analysis: In line with Denzin's approach to data triangulation, the study reviews relevant documents, including policy papers, operational manuals, and reports related to the Command Center. This method helps in collecting background information and understanding the context of the Command Center's operations.
- 2) Interviews: Semi-structured interviews were conducted with key stakeholders, including managers, employees, and external experts. This aligns with Denzin's emphasis on methodological triangulation, where different methods are used to gather complementary insights and reduce biases.
- 3) Direct Observations: The study also includes direct observations of the Command Center's operations, which provides a firsthand account of the day-to-day activities and challenges. This method supports Denzin's argument for using diverse data sources to enrich the understanding and interpretation of the phenomenon under study.

By applying Denzin's triangulation theory, the study ensures that data are gathered from multiple perspectives, which helps in cross-verifying the findings and enhances the overall robustness of the research.

B. Data Analysis

The collected data were analyzed using the Miles, Huberman, and Saldana (2014) framework, which involves the following steps:

- 1) Data Reduction: The collected data were carefully reviewed and categorized into themes and patterns relevant to the research questions.
- 2) Data Display: The reduced data were then organized into visual displays such as charts, tables, and matrices to facilitate further analysis.
- 3) Conclusion Drawing and Verification: Patterns and themes identified during data display were interpreted to draw conclusions. These conclusions were then verified through cross-referencing with the initial data and existing literature.
- 4) Interpretation and Application : The interpretation and application of the findings are guided by the theoretical framework proposed by Jones (1984), which focuses on organization, interpretation, and application in policy implementation. This framework provides a lens through which the research findings are understood and contextualized, allowing for a deeper understanding of the organizational dynamics and the practical implications of the Command Center's implementation process.

Result and Discussion

1. Implementation of the Command Center in Tenggara Seberang District, Kutai Kartanegara Regency

The implementation of the Tenggara District command center was analyzed using the implementation model according to Jones (1984)

Organization

According to Jones (1984:166), organization is concerned with forming or rearranging resources, units, and methods to implement policies. The things done by the Tenggara Seberang District Government in this case include (Suryana, 2023):

- a. Providing facilities and infrastructure, including particular Command Center and Information rooms;
- b. Preparing human resources for managing data and information (forming work teams; planning training related to collecting and developing sub-district databases);
- c. Determine the instruments/classification of data and information needs (secretarial affairs, government affairs, development affairs, people's welfare matters, public peace and order matters, public service matters, village affairs, education matters, agricultural and livestock affairs, plantation matters, maritime and fisheries affairs, health matters, service matters of the Office of Religious Affairs)
- d. Collaborate through cooperation documents with all heads of Technical Implementation Units and Village Heads in the Tenggara Seberang District area;
- e. Collect data and information
- f. Input data and information into the Becik District application system.

About this organization, it can be concluded that this has been done well; in other words, it has been implemented well.



Source : Suyana (2023)

Edward III, as quoted by (Widodo, 2010), said that resources are essential in policy implementation. These resources include human, budget, equipment, and authority resources. Human resources at the Tenggara Seberang District Command Center are sufficient to manage the Command Center to run well. Bukit, Malusa, and Rahmat (2017) said that humans are the leading resource for running an organization/company/business because humans are the production process's actors, managers, and implementers.

Human resources have unique characteristics. They have different attributes between individuals, and they have a mindset, not inanimate objects. Managing human resources is more involved than managing human resources. They can think and think. Their heredity and environment determine their behavior and nature. Meanwhile, their work performance is motivated by the desire to satisfy them. The organizational aspect of implementing the command center as a data and information control center in Tenggara Seberang District has been well implemented.

Research conducted by Sallolo, Aripin, and Raharjo (2022) found that the implementation of the management information system policy in the implementation of agricultural extension deconcentration in North Kalimantan Province could be successful, among other things because of the support of adequate facilities and infrastructure, although not yet optimal, because there are still technical obstacles in the field. In contrast to research conducted by Anjani, Kusbandrijo, and Hartono (2024) titled Implementation of the Surabaya Integrated Command Center (SICC) Program as an Effort to Improve Smart City in Surabaya, they found that it could not be implemented optimally. Even though the performance could be better, many obstacles still affect the implementation. Regarding budget resources, the program comes from each regional organization that joins the command center program. Joining Regional Apparatus Organizations provides support in procuring the necessary budget. Equipment resources are quite adequate, in the form of the Isata 112 Surabaya Application in the form of 324 CCTVs, monitors, communication equipment such as telephones, HT, and other supporting equipment such as transportation. Human resources have professional staff who come from various regional organizations in Surabaya. Obstacles faced include a lack of CCTV (due to a lack of access permits in private areas), a lack of outreach to the community (so that the community lacks information about the program's objectives and benefits), and a lack of cellular telecommunications (due to a lack of a Base Transceiver Station).

In line with the research of Prayogo and Rohmadin, who conducted research entitled *The Effectiveness of the Command Center as a Control Center for Emergency and Disaster Management in Samarinda City, East Kalimantan Province (Case Study of the Samarinda Siaga 112 Service)*, found that the command center was not effective. Three indicators that still need to be effective are punctuality, job satisfaction, and responsibility. The inhibiting factors are limited human resource management, lack of budget allocation, poor coordination between regional organizations, and the number of fake calls. Then, research by Manoppo, Kasenda, and Kimbal (2022) found that implementing the Smart Command Center Program in the Manado City Communication and Information Service for organizational aspects had yet to be achieved. There are still obstacles to achieving the goal, namely related to mindset, Information and Communication Engineering infrastructure, and competent human resources in information and communication engineering.

Interpretation

Interpretation is the translation of program language (often included in-laws) into plans and directions that are acceptable and feasible (Jones (1984:166). The command center program in Tenggarong Seberang District is translated into short-term goals, medium-term goals, and long-term goals long, namely (Suryana, 2023):

- a. *Short-term goal: implementation of preparations for the establishment of the Tenggarong Seberang District Command Center*

(This includes the preparation stage for implementing change actions, the concept/data classification stage, signing cooperation with stakeholders and making regional secretary circulars, the procurement stage for Command Center facilities and infrastructure, the stage of collecting and inputting sub-district data and information, the coordination and consolidation stage of support stakeholders, and the monitoring and evaluation stage of implementing change actions)

- b. *Medium-term goal: construction of a particular Command Center building for Tenggarong Seberang District and integration of information data into One Data Indonesia at the Kutai Kartanegara district level*

(includes preparing a Cost Budget Plan (RBA) and Work and Budget Plan (RKA) for the construction of the Command Center building, coordinating with the Communications and Informatics Service, coordinating with the Regional Development Planning Agency (Bappeda), integrating the Open Data Application with the Becik Application)

- c. *Long-term goal: Creating a Tenggarong Seberang Subdistrict Command Center that is representative and rich in data*

In this way, it is hoped that the use of data and information as a basis for more accurate regional development planning for Kutai Kartanegara Regency will be obtained

Planning is essential in carrying out an activity. Damanik (2019) argues that the benefits of planning are: a) planning can be used as a direction for activities, a guideline for implementing activities to achieve development goals; b) with planning, estimates of potential, development prospects, obstacles and risks that may be faced in the future can be made; c) planning allows for the opportunity to make the best choices, for each individual involved; and d) with planning, priority scales can be prepared.

Thus, what the Tenggara Seberang District government has done by planning to implement the command center is correct. Long-term, medium-term, and short-term planning has been carried out. With this planning, the goals become focused and well-structured so that it will be easier to achieve them.

The existence of this planning results in the command center objectives being arranged sequentially, and which parts must be carried out in stages, namely:

- a. The implementation of preparations for the formation of the command center.
- b. Construction of the command center building and integration of information data into One Data Indonesia at the Kutai Kartanegara district level.
- c. The realization of a command center that is rich in data and representative.

Regarding interpretation, implementing the command center in Tenggara Seberang District has gone well.

Different research results are shown by the findings of Manoppo, Kasenda, and Kimbal (2022) in their research entitled Implementation of the Smart Command Center Program in the Manado City Communication and Information Service, finding that the interpretation aspect has not been fulfilled. This is because the socialization carried out by the government has not been optimal, so not many people have used the application.

The same thing was also shown by Salamate's (2022) research, which found that the interpretation aspect of the command center in Ternate City was not yet optimal in terms of implementation mechanisms and understanding of the command center concept.

Application

Jones (1984:166) says that applications relate to providing routine services, payers, or other agreed purposes. Findings in the field show that with the existence of the Command Center, the performance of services to the community has increased about data availability. Apart from that, information sources are available on sectoral activities in the Tenggara Seberang District and Manoppo, Kasenda, and Kimbal (2022), Kutai Kartanegara District, as well as evaluation materials on activities carried out (Suryana, 2023).

The existence of a command center brings progress to the performance of services to the community. In this way, the provision of routine services can run as expected. This means that the application in Tenggara Seberang District can be implemented well.

Different results were found in research by Manoppo, Kasenda, and Kimbal (2022), who found that implementing the Smart Command Center Program in the Manado City Communication and Information Service for the application aspect had yet to be fulfilled. It can be seen that the services provided are not responsive enough and cannot be resolved quickly.

2. Factors inhibiting the implementation of the Command Center in Tenggara Seberang District, Kutai Kartanegara Regency

Based on the results of the interview, the inhibiting factors in implementing the Command Center in Tenggara Seberang District are:

1. Not all areas have an internet network. This is because the Tenggara Seberang District area is vast, and not all areas have an internet network.

Internet connectivity is essential to improving the Indonesian people's welfare. High-speed and high-capacity internet is the central infrastructure that supports education, access to markets, workforce skills development, and innovation. However, a digital divide exists between urban and rural areas and between Western and Eastern Indonesia (Husna and Budiman, 2024).

Although the government has formed the National Information and Communication Council (Wantiknas) through Presidential Decree No. 1 of 2014 to develop various integrated Information and Communication Technology policies and programs, in the field, there are still many areas that cannot access the internet, or if they can, it is not smooth.

The gap between urban and rural areas occurs in the Tenggaraong Seberang District. Moreover, the area of this district is huge, namely 437 km². There are still many villages that cannot access the internet. This is due to the lack of infrastructure for information and communication technology. This needs the government's attention so that all regions can access the internet smoothly. The lack of smooth internet access resulted in many villages being unable to upload data that were combined in the command center in Tenggaraong Seberang District.

2. Lack of human resources from agencies to input existing data. This results in the relevant agencies submitting raw data to the sub-district so that the sub-district government can input it.

Conclusion

The research concludes that implementing the Command Center in Tenggaraong Seberang District has progressed effectively, addressing the core components of public policy implementation.

1. Organizational Aspect: The Tenggaraong Seberang District Government has established the necessary infrastructure and resources. This includes creating a dedicated Command Center and Information Room, recruiting and training personnel, and establishing collaborations with various stakeholders. These efforts have been essential in reorganizing and optimizing the sub-district's data management capabilities.
2. Interpretation Aspect: The district has effectively translated the overarching goals of the Satu Data Indonesia initiative into actionable short-term, medium-term, and long-term objectives. These include the initial establishment and operationalization of the Command Center, the integration of data systems across the district, and the long-term goal of enhancing data-driven decision-making for regional development planning.
3. Application Aspect: The Command Center has significantly improved the district's data service delivery, enhancing the availability and accessibility of critical information. This advancement has been pivotal in supporting the district's various administrative and public service functions.

However, the study identifies several obstacles that hinder the full realization of the Command Center's potential:

1. Internet Connectivity: The vast geographical area of Tenggaraong Seberang poses challenges in establishing a uniform internet network, limiting the reach and efficiency of the Command Center's operations.

2. Human Resource Constraints: A shortage of skilled personnel in data entry and management results in delays and inefficiencies in data processing and integration.

Addressing these challenges is crucial for the sustained success and effectiveness of the Command Center. Future efforts should expand internet infrastructure and enhance human resource capacities through targeted training and recruitment. By overcoming these barriers, the Command Center can fully realize its role as a central data hub, supporting the sub-district development and contributing to the broader objectives of the Satu Data Indonesia initiative.

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