

Implementation of The Thematic Village Program In The Empowerment of Small and Medium Enterprises (SMES) In Neglasari District Of Tangerang City

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ABSTRACT

The focus of this research is the implementation of the Thematic Village Program in Empowerment Small and Medium Enterprises in Neglasari District, Tangerang City. In its implementation there are several problems such as product marketing has not been optimal for banana hump chips SMEs in Kampung Taubat because they are only known by the people of Tangerang City; lack of clarity on capital funding for SMEs in the thematic village Kampung Anggursari dan Kampung Taubat because the use the capital for a business independently and funding so far only focused on the thematic village infrastructure; the lack of development for packaging products for wine in Kampung Anggursari seed needed by businesses; lack of community participation to be active in developing the thematic villages that have been established by the government so that there are only 4 active village or 39 villages in the district thematic Neglasari. The theory used was the implementation theory of Merille S. Grindle consisting of the content of policy and context of policy. The research method that was used was descriptive qualitative aims to provide an overview of data analysis techniques using techniques according to Irawan. The results of this study are the implementation of the thematic village program in empowering SMEs in Neglasari District, Tangerang City has not optimally because there is no budget for thematic village programs from the Tangerang City Government, the distribution and marketing of banana weevil chips in Kampung Taubat is no longer open due to lack of enthusiasts and outlets, lack of development or training from the government for SMEs in Kampung Anggursari due Kampung Anggursari has been declared as an independent village, people who do not participate in thematic village programs. Advice to policy actors in the village thematic programs to provide the program budget thematic villages do actively monitoring the thematic villages, the availability of outlets of SMEs in each district.

Keywords: *Implementation, Program, Thematic Village, SMEs*

Background

Policy implementation, in principle, is a way for a policy to achieve its goals. No more and no less. In order to implement public policy, there are two choices of steps that exist, such as directly implemented in the form of programs or through the formulation of derivative policies or derivatives of public policies. Public policy in the form of a Law or Regulation Regulation is a type of public policy that requires an explanatory public policy or is often termed a regulation of implementation. Public policies that can be directly functioning include Presidential Decree, Presidential Instruction, Ministerial decree, Regional Head Decision, Head of Office Decree, and many more. Policies that are derived in the form of programs and then reduced to projects, and finally tangible to activities carried out by the government, people and the cooperation of the people-government. Programs, projects, and activities are part of policy implementation. The result is a "product" that materialises the vision (Nugroho, 2017).

Law No. 23 of 2014 on Regional Government explains about regional autonomy, which is meant by regional autonomy is the right, authority and obligation of autonomous regions to regulate and take care of their government affairs and the interests of local communities in the system of the Unitary State of the Republic of Indonesia. This means that with this law, the local government further opens opportunities for community participation and community-based development empowerment efforts to formulate and implement development policies.

Tangerang City has a flagship program that is an innovation from the local government of Tangerang City in tackling poverty and improving environmental quality. One of its flagship programs is the Thematic Village Program. The objectives of the thematic village implementation include: increasing the local potential in the community, improving the slum environment, encouraging participation or active community participation in efforts to improve the socio-economic community. This thematic village is spread throughout 13 sub-districts in Tangerang City. Thematic villages formed in 13 districts have different benefits following the conduit of their respective regions. The benefits of thematic villages include the empowerment of SMEs, like parks, cultural tourism, local tourist destinations, and many more. Anggursari Village and Taubat Village, located in Neglasari Village, are thematic villages oriented to improve the local economy by empowering existing SMEs. However, the implementation of Anggursari Village and Taubat Village did not escape from obstacles and problems. One of them is in the marketing of Taubat Village products that have not been optimal. Due to the marketing of products in Kripik Bonggol Pisang SMEs in the Taubat Village, because the people only know it of Tangerang City, this has a significant impact on the economic condition of residents because the majority of residents in Taubat Village are the producer of Kripik Bonggol Pisang in SMEs.

There is also no transparency for program funding and capital for business people in thematic villages in the thematic village program. For every activity in the thematic villages

of Anggursari Village and Taubat Village still using independent money from the residents in the village so far, this is also the main complaint from the residents of Anggursari Village and Taubat Village. The SME can not be separated from the development or training facilitated by the government, in Anggursari Village, which is a village with the results of SMEs selling grape seeds and grapes, there is no training from facilitators for the development of products needed, the packaging is needed for grape seeds that require special techniques so that these grape seeds are not withering quickly if sent out of town because in Anggursari Village there have been many requests about it but can not be fulfilled.

In the objectives of the thematic village program, it is explained that the thematic village program encourages the participation or active participation of the community in efforts to improve the socio-economic community. However, in its implementation, the community does not fully participate in this program, as seen in the table:

Tabel 1.1
Kampung Tematik Aktif

KAMPUNG TEMATIK AKTIF				
NO	NAMA KAMPUNG	KECAMATAN	KELURAHAN	RW
(1)	(2)	(3)	(4)	(5)
1	KAMPUNG MARKISA	KARAWACI	PASAR BARU	1
2	KAMPUNG BERKELIR	TANGERANG	BABAKAN	1
3	KAMPUNG INOVASI HIDROPONIK	KARAWACI	CIMONE	2
4	KAMPUNG GRENPUL	KARAWACI	GERENDENG	9
5	KAMPUNG TIDAR	CILEDUG	SUDIMARA TIMUR	5
6	KAMPUNG BATIK	LARANGAN	LARANGAN SELATAN	4
7	KAMPUNG KITA (KPK)	TANGERANG	TANAH TINGGI	7
8	KAMPUNG ANGGUR	CIBODAS	UWUNG JAYA	15
9	KAMPUNG ATM	CIPONDOH	GONDONG	2
10	KAMPUNG MURAL	JATI UWUNG	GANDASARI	6
11	KAMPUNG GEMAS IMPLAN	JATI UWUNG	GANDASARI	3
12	KAMPUNG SEHAT SINAR HATI	KARAWACI	SUKAJADI	2
13	KAMPUNG TALAS	KARAWACI	PASAR BARU	4
14	KAMPUNG RUKUN	NEGLASARI	NEGLASARI	7
15	KAMPUNG BACA	BENDA	BENDA	10
16	KAMPUNG PINGKLI	KARAWACI	PASAR BARU	4
17	KAMPUNG TAUBAT	NEGLASARI	SELAPAJANG JAYA	2
18	KAMPUNG TEHYAN	NEGLASARI	MEKARSARI	4
19	KAMPUNG TERAS PANCASILA	KARANG TENGAH	KARANG TENGAH	15
20	KAMPUNG ANGGURSARI	NEGLASARI	NEGLASARI	2
21	KAMPUNG URANG BARAYA	KARAWACI	PABUARAN TUMPENG	1
22	KAMPUNG SAMSIT	KARAWACI	PASAR BARU	3
23	KAMPUNG CINCAU	KARAWACI	CIMONE	2

Source: Bappeda of Tangerang City, 2021

From the table, thematic villages that are declared active in the Neglasari District, only 4 of the 39 thematic villages are formed. The behaviour of the community in the Neglasari District is still not good. There is still no awareness by the surrounding residents to live cleaner because there are still residents who defecate (BAB) out of place (in running water), wash at times whose water is less clean, and still residents who throw garbage out of place.

Literature Review

According to Grindle (Agustino, 2017: 142), implementation is a general process of administrative action that can be researched at a given program level. The success of public policy implementation can be measured by achieving outcomes (i.e. achieving or not achieving the goals). This can be seen from the following two things:

1. Judging from the process, by questioning whether the implementation of the policy is under the specified design by referring to the policy action.
2. Whether policy objectives are achieved. This dimension is measured by looking at two factors, they are:
 - a. Impact or effect on society individually and as a group
 - b. The level of change that occurs as well as the acceptance of the target group and the changes that occur

The success of a public policy implementation according to Grindle is also largely determined by the level of Implementability consisting of Contents of Policy and Context of Policy.

1) *Contents of Policy* according to Grindle are:

a. *Interest Affected*

Interest Affected deals with various interests that influence the implementation of a policy. This indicator argues that a policy must involve many interests, and the extent to which those interests influence its implementation is what it wants to know.

b. *Type of Benefits*

At this point content of policy attempts to demonstrate or explain that in a policy, there must be some benefit that shows the positive impact produced by implementing the policy to be implemented.

c. *Extent of Change Envision*

Every policy has a target that wants and wants to achieve. *Content of policy* that will be explained in this point is that how much change you want or want to achieve through a policy implementation must have a precise scale.

d. *Site of Decision Making*

Decision making in a policy plays a vital role in implementing a policy, so this section should be explained where the decision-making of a policy is to be implemented.

e. *Program Implementor*

In carrying out a policy or program must be supported by implementing a competent policy for the success of a policy. Furthermore, this should have been well recorded or exposed in this section.

f. *Resource Committed*

Implementing a policy must also be supported by resources that support it so that its implementation runs well.

2) *Context of Policy* according Grindle are:

a. *Power, Interest, and Strategy of Actor Involved*

In a policy, it is also necessary to consider the power or power, interests, and strategy used by the actors involved to facilitate the implementation of a policy. If this is not

taken into account carefully, the program to be implemented will likely be far from the fire.

b. Institution and Regime Characteristic

The environment in which a policy is implemented also affects its success, so this section wants to explain the characteristics of an institution that will contribute to an institution.

c. Compliance and Responciveness

Another thing that is considered necessary in implementing a policy is compliance and response from implementers, so what will be explained at this point is the extent of compliance and response from the implementer in response to a policy (Agustino, 2017: 142).

Method

The research method used in this research method is a qualitative research method by relying on unstructured interview techniques, observations, and literature studies. This research was conducted in Neglasari District precisely in Taubat Village and Anggursari Village, a thematic village with an orientation of SME empowerment. The target of this study is the policy actors involved in implementing thematic village programs and partners in thematic village programs as secondary informants. Data analysis techniques using Irawan's version of analysis techniques (Irawan, 2006: 5.27) consisting of collecting raw data obtained through in-depth interviews, field observations, as well as literature studies, processing notes into writing or transcripts of data, coding, rereading all data that has been transcribed and then retrieving keywords, categorising data, simplifying data by piecing the concept into one frame of mind, Conclude temporarily, check and recheck between one source and another (triangulation), draw conclusions.

The data collection techniques in this study used unstructured interviews, observations, and literature studies. The data validity technique in this study is to use source triangulation techniques, specialised triangulation techniques and member check. Techniques in determining informants use purposive techniques, which means retrieving informant data considering that the person who is used as a research informant is a person who knows and has a vital role in the implementation of the Thematic Village Program. The research informant also has a job in the Empowerment of Small and Medium Enterprises in The Neglasari District of Tangerang City, making it easier for researchers to get the expected data. As for those who became informants in this study, there are:

Tabel 3.1
Informan Penelitian

No	Kategori	Kode Informan	Jabatan/Status Sosial Informan	Status Informan
1	Bappeda Kota Tangerang	I ₁	Kepala Bidang Perencanaan Sosial, Kemasyarakatan dan Ekonomi	<i>Key Informan</i>
2	Disperindagkopukm Kota Tangerang	I ₂	Kepala Seksi Data dan Peningkatan Kualitas SDM Usaha Mikro	<i>Key Informan</i>
3	Perangkat Kecamatan	I ₃	Kepala Seksi Ekonomi Pembangunan	<i>Key Informan</i>
4	Perangkat Kelurahan	I ₄	Kepala Kelurahan Selapajang Jaya	<i>Key Informan</i>
		I ₅	Kepala Kelurahan Neglasari	<i>Key Informan</i>
5	Pengurus Kampung Tematik	I ₆	Ketua Kampung Tematik (Kampung Taubat)	<i>Secondary Informan</i>
		I ₆₋₁	Ketua Kampung Tematik (Kampung Anggursari)	<i>Secondary Informan</i>
6	Asosiasi UKM Kecamatan Neglasari	I ₇	Ketua UMKM kecamatan Neglasari	<i>Secondary Informan</i>
7	Pihak Swasta yang Terlibat	I ₈	CSR PT. Angkasa Pura II Bandara Soekarno Hatta	<i>Secondary Informan</i>

Source: Researchers, 2021

Results and Discussion

Policy implementation has two approaches: top-down and bottom-up. The top-down approach assumes that policy implementation begins with decisions made by the government so that implementation is centralised. The bottom-up approach assumes to solve a public problem from the 'bottom' who know and understand the context of the problem perceived by them (Agustino, 2017: 130-131).

Merille S. Grindle in (Agustino, 2017: 142) argues that the success of public policy implementation is determined by the level of implementability consisting of the Content of policy and the Context of Policy.

1. Content of Policy

a. *Interest Affected*

The establishment of the thematic village program because it wants to improve the quality of the environment in Tangerang City, in addition to reducing poverty and unemployment in Tangerang City, because this thematic village program will also increase economic potential in the region by empowering SMEs. Each thematic village has a different theme under the regional conference, and this thematic village is oriented to increase tourism increase local SMEs.

In the thematic village program, the group who become stakeholders are from the main level is the regional government of Tangerang City is Bappeda Kota Tangerang. The bottom level bureaucracy is the society as the recipient of the thematic village program. As a policy made by the Tangerang City government aims to prosper society, in this case, it means that this thematic village program is in its interest in representing the society. Society is given a platform to develop the economic potential it has.

b. *Type of Benefit*

The benefits of this thematic village program have not been felt maximally by the community as policy recipients. The thematic village programs vary in implementation, while Kampung Anggursari and Kampung Taubat equally increase SMEs. The increase in the competitiveness of SMEs is included in the goal of the thematic village program, while the benefits felt in Kampung Anggursari after the establishment of this thematic village program are very helpful in marketing the sale of grapes and grape seeds because with the establishment of thematic village program can make Anggursari Village more famous. The positive impact felt is the increasing sales or marketing on grapes and grape seeds to create new business opportunities, and there with many selling food because Anggursari Village is visited a lot. Unlike The Taubat Village, which is now produced, SME products are no longer produced because the lack of enthusiasts and outlets in Kampung Taubat have been closed due to the Covid-19 pandemic. Ideally, in a policy or program, the benefits felt by the community can be maximal, or in other words, this benefit should be felt by the entire community involved in the program because these benefits are the result of the purpose of a program. If the benefits of a policy or program are less than optimal, there should be improvements in implementing the program's activities.

c. *Extent of Change*

The degree of change to be achieved from this thematic village program aims to improve the quality of the environment, reduce urban poverty and unemployment, increase the community's economic potential, and increase the competitiveness of SMEs whose end goal is to improve the welfare of the community. In the thematic village program, community participation is a benchmark of the success of this program, meaning that the more community participation, this program can be said to be successful. However, the participation of this community is less, the longer it decreases for participation in the implementation of activities in thematic villages so that thematic villages that can be said to be active there are only 23 thematic villages. Ideally, the benchmark of success in this program is achieving a goal in the thematic village. Thematic village oriented to SMEs should be more considered how the development of SMEs in thematic villages, because if this SME does not develop, this program can be said not to be maximal on its implementation.

d. *Site of Decision Making*

The Decision-making location in implementing the thematic village program is on districts and sub-districts. Coordination is carried out in this thematic village program to discuss the needs or needs of the thematic villages, namely from the thematic village chairman who coordinates directly to the sub-districts, then to the district. If this need requires a partner, the district will contact the partner, for example, the SME office for the development of business actors, to the agriculture office to ask for assistance related to crop seeds. So that the location of this biggest decision-making is in the coordinator of the local

area, namely districts and sub-districts, because Bappeda is only a facilitator for the program.

e. *Program Implementor*

Implementors are people in the thematic village program in the empowerment of SMEs ranging from Bappeda Kota Tangerang as the party who planned the program, Disperindagkopukm Kota Tangerang as a facilitator for the development of business actors, districts and sub-districts as regional coordinators in their respective thematic villages and thematic village managers as village managers. The thematic village program is also partnered or supported by the private sector for its management. Support from the private sector is like CSR PT Angkasa Pura II, thematic village program in addition to being supported by the private sector also supported by the local government such as PUPR Department, Department of Agriculture. Each SME in these thematic villages cooperates with Tokopedia marketplace named "Ayo Rangkul", Alfamart and Indomaret to supply SME products. However, SME products in Taubat Village and Anggursari Village do not have the same partner as in thematic villages. These business people are still selling products through offline individuals.

Regarding the obstacles and constraints on the thematic village program in the empowerment of SMEs in Kampung Taubat and Kampung Anggursari, the main problem is operational costs in village management. This thematic village program is not budgeted in writing in the Tangerang City Regional Budget. It should be in a program that there should be a particular budget used to carry out activities in the program. If this thematic village needs something for the implementation or development of the thematic village, it asks for help from the relevant agencies and private parties.

f. *Resource Committed*

The resources used in this program are financial resources (budget) and non-financial resources (development or infrastructure facilities). The sources of funds or budgets in this thematic village program are less than the maximum. Funds or budgets for this thematic village program are not listed in the Regional Budget of Tangerang City. It is not appropriate in government programs that have their budget to help the implementation of activities of the program. In the absence of a budget in a program, this can be an obstacle in implementing the program itself, and thematic village managers recognise this if the obstacles to implementing its activities are the absence of a budget. However, this year, there is an issue that all thematic villages get RP 10.000.000 but the funds do not exist until now.

In addition to requiring funds or budgets in a program, a policy or program also requires facilities and infrastructure. For facilities and infrastructure in thematic villages assisted by related agencies and partnered with the private sector is CSR PT Angkasa Pura II. However, most of them are given from CSR PT Angkasa Pura II for facilities and infrastructure in the thematic villages.

2. *Context of Policy*

a. *Power, Interest, and Strategy of Actor Involved*

The strategy used for the distribution and marketing of products in Taubat Village has been facilitated by Tangerang City's Disperindagkopukm offline and online. For offline distribution is in the centre of souvenirs of Tangerang City, which is located in the government centre of Tangerang City precisely in the MUI building. For online marketing, Tangerang City's Disperindagkopukm, in collaboration with the marketplace, is Tokopedia which is named "Ayo Rangkul", but for products from Taubat Village, that is Kripik Bonggol Pisang has not entered the marketplace. In addition, Tangerang City's Disperindagkopukm collaborates with Alfamart and Indomaret to supply SME products there, but for Kripik Bonggol Pisang have not been and even since the covid-19 pandemic is no longer in production. In contrast to Anggursari Village, which still exists in the sale of grape seedlings to this day, this shows a difference in the development of SMEs in the Neglasari District.

In addition to distribution and marketing facilitated by The Tangerang City's Disperindagkopukm, coaching and training for business actors are also facilitated by the Tangerang City's Disperindagkopukm. Taubat Village has often received coaching and training such as packaging, product innovation, and online marketing, but for Anggursari Village, there has never been training because Anggursari Village has been declared an independent village.

b. *Institution and Regime Characteristic*

The implementation of the thematic village program in the empowerment of SMEs involves several agencies or institutions. Their roles are different. Bappeda was a party that planned the program under the RPJMD of Tangerang City. Disperindagkopukm Tangerang City as the facilitator for SMEs in Tangerang City from training and coaching programs ranging from marketing, development for production and human resources, from the sub-district and village as parties who conceptualise thematic villages. Disperindagkopukm Tangerang City also as coordinators if thematic villages need things for the management of the village, the CSR of PT Angkasa Pura II is as a partner that the state has arranged to set aside a maximum of 4% corporate profit that must be distributed to the community.

c. *Compliance and Responsiveness*

Meetings discuss how to improve SMEs in thematic villages, the regular meetings are only for the village manager, but there are no meetings with related parties such as districts and sub-districts, only at certain times if invited to the meeting. Report and management of thematic village program carried out by the sub-districts directly to the thematic village to see the development there.

Conclusion

The implementation of the thematic village program in the empowerment of SMEs in Neglasari District has not run optimally because the thematic village program has no budget provided by the Tangerang City Government for the sustainability of the program's implementation. The ideal policy regarding a program has a budget provided. The budget can be used for thematic village operational costs (management costs, maintenance costs) and can also be used as a capital fund for business people in thematic villages. The distribution is not optimal and marketing of products for business people in Taubat Village, because until today Kripik Bonggol Pisang products that are typical products from Taubat Village are not displayed on the market anymore because no community are interested in this product, other than because there is no place or outlet in Taubat Village to sell this product, Kripik Bonggol Pisang is also not fully known by the wider community and even now it is no longer in production because it is failed to gain people's heart. Kripik bonggol pisang is not even in the marketplace tokopedia that called "Ayo Rangkul". It is different to Kampung Anngursari in terms of selling because they also educate their consumers to cultivate grapes besides selling grape seeds. This show further development from SME product in Neglasari District. The government only procures thematic village programs, but supervision and assistance are less considered for developing SME products.

Coaching or training in business people in thematic villages, facilitated by Tangerang City's Disperindagkopukm, for the village of repentance often gets training to develop the quality of the products produced, such as taste innovation and product packaging and marketing. However, unlike the case with Anggursari Village, which is considered a more existing business than Taubat Village, which has never received training or coaching, Anggursari Village has proven itself as an independent village has upgraded its economic power in its region. Then for the degree of change to be achieved in this case is community participation, as already explained in the thematic village program guidelines that the purposes of the thematic village program is also an increase in community concern and forms the identity of the village as a spirit in the implementation of regional development. However, for the management and continuity of activities in this thematic village, especially in Taubat Village and Anggursari Village, the surrounding community is not fully participating, only the manager who manages the village. Therefore, the participation of this community can make the thematic village develop because a program will not run well if the community does not support it.

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REGULATION

Peraturan Wali Kota Tangerang Nomor 92 Tahun 2020 Tentang Pedoman Pelaksanaan Kampung Tematik

Rencana Pembangunan Jangka Menengah Daerah Kota Tangerang Tahun 2019-2023

Undang-Undang Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah