
Evaluation of Collaborative Local Government Post Revitalization of Area Banten Lama Tourism

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Abstract

The purpose of this study is to discuss how the evaluation of local government cooperation is based on the approach to the dimensions of the process and capacity of local government cooperation after the revitalization of the Banten Lama Tourism Area, Serang City. The research method used is a qualitative descriptive approach using data collection techniques through observation, and direct interviews through the Forum Group Discussion (FGD). The number of informants as many as nine people who come from government and non-government elements. Data analysis techniques were conducted through an interactive model: data condensation, data presentation and conclusion. The results of the study indicate that the overall evaluation of local government cooperation had been effective. This can be seen from the level of achievement of trust that is built between the government and the government and the community is increasing, this is supported by a commitment to each activity process that shows a fairly good indication even though there are still problems and normative obstacles such as authority and differences in perspectives between local communities and local communities. government, lack of community participation and spatial planning of Tourism Support Areas (KPW) which is still not optimal. on the otherhand the political will of each regional head in cooperating is quite good, this is evidenced by the existence of a memorandum of understanding that divides the authority of each regional government in each area of Banten Lama.

Keywords: *Collaborative Governance; Local Government; Policy Evaluation; Post Revitalization.*

Introduction

The pattern of the relationship between the regional government regulated through the policy of decentralization and regional autonomy have implications for the management of relations without coercion and full of volunteerism, in this case the position of each policy actor is equal and in the absence of a strict hierarchy. In this case the collaboration process between local governments aims to find solutions to solve problems collectively (Suradji et al., 2017). Each local government is trying to mutually identify problems, provide mutual understanding, appreciation, at the same time to plan and implement policies together into a pattern of collaborative among regional governments that are synergistic and symbiotic mutualis.

Collaborative becomes an important agenda of a local government due to the increasingly dynamic problems faced, especially in dealing with problems that cross geographical, functional and administrative boundaries between a regional government and other regional governments. Therefore, we view the importance of research on cooperation between local governments based on the perspective of evaluation after the revitalization of the *Banten Lama* tourism area. That collaborative approaches such as public-private partnerships, multi-sector

public policy networks, and multi-stakeholder networks are recommendations for dynamic and complex governance and are expected to be able to address various challenges and problems of socio-political, environmental and natural resources effectively and human (Björstig & Sandström, 2017; Bryson & Crosby, 2006; Cash et al., 2006).

Collaboration in various public sectors has received attention in several fields of research using various concepts such as collaborative public management (Agranoff & McGuire, 2004; Bingham et al., 2008; Kapucu et al., 2009; O'Leary & Vij, 2012); integrated governance (Stout & Love, 2019); joint up government (Klievink & Janssen, 2009; Perri 6, 2004); the whole of government approach (Christensen & Lægreid, 2007) and networked governance (Goldsmith, 2007; Klijn et al., 2010; Ojo & Mellouli, 2018).

The collaborative public management approach has a focus on the substance of collaboration that is practiced to solve social problems and achieve community goals at the local level of the organization (Kapucu et al., 2009). On the other hand, collaborative public management is a concept that describes the process of facilitation and implementation in a multi-organizational setting to solve problems that cannot be solved, or solved easily, by a single organization (Agranoff & McGuire, 2004; Bingham et al., 2008). According to (Henton et al., 2005) collaborative public management actively involves citizens through dialogue and deliberation tools, community problem solving, and multi-stakeholder dispute resolution to inform and shape decisions and public policies. While an approach that also offers collaboration in a different perspective is integrated governance which focuses on relationships between and within organizations, in return enabling the ability to manage outcomes and risks, and promoting collaboration (Institute of Public Administration Australia, 2002), that integrated governance in a comprehensive and measurable way is an ideal tool towards sustainable governance (Stout & Love, 2019).

In contrast to the two approaches above, Joined-up government prioritizes aspects of consistency which include goals, means, organizational arrangements, programs, policies, and institutions (Perri 6, 2004). What is interesting is that the whole Government collaboration model emerged and developed in response to various specific issues including the New Public Management approach and was carried out by public service agencies working across portfolio boundaries to achieve common goals (Christensen & Lægreid, 2007). This is in line with the Network Governance approach which is described as a network between government organizations with the characteristics of independence between organizations; continuous interaction among members, mutual need of resources and commitment to common goals (Ojo & Mellouli, 2018).

The main reason for the necessary of collaborative among local government is that various cross-administrative problems can be solved together and vice versa so that the potential they have can be utilized for the common good (Keban, 1999). In this case, the emergence of problems caused by various cross-administrative problems can be an advantage and not otherwise become a disadvantage, therefore, a common understanding among local governments is a prerequisite to achieve the success of collaboration.

Revitalization Program of the *Banten Lama* religious tourism area of Serang Municipality that have been completed in 2019 involving the collaboration of three regional government namely Banten Province, Serang Regency and Serang Municipality. That local collaborative is an arrangement in which one or more public agencies directly involved with non-public stakeholders in collective decision-making process that is formal, consensus oriented, and deliberative that aims to arrange or implement public policy or manage a program or public assets (Ansell & Gash, 2007).

Furthermore, local collaboration is confirmed as one of the type of government in which public and private actors (business) in collaboration with the specific process that will produce laws, rules, and policies appropriate to the public interest. In the context of this study, even though the authority of the area of *Banten Lama* under the Municipal Government of Serang, but geographically covered and bordered by three regional government areas so that based on aspects of administrative, social and economic it becomes a shared responsibility.

The pattern of local government collaborative on the revitalization program of the *Banten Lama* religious tourism of Serang stated in the memorandum of understanding as a product of public policy and agreed on by the three regional governments in 2017 that was valid for two years. Collaborative local governance is a process and structure of public policy and management involving actors from various courses, both in the level of government and public, private institutions and civil society in order to achieve the purpose of the public that can not be achieved if carried out by a single party (Emerson et al., 2011).

Dimension collaborative areas include process of: 1)Face to Face Dialog, 2) Build Trust, 3) commitment to the process, 4) Understanding the shared results and interim results (Ansell & Gash, 2007), and the capacity of local collaborative consisting of: 1)Intellectual Capital, 2)Social capital and political capital (Kim, 2015), both these dimensions will generate new institutions, changes and perceptions as well as new norms. Study on the evaluation and collaboration of local governments based on a matrix of measurement conducted (Emerson & Nabatchi, 2015) who stated that there are three levels of measurement: actions, impacts and adaptation by analyzing the organization's participation, regional governance and the target. While the study conducted by (Kim, 2015) described on how the cooperation of regional government is able to provide a new public space where various stakeholders can meet and discuss local issues, the achievement of mutual understanding, agreement and consensus. Second, the initiative of community of cooperation contributes to creating social awareness that local planning must be approached in a variety of ways that reflect the unique local context and identified by local residents.

Furthermore, the study conducted by (Seigler, 2011) about share governance proposed that in the implementation of local governance there are eight key principles include: 1) the public must be involved in the production of public goods, (2) The public should be able to mobilize resources and assets to solve public problems, (3) The professional staff must share their expertise to empower the public, (4) Policies should present a public deliberation, (5) The policy must contain collaborative partnerships that are sustainable, (6) Policies should be strategic, (7) The policy must change institutional to community empowerment and problem solving of public, (8) The policy should contain accountability. While the study which emphasized the importance of local governance for the development of public management proposed by (Bryson & Crosby, 2006). This study will specifically address the evaluation of the collaborative of local governments based on the dimensions of process and capacity after the revitalization of the *Banten Lama* religious tourism area of Serang Municipality.

On the other hand, this research will encourage evaluation instruments after the revitalization program of the *Banten Lama* religious tourism area becomes important to assess how the performance of collaboration among local governments that have been done. The purpose of this study was to discuss how the evaluation of the collaborative of local governments based on the process of dimensional approach and colaboration capacity of local governments post the revitalization of the *Banten Lama* religious tourism area of Serang Municipality.

Methods

This study uses a qualitative descriptive approach with the locus of study in the religious tourism area of *Banten Lama*, Serang City. The type of data consists of primary data sourced from direct observation and interviews through Focus Group Discussion (FGD) activities or focus group discussions attended by government and non-government elements. FGD participants from government elements were four civil servants (ASN), each from the Serang Municipality Youth and Sports Tourism Office; Serang Regency Youth, Sports and Tourism Office; staff from Kasemen Sub-District Serang Municipality; and implementing staff from Banten Urban Village, Serang City. Meanwhile, there are five non-government elements, each consisting of two representatives of the Kampung *Banten Lama* community and three people from the street vendor representatives in the *Banten Lama* area. Sources Secondary data obtained from government documents, print media, electronic and written reports.

This research was informed by a social constructivist paradigm where social realities are perceived as socially constructed, the experiences, activities, and the phenomenon by each respondent are assumed to be the sources of social realities and could only be probed deeply using interview instruments (Merriam, 2009).

Therefore, the data collection technique in this study used interviews. This interview is considered an ideal method in understanding and exploring respondents' experiences, attitudes, meanings, and actions (Tierney, 1991). In the interview process in the FGD activities, we introduced ourselves, provided our research information, explained the informants' rights and participation in research, including how the confidentiality of informants was guaranteed and anonymity was strictly protected. A total of nine informants agreed to participate in the FGDs and during these activities we recorded them. The key theme of this FGD focused on the problem as stated in the research question. The location was chosen based on the geographical location, namely the *Banten Lama* area, Serang City, Indonesia.

Data analysis techniques were conducted through an interactive model: data condensation, data presentation and conclusion (Miles et al., 2014). Interviews were analyzed through the process of data classification (coding of data), then the results of the classification of these data were made labelled (labelling) and subsequently the preparation of categories. In compiling the data classification process, we were guided by research questions. The original interview transcript (in Indonesian) was translated into English so the interview transcript version translated in English became a source for us to compile data classification. Once categorized, the data is coded and a theme is arranged. The ordering of themes is adjusted to the interview data used. These themes are then marked to be constructed and described to get the essence of what the data is trying to convey. Each theme is arranged according to each category and compared with all interview transcripts and places them in the same group.

Result and Discussion

1. Face to Face Dialog

The importance of local Government collaboration involves three main elements, namely the interaction, common objectives and involves two or more parties. In this case the balance between the various parties is a prerequisite of collaboration. The parties that interact are in the balanced position, and harmonious, because interaction is aiming for the fulfillment of common interest without being harmed (Pamudji, 1983) in (PLOD UGM & Apeksi, 2009). In this case the important objectives of the cooperation of regional government is to achieve common goals, providing services or solve problems together (Cuomo & Perales, 2011).

Post the revitalization program of the *Banten Lama* religious tourism area, the role of each actor in the local government to engage in face to face dialogue become a very important part to rebuild the communication that has been established during the revitalization process is done. That the role of negotiation between the parties involved in a public policy program will largely determine the direction of change expected by the program itself (Johansson et al., 2016), therefore, dialogue between actors into an ongoing process.

Research findings show that the dialogue process that has been carried out by the Banten Provincial Government, Serang Regency Government and Serang City Government through Focus Group Discussions (FGD) and other informal meetings aimed at discussing various problems that occurred after revitalization such as maintenance and repair problems, overlapping management authority, and the magnitude of the sectoral ego of each party are still unable to resolve the post-revitalization problem of the religious area of *Banten Lama*.

The following are some excerpts from interviews from several informants which show that even though the dialogue process has been carried out, it has not effectively resolved the problem. Informant Y from the Serang Municipality ASN element said that the dialogue process was difficult to find agreement due to differences in views and interests related to the management and maintenance of the *Banten Lama* area after the revitalization even though it had been informed that the Banten Provincial government was the party with the authority, the full interview excerpt is described as follows:

The parties in the FGD activities and previously had different views and each defended their opinions and interests, this is a difficult thing because we from the government have actually decided on the authority, so a different approach is needed so that everyone can accept and reach an agreement (Interview, January 21, 2021).

Furthermore, the researchers confirmed how the community responded to information that the Banten Provincial Government was the party that had the authority to maintain and repair the *Banten Lama* area. Informant Sy from the community said as follows:

It's true, the Serang City government has decided that the management for the maintenance and repair of the Banten Lama area is the Banten Provincial Government, but we want the community to also want to participate because apart from being a form of community contribution to the development of Banten, it also provides economic benefits such as parking management and cleanliness (Interview, January 21, 2021).

The description of the research results above is in accordance with the study conducted by (Leigland, 1994) which mentions the weakness of public authority or authority and in various perspectives it has no power. This is confirmed by (Braman, 2021) who says that public authorities have a tendency to become the domain of the government which is supported by the constitution so that the public can. Based on the documentation search, that the development budget for the revitalization of *Banten Lama* comes from the Regional Revenue and Expenditure Budget (APBD) of the Banten Province (Dewi, 2018) so that this is a strong enough reason for the Banten Provincial Government as the party that claims and has the authority to maintain and repair the area *Banten Lama* Religious Tourism.

Based on the description above, the research findings in the context of face to face dialogue are that there is still no shared motivation between the government and society in attitudes, values and joint decision making. In this case, the face to face dialogue approach is still not effective in solving problems because there are normative barriers such as authority and differences in viewpoints between local communities and the government. If it is related

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to the three dimensions of local cooperation as stated (Emerson & Nabatchi, 2015) then it has fulfilled the first principle, namely the principle or substantive involvement, which is a process in which the participants are involved with each other, especially through consultation and negotiation to make joint decisions, but cannot fulfill the second and third principles, namely shared motivation, namely individual attitudes and values to join together. in the whole process; and capacity for collective action involving the necessary structures and resources to support engagement, including facilitation, leadership, and scientific information

2. Building Trust

Based on the results, it can be stated that trust that has been built by each of the parties has been very good, it was seen from their interactions, their agreements sustainability plan and the efforts of each party to comply with the memorandum of understanding as a foundation of collaborative. However, the problems of public participation in the management of religious tourism area is still minimal, therefore the priority aspects that must be done after the revitalization is to build public confidence so as to create in the response and feedback especially public affected by the impacts of revitalization program. In addition, it aims to measure the level of success of the revitalization program based on increased social, economic and public welfare.

The following are some of the research results presented by several informants related to building trust between the government and local communities who work as street vendors in the *Banten Lama* Religious tourism area. PW informant, a street vendor said the following:

The local community's trust in the government is very good, we fully support this revitalization program, but honestly from the aspect of community participation in the management of religious tourism areas, it is still minimal. We are not involved when it comes to aspects of choosing a strategic location for a place to sell. our hope for the government to provide access for visitors to come to the location of street vendors. (Interview, January, 26, 2021).

Informant N, who is also a street vendor by profession, said the following:

We are quite happy that the location for selling has been facilitated, but the location lacks a strategy and the visitors are quiet. The government should provide a room or place that can attract visitors in the area where street vendors are located. We have conveyed this but so far there has been no response (Interview, January 26, 2021).

Next, the researcher conducted interviews with the community related to parking management and security in the religious tourism area of *Banten Lama*. Excerpts from the interview with Informant R are described below:

We are quite grateful because the government has handed over parking and security management to the community, although not entirely. At the beginning we wanted the community to manage it, but indeed the policy from the government is only in certain locations so we can only obey the policy (Interview, January 28, 2021).

Research findings indicate that communication between the government and local communities has been effective, this is evidenced by the availability of merchant locations for street vendors and community involvement in parking management and security. Communication and coordination that are transparent and accountable among the parties who do the collaboration become a prerequisite for the creation of trust. Study conducted by (Rigg

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& Mahony, 2013) found a fact that a consistent theme in the field is the high frustration level among the parties to cooperate because they do not achieve the goal, the low enrollment, more concerned with personal interests, poor managerial relationships and low trust as the major barrier of the effective local collaboration effort. Building trust in the process of local government collaborative is the duty and responsibility of each head of the region and facilitate the deliberations or meetings that are active and productive (Vangen & Huxham, 2003), therefore, the trust becomes a key factor and determinant of whether a program that has been implemented can be maintained and even can be improved. In this case building trust not only between the parties to cooperate but also build confidence in the public that are restricted by the impacts of the revitalization program.

One important dimension of collaborative is trust (Thomson & Perry, 2006), and public confidence will be awakened when the local government seeks to encourage active participation by involving them in various post-revitalization program as including parking management, security and religious tourism area. In addition to efforts to improve the economic welfare, regional governments can encourage the public to improve the capacity and independence in the homestay aspect of the provision for visitors and produce souvenirs which may be a typical product of the *Banten Lama* religious tourism.

3. Commitment to Process

Giving priority to the process of the results achieved to be one of the evaluation instrument of local government collaborative. The process becomes important to be evaluated because in the process, there is an interaction between actors, dynamics, challenges and barriers, conflict and success. Therefore, the ability of the actors in the local government collaboration policy commitment to be important in determining achievement of objectives. Commitment to the process is realized in viewing collaboration as an integrative processes that treat diversity as a basis and consideration towards mutual understanding, collective belief, trust, sympathy and implement jointly options (Thomson & Perry, 2006).

The findings of this study showed that a commitment to the sustainability of the revitalization program of the *Banten Lama* religious tourism area is still quite good, it can be seen from the communications made between the parties post the revitalization still exists and has the same view that the revitalization of the *Banten Lama* religious tourism area is a program that are continuous and still require management process at a later stage. Several research results through interviews provide positive indications of communication. As stated by an ASJ informant, one ASN from Kasemen Sub-District Serang Municipality said the following:

Alhamdulillah, when it comes to communication and coordination, both parties from the Banten Provincial Government, Serang City Government and Serang Regency Government have held talks and all have the same view that after the revitalization of Old Banten does not stop here, the next program will be held -next advanced program (Interview, Februari 04, 2021).

To confirm the results of the interview above, the researcher confirmed with Informant M, who is an ASN in Banten Village. The interview excerpts are as follows:

Yes, it's true, we from each stakeholder have mutually agreed and hopefully can minimize sectoral interests which were initially very large. The point is the government's commitment to the community, and that then becomes a form of responsibility, besides that Banten Lama is a very large history of Banten that must be managed and continuously preserved (Interview, February 06 2021).

However, the results showed that the synergy between sectors has not run continuously after the revitalization, this is due to the change of policy actors, especially the turn of the leadership of Serang Regent that requires their re-communication between the parties who perform the local government collaboration. The results of related research through interviews with informants BS and Y are described as follows:

We are still waiting for the inauguration process for the regional head election for Serang Regency, while it is currently held by the executor so that the instructions for the next program are still uncertain. This is a concern that is not sustainable due to the change of leadership (Interview, February 19, 2021).

Informant Y gave a different answer, who said that the sustainability of the program would continue regardless of who was elected, as quoted from the following interview:

The program must continue to run whoever the leader will be, it seems that the old leader was elected and it should be if the post-revitalization programs of Banten Lama continue to run, the important thing is that communication between parties goes well both between the government and the community (Interview, February 19, 2021).

The commitment is shown through process and result local governments involved in collaboration local governance has a high sense of responsibility towards the running processes and results achieved (Sururi, 2018). This means that the involvement of all parties in building and maintaining a commitment to the process becomes a necessity as well as indicates a sense of responsibility towards the programs that have been implemented before. The ability of the parties to synergize through a commitment capital to the process becomes a performance measure post the revitalization of the *Banten Lama* religious tourism area.

4. Understanding the Shared Results and the Interim Results

One of the important agenda in measuring achievement of the objectives of collaborative local regional government in implementing the shared program can be seen from the common understanding of the interim results that have been achieved. It becomes critical because it is not easy to achieve a program in which there are various parties with different interests and there are still contained the sectoral ego interests. Therefore, an understanding is needed that the success of the program is the contribution of all parties who carry out the collaboration.

Based on the results, it was found the facts that there are still not optimal spatial arrangement of Tourism Support Area (KPW) for street vendors. Function of less strategic spatial planning is still a barrier for street vendors to increase profit. This is due to a separate room and are outside the area of religious tourism becomes an obstacle for visitors to come to KPW that is provided for street vendors. As expressed by several informants who work as street vendors who said the location of the KPW was not strategic and very difficult to reach by people who visited the *Banten Lama* Religious Tourism Area. Informant J said the following:

The location of the KPW is very difficult to reach by the community, this results in a lack of profit from selling. As we previously hoped, the location should not be too far from the center of tourists visiting. Even if we have to endure, we ask for the repair of supporting facilities and infrastructure so that tourists are comfortable visiting and finally buying (Interview, February 23, 2021).

Therefore, efforts of dialogue and positioning of street vendors as partners is a fundamental principle and as part of the collaborative governance management so as to drive the success of revitalization (Sururi, 2018), it is expected that with dialogue, then solutions of integrated spatial arrangement between the KWP and KWR can be implemented.

Then the problems that researcher has encountered is the management of the parking area for visitors that overlaps and no coordination. The conditions of illegal parking at expensive rates administered by unscrupulous causes disappointment of the visitors, so that, it requires further intervention by the regional government in addressing these issues. Informant N representing Street Vendors said as follows:

Indeed, the management of the visitor parking area still overlaps and there is no coordination. So between the government and the community there is still no agreement, for example about changing times and schedules, then the government still has not fully submitted to the community about parking management. This finally makes people often confused about parking management (Interview, February 25, 2021)

Encourage intensive and solutive coordination among regional governments and communities in the management of the parking area should be carried out to provide comfort for visitors of the *Banten Lama* religious tourism area. Solution through the establishment of partnerships between institutions design by involving the community in the management of the parking area with the duties and responsibilities of same prices that are accessible to visitors.

Capacity Evaluation of Local Government Collaborative

1. Intellectual capital

Human capital (human resources), structure capital and customer capital are owned intellectual capital components in the fulfillment of the local government collaboration capacity. Human resource capacity plays a very important role in the implementation of local government management (Darmi, 2018). Human capital is the capability of an individual to give a way out to the public in an innovative way, structur capital is part of human capital, while customer capital is the organization's values in relationships with the public (Stewart, 1998). Intellectual capital is collaboration and mutual learning in a successful long-term relationship. Intellectual capital is an effort to establish a financial value to knowledge in a particular economic entity (Legcevic, 2015). Human capital or human resources within the inter local governmental collaboration in the post-revitalization of the *Banten Lama* religious tourism area is a civilian state apparatus of each regional government namely Banten Province, Serang Regency and Serang Municipality.

Facts of the study showed that political will of each head of local government is very strong in realizing the four aspects, so that the intellectual capital is manifested of each regional head. In addition, factors of leadership as a major capital of regional head in the implementation of collaborative was instrumental in realizing the goals. With the human resources, intellectual capital is dynamic and specific as the context of uncertainty and complexity of the environment that will affect the measurement of the organization (Nazari, 2015). In this case, the capacity of human resources in the implementation of local collaborative plays an important role and as the main capital in overcoming various problems after the revitalization of the *Banten Lama* religious tourism area. Representation of the three regional heads are represented by their respective regional heads in realizing the capacity of regional collaboration demonstrated through four aspects: open dialogue, trust, commitment to process and understand the shared results.

2. Social and Political Capital.

In addition to the intellectual capital, two important factors in the evaluation of the capacity of local collaborative are the social and political capital. Both of these aspects are like the two currencies that are inseparable and complementary. The ability of regional governments in managing both the capital becomes an important agenda in the process of local collaboration. It is not in spite of the fact that both the capital have significant implications for the achievement of objectives and direct touch with the public interest. Both these dimensions will generate new institution, changes and perceptions and new norms (Legcevic, 2015)

Based on the results, it can be argued that the homogeneity of those three areas of social capital such as religious values, norms and cultural similarity becomes a driving factor of success for local collaboration government. As stated by ASJ Informant, an ASN in Kasemen Sub District, Serang Municipality that the *Banten Lama* area is inhabited by the majority of the Muslim population, making it easier for local governments to take a social approach through collaboration between communities and between local governments. The results of the interview excerpts are described as follows

The government has the desire that after the revitalization of Banten Lama can continue to have a positive impact on the community. Therefore, we continue to communicate with the community through various meetings, the aim is that this revitalization can be accepted by the community. (Interview, 01 March 2021).

At different times, the researcher conducted interviews with Informant Y, an ASN of the Serang Municipality Government regarding the obstacles to cooperation with the Serang Regency Government and the Banten Provincial Government, the results of the interview excerpts are described as follows:

It is clear that the collaboration between the Governments of Serang Municipality, Serang Regency and Banten Province is based on the same vision and mission, namely after the revitalization of Banten Lama into a historic area that has values and is able to attract tourists from various regions in Indonesia to visit (Interview, 5 May 2021).

Social capital is manifested in the culture of mutual cooperation and traditional forums between residents (Widayani & Rachman, 2013). Almost no conflict of values that hinder the process of local collaboration government. With homogeneous social approach, problems can be solved. Nevertheless the strength of social capital is not able to guarantee the political capital, in this case, the determination of the political will of each regional head is untested and still found obstacles that hinder the performance of political communication in the field.

One of the political capital that supports the success after the revitalization of *Banten Lama* as a religious tourism area that has historical values is the signing of a memorandum of understanding between the Banten Provincial Government, Serang City Government and Serang Regency Government. main square, *Keraton Surosowan* area, *Istana Kaibon*, *Benteng Speelwijk*, *Kawasan Pecinan Tinggi*, amphitheater, canal and Islamic center, Serang Municipality Government has authority over Tourism Support Areas (KPW) and *Sukadiri Terminal*, while Serang Regency Government has regional authority *Tasikardi* Tour.

Conclusion

The face-to-face dialogue approach between the government and the community in overcoming the problems of maintaining and managing the revitalization of the religious tourism area of Banten Lama is still not supported by shared motivation which includes attitudes, values and decision making. In addition, there are still normative barriers such as authority and differences in perspectives between local communities and the government. On the other hand, the trust that is built between the government and the community has increased, as well as the commitment to each activity process shows a fairly good indication, this can be seen from the interaction, communication and sustainability plans and the efforts of each party to comply with the memorandum of understanding as the basis for cooperation. although it still leaves the problem of the lack of community participation and the spatial planning of the Tourism Support Areas (KPW) is still not optimal for street vendors.

The perspective that can support the level of success of cooperation between local governments is the high political will of each regional head (Serang City Government, Serang Regency Government and Banten Province) is very strong, this is the intellectual capital of cooperation and harmonization of social values that develop in society. On the other hand, political capital and shared interests through a memorandum of understanding make cooperation between the three governments effective in the future.

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