



Evaluation of the Development of the Banten Lama Regional Tourism Strategic Area, Serang City, Banten

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Abstract

This research focuses on evaluating the Development of the Banten Lama Regional Tourism Strategic Area, Serang City, Banten Province, to know the results of the evaluation of the Old Banten Development. There are six indicators for evaluation, namely adequacy, equity, responsiveness, and suitability and this research uses descriptive qualitative research methods. Informants in the research came from elements of the Serang city government, Banten Province, and the center as well as other stakeholders. The results of the research are known the effectiveness of the development of the Banten Sultanate area is still less than optimal, as indicated by the division of tasks and functions that are not yet synergistic, there are unfinished buildings, minimal parking management, weak implementation of sanctions related to acts of vandalism, minimal care, and maintenance, minimal provision of signs, there is resistance development by residents. Efficiency is still weak due to the minimal development budget for the Sultanate of Banten. Adequacy is still minimal, indicated by the absence of a special decree to manage Banten Lama, the lack of parking attendants, the lack of trash cans, seating, grass cleaning equipment, and the absence of communication equipment in the field. Leveling is still less than optimal, which is indicated by the lack of discipline among visitors and the public regarding cleanliness, while the advantage is that the community gets economic income. Good responsiveness is characterized by officers who are fast and alert. Less than optimal accuracy is indicated by the lack of comprehensive physical development.

Keywords: *Evaluation; Public Policy; Regional Tourism Strategic Area*

Received March 05, 2024

Revised Mei 27, 2023

Published June 14, 2024



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Introduction

Tourism is one of the human needs. By going on tour, people can take a moment to unwind, get tired and relieve stress, and for a moment forget about the problems they are experiencing both at home and in the office Based on Law no. 10 of 2009 tourism is a variety of tourist activities and is supported by various facilities and services provided by the community, entrepreneurs, government and local governments (Undang-Undang Republik Indonesia Nomor 10 Tahun 2009 Tentang Kepariwisataaan 2009). Another understanding of tourism is a type of new industry that is capable of producing rapid economic growth by providing employment opportunities, increasing income, and living standards, and stimulating other productivity sectors (Prof. Salah Wahab Oka A.Yoeti, 1996).

Currently, tourism is the most important sector in the country's or regional economy, because tourism can increase state or regional income. Therefore, the government must be able to develop tourist attractions to be better or more developed so that they can attract tourists (Azizatul, K. Eny. H, 2023). The development and development of tourist areas or tourist destinations has now become a development priority to bring back tourists who have visited, and increasingly attract the interest of tourists who have not yet visited. According to Jelianti, Y., David, B., & Apriana (2023). National development is carried out to improve people's welfare, tourism development must be continued and improved by utilizing national tourism

sources and potential so that it becomes an economic activity that can increase local revenue. Apart from that, in (Peraturan Pemerintah Nomor 50 Tahun 2011 Tentang Ripparnas Tahun 2010-2025pt Menkumham 2011) concerning the National Tourism Development Master Plan for 2010-2025, it is said that the vision of tourism development is the realization of world-class, competitive, sustainable tourism, capable of encouraging regional development and people's welfare. Apart from that, tourism is also a sector that can be maximized to support the country's foreign exchange (Zainul, R., & Gaston, 2023). That is why the tourism sector must be developed with more attention from the government, both central and regional governments (Wang et al. 2021).

In 2017, Banten Province seriously organized and developed tourism destinations in the Banten Province area, such as the development carried out in the Banten Lama area of Serang City. This was done by the Banten Provincial government because the Banten Lama area is the history of the Banten kingdom and is a symbol of the glory and splendor of the Banten Province which is required to be made a representative place to visit. However, tourism in Banten Province still requires development in various sectors, therefore, by regional autonomy, Banten Province gives authority to districts or cities to manage their respective tourism. The Serang City government itself is no exception, which has been given the authority by Banten Province to manage tourism.

The Serang City Government itself has made Banten Lama tourism a leading tourist attraction as an ancient, cultural, special interest, educational, and culinary tourist spot. The Banten Lama area consists of many cultural heritage sites which will be detailed in the table below.

Cultural Heritage in the Old Banten Tourism Area

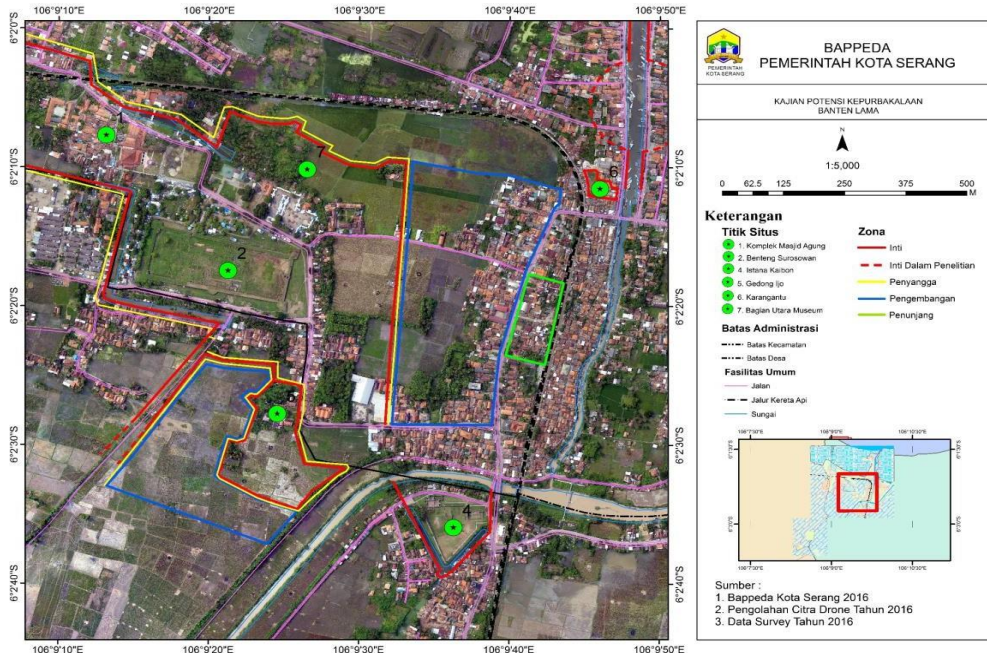
No	Name of Cultural Heritage
1	Maulana Yusuf Funeral Complex
2	Kenari Mosque
3	Kaibon Palace
4	Karangantu
5	Tasik Kardi
6	Pengindelan Abang
7	Chinatown Mosque
8	Kherkof
9	Vihara Avalokitesvara
10	Spellwijk Fort
11	Old Banten Archaeological Site Museum
12	Chain Bridge
13	Surosowan Palace
14	Tiyamah
15	Banten Mosque Tower
16	Old Banten Sultanate Grand Mosque Square
17	Old Banten Grand Mosque

Source: Documentation of Cultural Heritage and Antiquities.

Furthermore, there is revitalization of the Banten Lama tourism area based on Regional Regulation Number 14 of 2014 concerning the Regional Tourism Development Master Plan for 2015-2025 (Pemerintah Kota Serang 2014). This Regional Regulation explains that the construction and development of tourist areas or tourist destinations is now a development priority to bring back tourists who have visited, and to attract more interest from tourists who have not yet visited. This is reflected in Article 12 of Serang City Regional Regulation number 14 of 2014 concerning the Master Plan for Regional Tourism Development for 2015 - 2025 (Pemerintah Kota Serang 2014) which states that Banten Lama is a KSPD (Regional Tourism Strategic Area).

The revitalization steps in the Banten Lama tourism area began with location mapping carried out by the Serang City Regional Planning and Development Agency together with the Archaeological Expert Team from the University of Indonesia in carrying out studies in the Banten Lama area by determining the zoning position of cultural heritage in the area. The following are the results of the study and zoning in the Banten Lama area.

Zoning of the Banten Lama Regional Tourism Strategic Area



Source: Serang City Regional Planning and Development Agency in 2016

The picture above explains the zoning divisions in the Banten Lama area where the distribution of cultural heritage objects in the area is divided into 4 zones, in the first zone the red line is the core zone where in the core zone no commercial activities are permitted and buildings are prohibited, both permanent and semi-permanent buildings, then the buffer zone outlined by the yellow line, where the yellow line also has the same function as the red line, where the essence is that no commercial activity is allowed and no buildings are allowed, both permanent and semi-permanent buildings, then the development zone outlined by the blue line, where commercial activities are permitted and are intended to support the Banten Lama tourism area and finally the supporting zone outlined with the green line, where this line has the same function as the blue line or development zone. The colored line has more meaning, where in the core zone and buffer zone, why are commercial activities and buildings not allowed in? This line, based on a study by the Regional Planning and Development Agency of Serang City together with archaeologists from the University of Indonesia, found indications of the existence of Cultural Heritage, so buildings are not allowed inside the line zone.

The development of the Banten Lama tourism area then began on October 4, 2017, which began with a joint memorandum of understanding between the Banten Provincial government, the Serang City government, and the Serang Regency Government with number 430/MOU.4-HUK/2017, number 430/718-Setda /2017 and number 516/MoU.24-Huk/2017 concerning the Revitalization of the Banten Sultanate Palace Area, represented by each regional head (pemerintah Provinsi Banten, pemerintah Kota Serang 2017). This was the beginning of the Banten Province making a breakthrough that relied on developing the Banten Lama Area by revitalizing the tourism area.

Furthermore, based on initial observations, researchers found dissatisfaction from visitors and inappropriate conditions, such as the large number of street vendors crowding the Zone One area where buildings or tourism activities should not be allowed, some beggars reduced the comfort of tourists and there still rubbish strewn around resulting in slums. conditions in

several places in Banten Lama such as the Old Grand Mosque, the Banten Sultanate Grand Mosque Square, Spelwijk Fort, and Karangantu Harbor. This condition is caused by the lack of awareness among the local community and tourist visitors. This is reinforced by the statement by the online media Tangerang Ekspres that the Banten Lama area has changed. However, the revitalization of the religious area in Banten Village, Kasemen District, Serang City has changed only its external appearance. The program initiated by the Banten Provincial Government is considered capable of changing the physical form (infrastructure). In terms of citizen behavior, not much has changed from old habits. There are still many residents and visitors who throw rubbish carelessly. In fact, in the Banten Lama area, there are already many rubbish bins available. There are still many beggars.

Seeing that the potential of Banten Lama is very large, not only in terms of religion and historical heritage from the past, but in the current era, the Banten Lama area has turned into a religious tourism area where almost every day there are always visitors from inside and outside the community of Kasemen District, Serang City. Making the Banten Lama area a religious tourism area will indirectly boost the economic growth rate of the people in the Banten Lama area, starting from micro, small, and medium businesses, transportation, and others. Tourism can increase foreign exchange earnings, create jobs, and stimulate the growth of the tourism industry, therefore if the Banten Lama Area can be managed well it will trigger good economic growth. Moreover, it can encourage Original Regional Income for Serang City, Banten Province.

The strategy carried out by the Serang City Government and the Banten Provincial Government in developing tourist areas in Banten Lama can be carried out using several approaches including appropriate physical development approaches such as road access and tourism activity management, cultural priority scale approaches such as cultural events, approaches from the social side to minimize conflict in the regional area, the economic approach that has been planned by the Banten Provincial Government by collaborating with Bank Indonesia in providing direction to the Small and Medium Enterprises sector and the Digital Economy and providing infrastructure access in the Banten Lama area. Apart from that, an institutional approach can also be taken by building synergy between institutions in managing the Banten Lama area.

The results of researchers' observations in the field found several problems that were thought to be obstacles to the implementation of the Development of the Banten Lama Regional Tourism Strategic Area as Banten's leading tourist area.

The first problem is that the flow of tourist visits in Banten Lama is still unclear due to the lack of entry and exit directions. This can be seen from how the direction of the flow of tourist visits is not clear so tourists are confused about the direction of the entrance and exit because there are no directions available in the Banten Lama tourism area. The second problem is the lack of public awareness in the Banten Lama tourist area. This can be seen from the fact that there is still rubbish scattered in the Banten Lama area. The third problem, the development of typical Banten souvenirs and souvenir centers around tourist area roads is not optimal. It can be seen that the construction of a center for typical Banten souvenirs and souvenirs in the Old Banten tourism area is experiencing very worrying conditions, with many kiosk buildings not being maintained after construction. The fourth problem, the arrangement, and development of integrated parking facilities are not optimal for serving the movement of tourists within the area. The sixth problem is the lack of spatial planning in the Banten Lama tourist area. This can be seen in the Banten Lama tourism area where the old habits and chaos of street vendors, parking lots, and beggars are still present in the tourist area, thereby reducing the aesthetic value of the tourism.

Literature Review and Research Focus

Tourism

According to (Sammeng 2001), development implies an evolutionary process with a positive connotation or at least means "not going anywhere". The word development can be associated with two things, namely: "Process" and "level" of something's development. Furthermore, according to (Sammeng 2001), tourism development is a word that is quite widely used in any country and at any level, but it seems to be understood differently. Tourism development was initially developed because it had a philosophical basis. (A.J. Muljadi 2010) said that tourism relies heavily on the uniqueness, distinctiveness, locality, and authenticity of nature and culture that grows in society. To carry out the best possible development, the keyword for tourism development according to (Sammeng 2001) is planning. In general, all parties are aware that tourism must be developed and managed in a controlled, integrated, and sustainable manner based on a mature plan. In this way, tourism can provide significant economic benefits to a country/region without causing serious environmental and social problems. Planning tourism development at all levels (national, regional, and local) is very important to achieve success in tourism development and management. One way to realize sustainable development is through an environmental conservation planning approach. Planning oriented towards environmental preservation requires that everything that includes environmental elements must be carefully surveyed, analyzed, and considered before determining the type of place that is most suitable for development.

Implementation Once there is a plan, of course, the plan must be implemented, the implementation of a plan involves all parties (government and private). The involvement of all parties is more necessary for the implementation of the tourism development plan because the character of tourism is cross-sectoral and cross-disciplined. In this connection, it is increasingly widespread The practice of creating implementation manuals is used as a guide for government officials regarding procedures and methods for implementing a plan. The main elements of implementing a tourism development plan include: Ratifying the plan, phasing the program, implementing zoning, and implementing development standards. To implement a plan effectively, strong political determination and support are needed for tourism development based on the plan that has been prepared. ratified accompanied by authoritative leadership at the levels of government and the private sector. In this regard, it is very important to have clarity regarding the roles that must be played by government officials, the private sector, and state/regional-owned enterprises.

Control, which includes the meaning of monitoring and supervision, must be an integral part of the planning and implementation of tourism development. In carrying out this control, various things need to be monitored, for example, the progress of program implementation, especially work programs or annual targets, must be monitored continuously. The number of tourist arrivals and characteristics need to be monitored. recorded to find out whether the targets (number and source of tourists) can be achieved or if revisions/adjustments need to be made. If necessary, a special survey must be carried out to determine the level of satisfaction and perception of tourists towards the tourism products being sold. Effective control is very necessary for long-term development long term and ensures sustainable tourism management over time.

Public Policy

Dunn (2003) states that etymologically, the term policy comes from Greek, Sanskrit, and Latin. The roots of the word policy in Greek and Sanskrit, namely polis (City-State) and Pur (city), were then developed in Latin into political (State) and finally in Middle English policies, which means dealing with public problems or government administration. A policy is a hypothesis that contains initial conditions and estimates consequences. Policy and politics have become completely different terms. Policy materials and rhetoric become the main instruments of public rationality. As stated by Lasswell, the word "policy" is generally used to indicate the most important choices taken both in organizational life and political policies which are believed to contain the meaning of partisanship. Dye (Subarsono 2006) states that public policy is whatever the government chooses to do or not do (public policy is whatever governments choose to do or not to do). Meanwhile, Anderson (in Subarsono, 2012: 2) defines public policy as policies determined by government agencies and officials. However, it is realized that public

policy can be influenced by internal and external factors owned by the government. Dunn (2003) states that public policy is "a series of interconnected choices made by government institutions or officials in areas related to government duties, such as defense, security, energy, health, education, public welfare, crime, urban and others".

In principle, evaluation is one of the level processes in public policy, evaluation is a way to assess whether a policy or program is running well or not. Dunn (2003) gives the meaning of the term evaluation as: "In general, the term evaluation can be equated with assessment, giving numbers, and assessment, words that express efforts to analyze policy results in terms of units of value in a more specific sense, evaluation concerned with the production of information regarding the value or benefits of policy outcomes". The definition above explains that policy evaluation is the result of a policy that in reality has the value of the results of the policy objectives or targets. The final part of a policy process is policy evaluation. Implementing organizational evaluation of a work program and other public policies is not a very simple matter, because evaluation can be studied from various points of view and depends on who evaluates and interprets it. So, in evaluating a program or public policy, it is necessary to have criteria to measure the success of the program or public policy. Dunn (2003) suggests evaluation criteria that can be used to measure the success of a program or public policy, whether programs are implemented by government agencies, which consist of 6 aspects, namely effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness.

Method

In research on the Evaluation of the Development of the Strategic Tourism Area of the Old Banten Region, Serang City, Banten Province, researchers used qualitative research methods. According to Yin in Thea Monika and Aditha Agung Prakoso (2023) the qualitative descriptive method is a method that describes something based on a certain theory as a tool for reading, p. This is reinforced according to Creswell (2013) qualitative research is a method for exploring and understanding the meaning that several individuals or groups of people ascribe to social or humanitarian problems. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively starting from specific themes to general themes, and interpreting the meaning of the data. The final research report for this study has a flexible structure or framework. Anyone involved in this form of research must apply an inductive research perspective, focus on individual meaning, and translate the complexity of a problem. This research uses a qualitative case study method because the researcher carefully investigates a program, event, activity, process, or group of individuals. Cases are limited by time and activities, and researchers collect complete information using various data collection procedures based on predetermined data and time Creswell (2013).

Results and Discussion

Effectiveness

In the aspect of effectiveness of research informants, researchers obtained findings which were considered to be weaknesses, including firstly, the division of tasks, functions, and authority between Regional Governments (Provincial, Regency, and City) still overlaps, this is indicated by confusion among officers in the field regarding the position of the Provincial zone and the City zone. thus making the officers not work well. Second, there are physical buildings that have not been completed, such as buildings in the Tourism Support Area and Banten Islamic Center. Third, the construction of cultural heritage conservation kiosks is not optimal and parking management is not running well. Fourth, the weak implementation of sanctions against acts of vandalism on cultural heritage in the Banten Sultanate area. Fifth, the lack of care and maintenance carried out by the management has made the Banten Sultanate area unkempt or slum. Sixth, the a lack of provision of directional signs, rest areas, and golf carts to transport elderly visitors and a lack of homestays and guides. Seventh, there is resistance to

development from residents regarding the development of the Banten Sultanate area, which makes the Government slow in the initial development process.

Efficiency

In terms of the efficiency aspect of the research informants, the researcher obtained findings that were considered to be weaknesses, including those related to the budget for the development of the Banten Sultanate area only relying on the Banten Province APBD and the Serang Regency and City APBD alone, thus making the development of the Banten Sultanate area limited so that assistance or assistance was needed. cooperation from the private sector in the sustainable development of the Banten Sultanate area. The important role of the budget cannot be separated from the budget allocation process which must be precise and the budget allocation must also be focused on tourism promotion and development activities (Vivi, A., Ari, D., Robi, C., & Syarief 2021).

Adequency

In the aspect of adequacy of research informants, researchers obtained findings which were considered to be weaknesses, including firstly, the absence of a Decree that focused on Human Resources used in managing the Banten Lama Sultanate area, thus making Regional Apparatus Organizations rely on each other. Second. The lack of parking attendants involved from the government has resulted in many parking management being illegal. Third, there is a lack of infrastructure such as the provision of rubbish bins, seating, grass-cleaning equipment, and communication tools for officers in the field. Fourth. There is a lack of updated Serang City regional regulations regarding the development of the Banten Lama area with the latest regulations.

Equity

In the leveling aspect from research informants, researchers obtained findings that were considered to be weaknesses, including firstly, there were still visitors and people who were not disciplined in terms of cleanliness. This was indicated by the fact that people or visitors were still found throwing rubbish out of place, and then there was still no access to the entrance. are strictly adhered to and traders are still found selling in places prohibited by the management, making the area of the Banten Sultanate become slum again. Meanwhile, the advantage is that the local community gets more additional economic income.

Responsiveness

Regarding the responsiveness aspect of the research informants, the researchers obtained findings that were considered to be strengths, including that the officers managing the Banten Lama Sultanate area had provided a good attitude. This was indicated by the special training given by Kopassus to the officers who managed the Banten Lama Sultanate so that the officers became more alert and friendly, while the weakness is the lack of responsiveness regarding handling vandalism which damaged cultural heritage in the Banten Lama area.

Appropriateness

Regarding the accuracy aspect of the research informants, the researchers obtained findings that were considered to be weaknesses, including first, the construction of physical buildings in the Tourism Support Area area and the Banten Islamic Center building, and the construction of the canal in Sukadiri had not yet been completed. Second, in terms of developing education for the community, it has not been optimal regarding care, maintenance of the environment, and development to make the Banten Lama area into a social and cultural-based religious tourism area to be more advanced, so it is necessary to develop a mindset for the community.

Analysis of Effectiveness Aspects

As aspects of the effectiveness of research informants, researchers obtained findings that were considered to be weaknesses, including firstly, the division of tasks, functions, and authority between Regional Governments (Provincial, Regency, and City) still overlapped, this was indicated by confusion among officers in the field regarding the position of the Provincial

zone and the City zone so that make the officers not work well. Second, there are physical buildings that have not been completed, such as buildings in tourist support areas and the Banten Islamic Center Building. Third, the construction of cultural heritage conservation kiosks is not optimal and parking management is not running well. Fourth, the weak implementation of sanctions against acts of vandalism on cultural heritage in the Banten Sultanate area. Fifth, the lack of care and maintenance carried out by the management has made the Banten Sultanate area unkempt or slum. Sixth, the a lack of provision of directional signs, rest areas, and golf carts to transport elderly visitors, and a lack of homestays and guides. Seventh, there is resistance to development from residents regarding the development of the Banten Sultanate area, which makes the Government slow in the initial development process.

Regarding the acts of vandalism in the Banten Lama area, this has been carried out for a long time and there has been no clear follow-up by the Banten Lama management or the local government so it does not have a deterrent effect on the perpetrators who carry out vandalism in the cultural heritage areas of the Banten Sultanate area. Apart from that, there is a lack of technical implementation in the field for the sustainable development of the Banten Sultanate area. This is indicated by a lack of firmness on the part of the Serang City government in appointing a Regional Apparatus Organization specifically assigned to manage the Old Banten area which is stipulated in the Joint Agreement between the Banten Provincial Government, Serang City Government and Serang Regency Government regarding the Management and Revitalization of the Old Banten Area, hereinafter Serang City Government is referred to as the second party which has regional authority covering the Tourism Support Area and Sukadiri Terminal, the construction of which has not yet been completed properly and there are still deficiencies. The importance of sustainable tourism development to meet future tourism needs (Ananta, P., Risca, E & Yulita 2020). Furthermore, partnerships between stakeholders are very important to provide long-term benefits for destinations. Many policymakers and practitioners need to be closely involved in the tourism sector, considering the importance of destination competitiveness in destination development (Shariffuddin, N. S. M., Zain, W. M. A. W. M., & Azinuddin 2020).

Analysis of Efficiency Aspects

Aspects of efficiency from research informants, researchers obtained findings that were considered to be weaknesses, including those related to the budget for the development of the Banten Sultanate area only relying on the Regional Revenue and Expenditure Budget of Banten Province and the Regional Revenue and Expenditure Budget of Serang Regency and City, making the development of the Banten Sultanate area limited so that assistance or cooperation from private sector in the sustainable development of the Banten Sultanate area. Previously there had been assistance from Corporate Social Responsibility Bank BJB and Bank Banten but all of it was not in the form of money, only in the form of goods. It was also hoped that it would be useful and could be maximized. Regarding the budget, it can be seen in the table below.

Recapitulation of Revitalization Activities for the Banten Sultanate Area in 2017

No	Regional Work Unit	Regional Revenue and Expenditure Budget 2017	
		Pagu Anggaran	Realisasi
1.	DINAS PUPR	44,350,000,000.00	37,480,279,700.00
2.	DINAS PERKIM	38,870,000,000.00	15,870,000,000.00
3.	DINAS PERHUBUNGAN	1,224,000,000.00	1,224,000,000.00
4.	DINAS LHK	1,117,600,000.00	1,014,438,460.00
TOTAL		85,561,600,000.00	55,588,718,160.00

Source: Banten Province Tourism Office, 2021

Recapitulation of Revitalization Activities in the Banten Sultanate Area

No	Regional Work Unit	Regional Revenue and Expenditure Budget 2018
1.	DINAS PUPR	66,483,750,000.00

2.	DINAS PERKIM	107,233,070,000.00
3.	DINAS PERHUBUNGAN	948,000,000.00
4.	DINAS LHK	300,000,000.00
TOTAL		174,964,820,000.00

Source: Banten Province Tourism Office, 2021

Based on the table above, in 2017 the total value issued by the Banten Provincial Government regarding revitalization activities of the Banten Sultanate area was IDR. 55,588,718,160.00 while in 2018 the Banten Provincial Government realized a budget of Rp. 174,964,820,000.00 for the development of the Banten Sultanate area.

Analysis of Adequacy Aspects

Aspects of the adequacy of research informants, researchers obtained findings that were considered to be weaknesses, including firstly, the absence of a Decree that focused on Human Resources used in managing the Banten Lama Sultanate area, thus making Regional Apparatus Organizations rely on each other. Second. The lack of parking attendants involved from the government has resulted in many parking management being illegal. Third, there is a lack of infrastructure such as the provision of rubbish bins, seating, grass-cleaning equipment, and communication tools for officers in the field. Fourth. There is a lack of updated Serang City regional regulations regarding the development of the Banten Lama area with the latest regulations.

Regarding parking management which is not yet optimal, the Banten Sultanate area is still considered poor, especially during the rainy season, parking lots become waterlogged and there is a lot of mud, then for parking lots there are also lots of illegal parking lots, this is due to a lack of control from the Regional Government, resulting in tariffs Parking can vary even though it is still in the same area. Apart from that, parking lot management must be maximized considering the volume of vehicles entering the Banten Sultanate area when many visitors arrive on Islamic holidays, making it difficult for visitors to find and get a parking space closest to the Banten Sultanate area.

Apart from the parking area, there is a lack of waste management space, such as the provision of rubbish bins in every corner so that many people throw rubbish out of place, the rubbish disposal bins provided are very minimal so that the rubbish becomes scattered, this has an unfavorable impact on environmental pollution and the aesthetic value of the regional layout. Seeing this, it is necessary to have more rubbish bins, and holding areas and encourage rubbish officers to collect rubbish regularly so that it doesn't wait for it to be piled up first. In efforts to manage tourism destinations, stakeholders are an important element in maintaining competitiveness. This is the main factor for surviving the dynamics and development of the tourism market (Zam, Z., & Dyah 2023).

Equity Aspect Analysis

Aspects of leveling from research informants, researchers obtained findings that were considered to be weaknesses, including firstly, there were still visitors and people who were not disciplined in terms of cleanliness. This was indicated by the fact that people or visitors were still found throwing rubbish out of place, then the access road was still not obeyed. Carefully and traders are still found selling in places prohibited by the management, making the area of the Sultanate of Banten become slum again. Meanwhile, the advantage is that the local community gets more additional economic income. Regarding the economic income for street vendors (PKL) after the development of the Banten Sultanate area, it has increased further, as seen from the sales activities of street vendors which are quite busy. This is a concern because when there is development of the Banten Sultanate area, the economic income of street vendors (PKL) increases, especially during these moments. This is an Islamic holiday which makes it an attraction for visitors or pilgrims to be able to visit the Banten Sultanate area. The area of the Sultanate of Banten also became more interesting when there was a replica of the Medina umbrella placed around the Banten tower which became a photo object, especially for

teenagers, but not only teenagers, mothers were also enthusiastic about this replica of the Madinah umbrella.

Analysis of Responsiveness Aspect

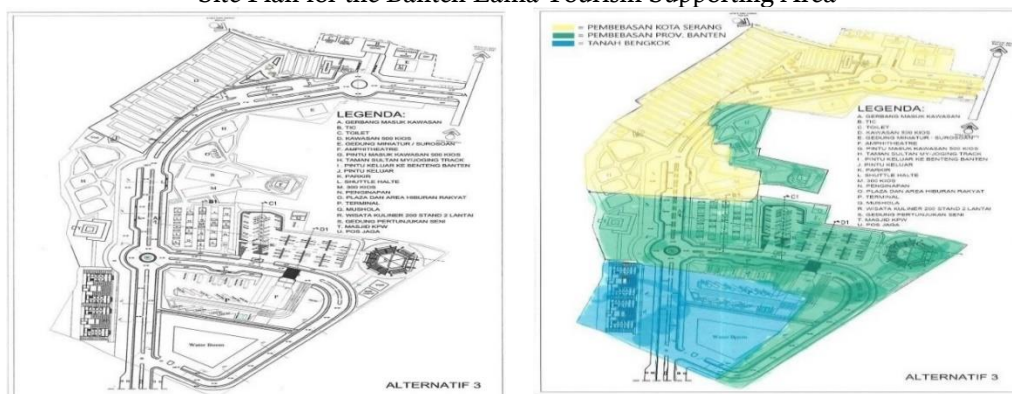
Aspects of responsiveness from research informants, researchers obtained findings that were considered to be strengths, including that the officers managing the Banten Lama Sultanate area had provided a good attitude. This was indicated by the special training given by Kopassus to the officers who managed Banten Lama so that the officers became more alert and friendly, while the weakness is the lack of responsiveness regarding handling vandalism which damaged cultural heritage in the Banten Lama area. When the Banten Lama area management officers give a good, friendly, and polite attitude, this will create a positive impression for visitors or pilgrims so that there will be no more coercion or intimidation carried out by the Banten Lama area management officers in the area around the Banten Lama Sultanate area. Therefore, there must be special training for management officers and there must be a guide in the future so that visitors or tourists can be directed by the guide when asking about history and other questions regarding the Sultanate of Banten.

Furthermore, the social activities of the community, traders, and pilgrims are so friendly and harmonious that there are no disputes in the middle. Pilgrims become more enthusiastic when the Banten Sultanate area is being developed or revitalized. This has become a special attraction for religious tourism in Banten Province and must continue to be developed so that the program that has been well conceived does not stagnate. The process requires good involvement between the government, community, and community leaders so that it can encourage and raise public awareness to get involved in activities (Hengki Tarnando 2021).

Analysis of Appropriateness Aspects

In terms of accuracy from the research informants, the researcher obtained findings that were considered to be weaknesses, including first, the construction of physical buildings in the Tourism Support Area area and the Banten Islamic Center building and the construction of the canal in Sukadiri had not been completed. Second, in terms of developing education for the community, it has not been optimal regarding care, maintenance of the environment, and development to make the Banten Lama area into a social and cultural-based religious tourism area to be more advanced, so it is necessary to develop a mindset for the community. Regarding the site plan for the Banten Lama tourism supporting area, it can be seen in the image below.

Site Plan for the Banten Lama Tourism Supporting Area



Source: Serang City Regional Planning and Development Agency in 2023

Conclusion

The results of the research "Evaluation of the Development of the Strategic Tourism Area of the Banten Lama Region, Serang City, Banten Province" were analyzed using the policy evaluation approach model formulated by Dunn as a guide in gathering information from

research informants regarding the Evaluation of the Development of the Strategic Tourism Area of the Banten Lama Region, Serang City, Banten Province. Dunn's evaluation theory model, namely effectiveness, efficiency, adequacy, evenness, responsiveness, and accuracy. Research findings related to the Evaluation of the Development of the Banten Lama Regional Tourism Strategic Area, Serang City, Banten Province, which were assessed as weaknesses include, (1) aspects of effectiveness from research informants, the researcher obtained The findings that are considered to be weaknesses include: firstly, the division of tasks and functions and authority between Regional Governments (Provincial, Regency, and City) still overlap. This indicates that there is confusion among officers in the field regarding the position of the Provincial zone and the City zone, which makes officers not work well. Second, there are physical buildings that have not been completed, such as buildings in the tourist support area (KPW) and the BIC (Banten Islamic Center) building. Third, the construction of cultural heritage conservation kiosks is not optimal and parking management is not running well. Fourth, the weak implementation of sanctions against acts of vandalism on cultural heritage in the Banten Sultanate area. Fifth, the lack of care and maintenance carried out by the management has made the Banten Sultanate area unkempt or slum. Sixth, the a lack of provision of directional signs, rest areas, and golf carts to transport elderly visitors, and a lack of homestays and guides. Seventh, there is resistance to development from residents regarding the development of the Banten Sultanate area, which makes the Government slow in the initial development process. (2) the efficiency aspect of the research informants, the researcher obtained findings which were considered to be weaknesses, including related to the budget for the development of the Banten Sultanate area only relying on the Regional Revenue and Expenditure Budget of Banten Province and the Regional Revenue and Expenditure Budget of Banten Province and the Regional Revenue and Expenditure Budget of Serang Regency and City, thus making the development of the Banten Sultanate area limited so that assistance was needed. or cooperation from the private sector in the sustainable development of the Banten Sultanate area. (3) the aspect of the adequacy of research informants, the researcher obtained findings which were considered to be weaknesses, including firstly, the absence of a Decree that focused on Human Resources used in managing the Banten Lama Sultanate area, thus making Regional Apparatus Organizations rely on each other. Second. The lack of parking attendants involved from the government has resulted in many parking management being illegal. Third, there is a lack of infrastructure such as the provision of rubbish bins, seating, grass-cleaning equipment, and communication tools for officers in the field. Fourth. The lack of updated Serang City Regional Regulations regarding the development of the Banten Lama area with the latest regulations. (4) the leveling aspect from the research informants, the researcher obtained findings which were considered to be weaknesses, including firstly, there were still visitors and people who were not disciplined in terms of cleanliness. This was indicated by the fact that people or visitors were still found throwing rubbish out of place, then for access roads. it has still not been complied with thoroughly and traders are still found selling in places prohibited by the management, making the area of the Sultanate of Banten become a slum again. As for the advantages, namely that the local community gets more additional economic income (5) the responsiveness aspect of the research informants, the researcher obtained findings which are considered to be advantages, including related, the management officers of the Banten Lama Sultanate area have provided a good attitude, this is indicated by the existence of special training provided. given by Kopassus to officers who manage Banten Lama so that the officers become more alert and friendly, while the drawback is their lack of responsiveness regarding handling vandalism which damages cultural heritage in the Banten Lama area. (6) the accuracy aspect of the research informants, the researchers obtained findings which were considered to be weaknesses, including firstly, the construction of physical buildings in the Tourism Support Area area and the Banten Islamic Center building and the construction of the canal in Sukadiri had not been completed. Second, in terms of developing education for the community, it has not been optimal regarding treatment.

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