

IMPLEMENTATION OF THE GOVERNMENT POLICY ON THE REVITALIZATION OF TRADITIONAL MARKET

(Case Study at Oro-Oro Dowo, Malang)

THESIS

This Thesis is Proposed to be Eligible to Achieve a Bachelor Degree at
Faculty of Administrative Science Brawijaya University

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FACULTY OF ADMINISTRATIVE SCIENCE

BRAWIJAYA UNIVERSITY

MALANG

2016

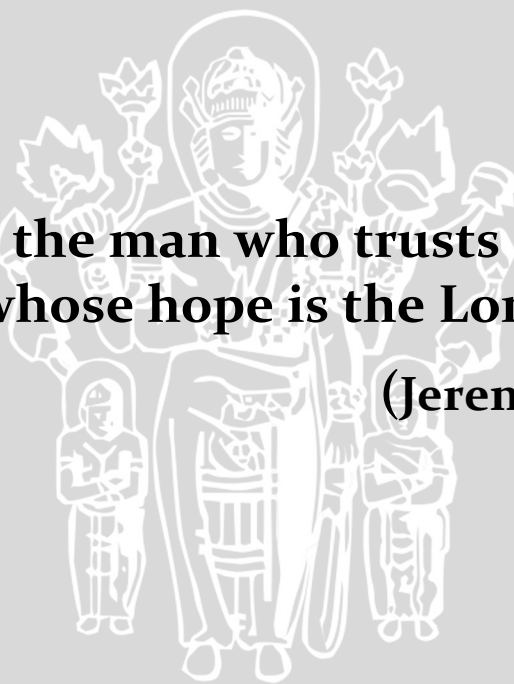
MOTTO

“Do your best and let God do the rest”

(Frissilia Ayu)

**“Blessed is the man who trusts in Lord,
and whose hope is the Lord”**

(Jeremiah 17 : 7)



UNDERGRADUATE THESIS LEGALIZATION SHEET

It has been examined and recommended for approval in front of Board of Undergraduate Thesis Examiners, Faculty of Administrative Science Brawijaya University, on:

Day : Tuesday

Date : December, 13th 2016

Time : 08.00-09.00

Undergraduate Thesis on behalf of : Frissilia Ayu Damayanti Gunawan

Title : Implementation of The Government Policy on The
Revitalization of Traditional Market (Case Study at
Oro-Oro Dowo, Market)

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RINGKASAN

Frissilia Ayu Damayanti Gunawan, 2016, **Implementation Of The Government Policy On The Revitalization Of Traditional Market (Case Study At Oro-Oro Dowo Malang)**, Pembimbing: Dr. Mardiyono, MPA ; Wike, S.Sos, M.Si, DPA, 122 Hal + XIII

Pasar Oro-Oro Dowo merupakan salah satu pasar yang ada di kota Malang yang menyandang penghargaan sebagai salah satu pasar terbersih, maka pasar ini diusulkan oleh Dinas Perindustrian dan Perdagangan kota Malang untuk mendapatkan revitalisasi agar memperbaiki citra pasar tradisional dengan citra pasar semi modern. Berdasarkan hal diatas, maka muncul pertanyaan bagaimanakah revitalisasi pada pasar Oro-Oro Dowo, kontekstualisasi yang ada pada revitalisasi Pasar Oro-Oro Dowo, dan apa saja faktor pendukung dan penghambat untuk revitalisasi pada pasar Oro-Oro Dowo. Tujuan dari penelitian adalah untuk mendeskripsikan dan menganalisis implementasi revitalisasi yang ada dalam revitalisasi pada pasar Oro-Oro Dowo, kontekstualisasi yang ada pada revitalisasi Pasar Oro-Oro Dowo, serta apa saja faktor pendukung dan faktor penghambat dalam revitalisasi pada pasar Oro-Oro Dowo.

Berdasarkan hal diatas, maka penulis memilih jenis penelitian deskriptif dengan pendekatan kualitatif. Penelitian ini dilakukan di Dinas Perindustrian dan Perdagangan kota Malang, Dinas Pasar kota Malang dan Pasar Oro-Oro Dowo, dengan fokus penelitian sebagai berikut: (1) Implementasi revitalisasi pada pasar Oro-Oro Dowo, a) Kebijakan dalam revitalisasi Pasar Oro-Oro Dowo, b) Kelompok sasaran dalam revitalisasi Pasar Oro-Oro Dowo, c) Aktor dalam revitalisasi Pasar Oro-Oro Dowo, (2) Kontekstualisasi yang ada pada revitalisasi Pasar Oro-Oro Dowo, a) Sosial, b) Ekonomi, c) Politik, (2) Faktor pendukung, a) Kerjasama dengan dinas terkait, b) Entusiasme pedagang dan faktor penghambat, a) Adanya PKL, b) Relokasi di sekitar lokasi pasar.

Hasil penelitian yang didapatkan penulis dari fokus penelitian implementasi revitalisasi pada pasar Oro-Oro Dowo dengan kebijakan dalam revitalisasi, kelompok sasaran, aktor yang ada pada revitalisasi Pasar Oro-Oro Dowo. Serta adanya kontekstualisasi yang ada pada revitalisasi Pasar Oro-Oro Dowo terdiri dari faktor sosial, ekonomi, politik. Faktor pendukung yaitu kerjasama antara dinas atau instansi terkait dan antusiasme dari para pedagang dan faktor penghambat yaitu adanya PKL dan relokasi di sekitar lokasi pasar.

Dari hasil penelitian, terdapat beberapa saran yang dapat diberikan oleh peneliti yaitu lebih mensosialisasi para PKL dan pemilik kios ilegal serta pemberian tempat yang lebih layak pada pedagang saat relokasi sedang berlangsung.

Kata kunci : Implementasi, Revitalisasi, Pasar Oro-Oro Dowo

SUMMARY

Frissilia Ayu Damayanti Gunawan, 2016, **Implementation Of The Government Policy On The Revitalization Of Traditional Market (Case Study At Oro-Oro Dowo Malang)**, Supervisors : (1) Dr. Mardiyono, MPA. (2) Wike, S.Sos, M.Si, DPA. 122 Pages + XIII

Oro-Oro Dowo Market is one of markets in Malang City that bears awards as one of the cleanest markets, therefore this market was proposed by Industry and Trade Local Bureau of Malang City to be revitalized as an effort to rebuild the image of traditional market towards semi-modern market. Based on the explanation, then it comes a question about how Oro-Oro Dowo market is revitalized, the contextualization of revitalization on Oro-Oro Dowo Market, and also what supporting and constraining factors are in revitalizing Oro-Oro Dowo Market. The purposes of this research are to describe and to analyze the implementation of revitalization which happens in Oro-Oro Dowo Market revitalization, the contextualization of revitalization on Oro-Oro Dowo Market and also to describe and analyze the supporting and constraining factors in revitalization of Oro-Oro Dowo Market.

Based on the matters above, the researcher has used descriptive research with a qualitative approach. This research was done in Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City, and Oro-Oro Dowo Market, meanwhile the focuses of this research are: (1) Implementation of Oro-Oro Dowo Market revitalization, a) Policy On Oro-Oro Dowo Market revitalization, b) Target group in Oro-Oro Dowo Market revitalization, c) Actors in Oro-Oro Dowo Market revitalization, (2) Contextualization of Revitalization on Oro-Oro Dowo Market, a) Social, b) Economic, c) Politic, (3) Supporting factors, a) Cooperation with related institution, b) Traders enthusiasm and the constraining factors in Oro-Oro Dowo Market revitalization, a) Street vendors, b) Relocation.

The result of research that have been obtained based on the research focuses of the implementation of Oro-Oro Dowo Market revitalization is it can be concluded that the idealized policy, target group, and actors has been fulfilled the implementation target of revitalization. The contextualization consist of the social, economic and politic factor. The supporting factors from the research are the existence of partnership between many bureaus or related institutions and the enthusiasm from traditional traders, meanwhile the constraining factors of this research are the existence of street vendors and relocation that is located near the market. Based on the research results, there are some suggestions that can be given by the researcher which government should do more socialization to the street vendors and illegal stalls and also should give a relocation place to traders that more proper while relocation process is running.

Keywords : Implementation, Revitalization, Oro-Oro Dowo Market.

PREFACE

Praise to the Lord Jesus Christ that has bestowed His love and grace, so that the author could finish this minor-thesis entitled : **“IMPLEMENTATION OF THE GOVERNMENT POLICY ON THE REVITALIZATION OF TRADITIONAL MARKET (CASE STUDY AT ORO-ORO DOWO MALANG)”**.

This thesis is the final assignment to propose to fulfill the prerequisite to gain the degree for Bachelor of Public Administration on Faculty of Administrative Sciences, Brawijaya University, Malang.

In conscious way, the author realizes that the writing process of this would not be done without the helps and encouragements from others. Thus, in this chance, the highest gratitude is addressed to :

1. Prof. Bambang Supriyono, M.Si as the Dean for Faculty of Administrative Sciences, Brawijaya University, Malang.
2. Dr. Choirul Saleh, M.Si as Head of Public Administration Department for Faculty of Administrative Sciences, Brawijaya University, Malang.
3. Dr. Lely Indah Mindarti, M.Si as Head Program of Public Administration for Faculty of Administrative Sciences, Brawijaya University, Malang.
4. Dr. Mardiyono, MPA as Supervisor and Wike, S.Sos, M.Si, DPA as Co. Supervisor that have given encouragement, direction, as well advices during the writing process. Thank you for being patient in sharing the knowledge and guiding me during the process.

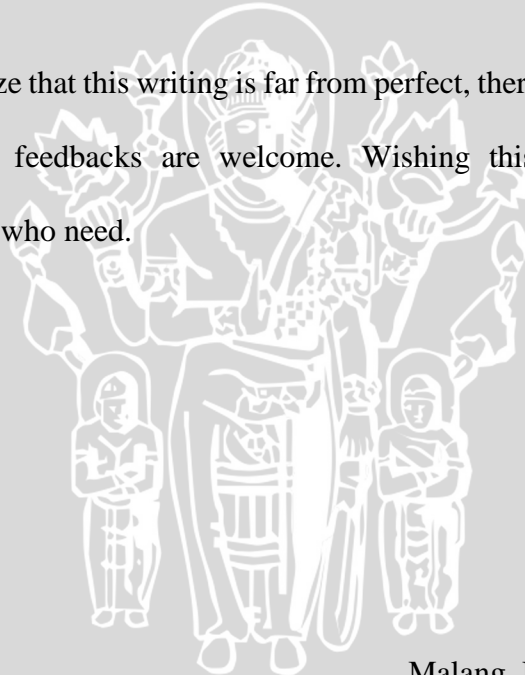
5. All the staffs/employees of Faculty of Administrative Science in Brawijaya University, who have helped who helped during thesis writing.
6. My parents, Mama and Papa that always pray, support, motivate, and encourage therefore this thesis could be done, as well as support from Mami and Alm. Papi that keep giving encouragement and support all this time. Also to big family, all aunties and uncles, also all of brothers and sisters as well as other relatives that keep encouraging. Thank you for making me as your pride, this success is from your pray and love. Your love never fails me !
7. Septyan Yermia Chandra as life partner and my lover. Thank you for your prayer, support, encouragement, and love that never run out. Wishing this could be better beginning for us. Love you !
8. Second family in the dormitory, Dhise, Ammanda, Putri, and Shinta also the others friends in Griya Hendar that always give me support, laughter, love, and advice to me in ups and downs.
9. Lovely comrades, friends in ups and downs, alumni of SMP Negeri 1 Waru, SMA Negeri 1 Waru, and also all of my friends from GMS church. Thank you for the laughter and many stories as well as support all this time.
10. Mentioning as well, Mrs. Endang Sri Sundari as Head of Oro-Oro Dowo Market, Mr. Tri Rudi Irawanto as Promotion Section Head of Trade in Industry and Trade Local Bureau of Malang City, Mr. Sutarto Hartomo,

SH as Division Head of Data Collection in Market Local Bureau of Malang City that helped during the writing process.

11. Classmates from K-Class Public Administration batch 2012, thank you for the ups and downs, I am proud of being the part of you guys. Especially for Laili Fadhlun Nisak, thanks for being the best partner all the time. All the best for us !

12. To all people who have helped, encouraged, and motivated me to finish this writing, thank you so much for your kindness. God bless you all !!!

At last, I do realize that this writing is far from perfect, therefore it is expected that any constructive feedbacks are welcome. Wishing this thesis could be beneficial for the ones who need.



Malang, December 5th 2016

Researcher

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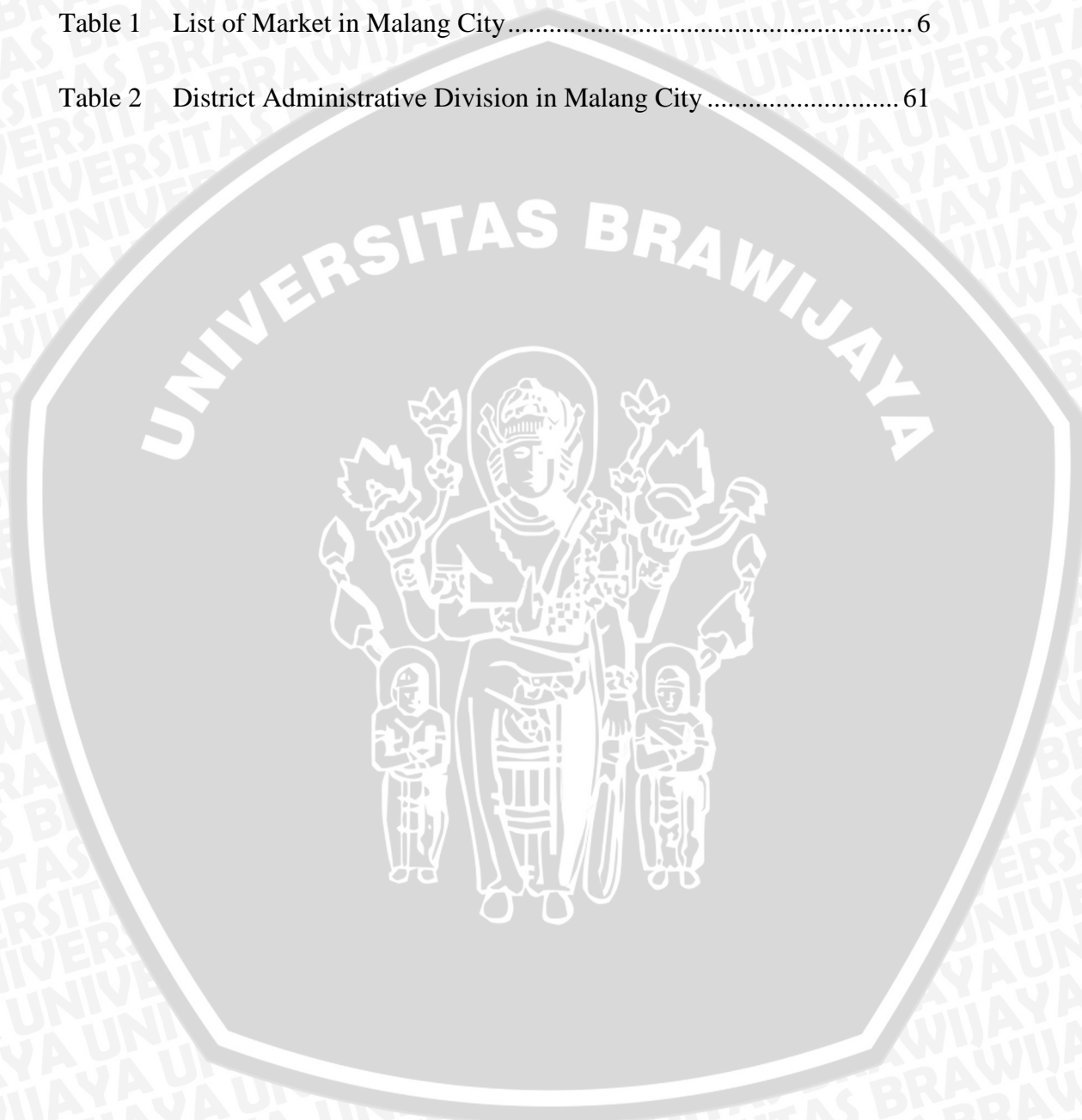
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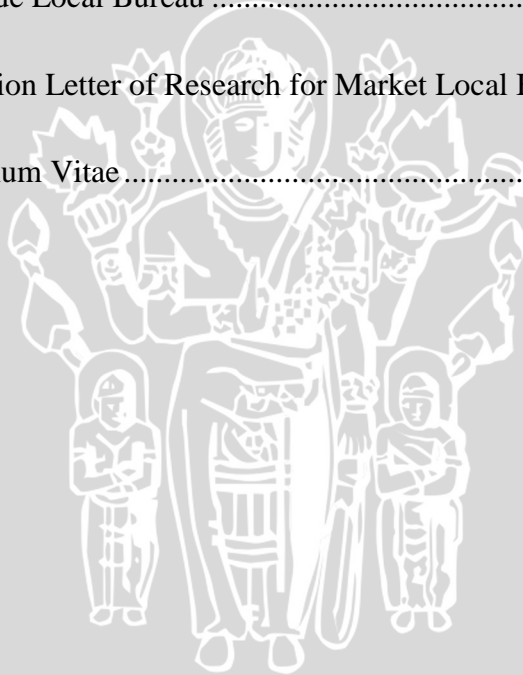


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CHAPTER 1

INTRODUCTION

A. Background

Indonesia is belong to developing countries. Development, according to Siagian (1988), is an effort or series of effort for planned growth and change that is done consciously by a nation, state and government, directed to modern nation empowerment. Development is a matter of change towards better social welfare. Development comprises of physical and non-physical development (Kuncoro, 2010). By managing a prompt development, it is expected that it manages to embrace all people life aspects. As mentioned earlier the included impact of the development is achievement of social welfare that distributed to regional areas. Based on Presidential Regulation No. 8 of 2008 concerning Phase, Arrangement of Procedure, Controlling, and Regional Development Planning Implementation Evaluation, regional development themselves are resources utilization in purposing to have welfare improvement of people for income, employment opportunity, business field, policy decision access, competitiveness, and even the increasing of human development index.

Regional development is certainly a purpose or goal to achieve its successful both in structure and material in the area. Due to that necessity to achieve the objective, it requires legal basis or policy to regulate and succeed in achieving the resolution of a problem. As mentioned by Carl Frederic (Agustino, 2008) he

says that, "Public policy as a series of proposed actions/activities by a person, group, or government in a particular environment where there are obstacles (difficulties) and possibilities (opportunities) where that policy is proposed to be useful to overcome in order to achieve the desired objectives". Policy provides guidance on the basic foundation of the development work that has directions for the application or implementation of that development goal through a program or project.

Some policies that are issued by the government are intended to solve the problems that occur in the community. One of those programs is the revitalization. Revitalization is a process or way and act to revive something that previously empowered (Kamus Besar Bahasa Indonesia, 2016). Revitalization program that is currently being viably carried out is market revitalization program. As it is known, the current traditional market began to be left behind by the community because it is displaced by the presence of modern markets such as minimarket and the malls that exist mostly. The purpose of this revitalization itself is for the role reinforcement of traders, buyers and market management board so the traditional market can compete with the modern market.

Targers of the revitalization of the market are:

- a. The change from "the face" of traditional markets to become more hygienic, more comfortable and more orderly.
- b. Prioritize the interests of traders and consumers.

- c. Encouragement of traders awareness in conducting environmental sanitation, health and hygiene products to sell.
- d. Encouragement of public and traders awareness towards the importance of quality and safety attributes of the product. (Ministry of Trade, 2016)

The legal bases of the revitalization program are:

- a. The Republic of Indonesia Act No. 3 of 2015 concerning The Amendment of Act No. 27 of 2014 concerning State Budget for 2015
- b. Government Regulation No. 7 of 2008 concerning De-concentration and Co-Administration Task
- c. Presidential Regulation No. 112 of 2017 concerning Arrangement and Development of Traditional Market, Shopping Centre, and Modern Shop
- d. Presidential Regulation No. 4 of 2015 concerning 4th Amendment on Presidential Regulation No. 54 of 2010 concerning Government Goods/Service Procurement
- e. Minister of Public Works Regulation No. 45/PRT/M/2007 concerning The Technical Guidance of State-Owned Building Construction
- f. Minister of Trade Regulation No. 70/M-DAG/PER/12/2013 concerning The Amendment on Minister of Trade Regulation No. 53/M-DAG/PER/12/2008 concerning The Arrangement and Development Guidance For Traditional Market, Shopping Centre, and Modern Shop

- g. Minister of Trade Regulation No. 42/M-DAG/PER/10/2010 concerning The Management of Construction and Development Activity for Distribution Facility through Co-Administration Task Fund
- h. Minister of Finance Regulation No. 53/PMK.02/2014 concerning Standard of Input Cost to Budget for 2015
- i. Minister of Finance Regulation No. 257/PMK.02/2014 concerning Budget Revision Procedure for 2015
- j. Minister of Trade Regulation No. 48/M-DAG/3/2015 concerning The Guidance for Construction and Management of Trade Distribution Facility
- k. Ministry of Trade Regulation No. 20/M-DAG/3/2015 concerning Governor or Regent/Mayor Assignment in the Implementation of Construction and Development for Distribution Facility that is Funded through Co-Administration Task Fund from Revised State Budget for 2015
- l. The Republic of Indonesia Minister of Trade Decree No. .../M-DAG/KEP/3/2015 concerning Finance Management Officer Assignment for Distribution Facility Construction and Development Activity that is funded through Co-Administration Task Fund from Revised State Budget for 2015

Market revitalization must be done because of many modern markets such as minimarket, supermarket and even hypermarket in metropolitan cities have penetrated even to a small town in Indonesia, and the demands and consequences

of modern lifestyle is growing in our society. Due to that, market revitalization needs to be done so that the traditional market can compete with modern market, besides that, traditional market has important role for the public which cannot be fully replaced by modern markets. (Ministry of Trade, 2016)

This revitalization policy is implemented in several markets in Indonesia and one of them is in Malang City. Malang City is one of big cities in Indonesia that has area around 110.06 km². It has population in amount of 820,243 people according to 2010 data that comprises of 404,553 males population, and females population are in amount of 415,690 people. Population density is approximately 7,453 people per square kilometer. It is spread in 5 districts (Klojen = 105,907 people, Blimbing = 172,333 people, Kedungkandang = 174,447 people, Sukun = 181,513 people, and Lowokwaru = 186,013 people). Malang City are divided into 57 sub-districts, 536 units of Rukun Warga, and 4011 units of Rukun Tetangga (Malangkota, 2016).

Malang City is the second largest city in East Java that has several traditional markets spread across the region. That spread of markets have been grouped into several classes or grouping. List the existing market in Malang City based on Market Local Bureau of Malang City are as follows:

Table 1: List of Market in Malang City

PASAR KELAS I	PASAR KELAS II	PASAR KELAS III	PASAR KELAS IV
Pasar Besar	Pasar Mergan	Pasar Embongbrantas	Pasar Bareng
Pasar Baru Barat	Pasar Gadanglama		
Pasar Blimbing	Pasar Bunga	Pasar Kotalama	
Pasar Tawangmangu	Pasar Burung	Pasar Lesanpuro	Pasar Nusakambangan
Pasar Dinoyo	Pasar Sawojajar		
Pasar Klojen	Pasar Kebalen	Pasar Kedungkandang	Pasar Talun
Pasar Induk Gadang	Pasar Baru Timur		
Pasar Oro-Oro Dowo			
Pasar Bunul			
Pasar Kasin			
Pasar Sukun			
Pasar Buku Wilis			
Pasar Madyopuro			

Source: Secondary Processed Data from Market Local Bureau of Malang City, 2016

Based on the data presented above, it can be seen that the traditional market in Malang City is quite a lot and have been grouped into certain classes. That class can be defined as a grouping on the large number of traders who sell or operate in those markets. On one of the markets-- Oro Oro Dowo Market can be seen that it is grouped into class I. It is because the number of market traders reaches 200 people and since it is located in the city center.

Referring to Oro-Oro Dowo Market, which is one of the first class market, and also the market that has been established since 1921 is the first market with the Dutch heritage building so that the market is also included in the government's cultural heritage. However, there was a part of market building

that is no longer convenient to use to sell due to the impression of a dirty and untidy posed, therefore the government decided to do the revitalization in order to create the impression of the traditional market will turn out to be modern that is neat, orderly, and clean for supporting the convenience of selling and buying activity for the public. Revitalization that was conducted is the program of Industry and Trade Local Bureau of Malang City in cooperation with the Market Local Bureau of Malang City and coordinated with the Oro-Oro Dowo Market. Having supported 7 billion rupiah from the Trade and Industry Local Bureau of Malang City, it was expected that the revitalization of Oro-Oro Dowo Market will be a better traditional market it is built modernly, so it can be a pilot market for other markets in the city. In addition, the revitalization was also for adding facility and infrastructure. Thus, hopefully the revitalization of the building is not just about changing the market to be better, but also changed the management of the market that includes market board, traders/sellers and buyers in the market. Revitalization of the market must be carried out because of the many modern markets such as minimarket, supermarket and even hypermarket in metropolitan cities have penetrated even to a small town in Indonesia, and the demands and consequences of modern lifestyle is growing in our society. Due to that, market revitalization needs to be done so that the traditional market can compete with modern market, besides that, traditional market has important role for the public which cannot be fully replaced by modern markets. (Ministry of Trade, 2016)

According to the background and the explanation of that problem, the researcher comes with the research entitled "Implementation of the Government Policy on the Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)"

B. Research Question

Based on background above researcher formulates that the research problem as follows :

1. How is the revitalization implementation in Oro-Oro Dowo Market in Malang City?
2. How is the contextualization of revitalization on Oro-Oro Dowo Market in Malang City?
3. What are supporting and constraining factors for the revitalization on Oro-Oro Dowo Market in Malang City?

C. Research Objective

This research aims to describe and to analyze as it follows:

1. To describe and to analyze the policy implementation that has been made by Regional Government of Malang City in revitalization of traditional market on Oro-Oro Dowo Market in Malang City
2. To describe and to analyze the contextualization of revitalization on Oro-Oro Dowo Market in Malang City

3. To describe and to analyze the supporting and constraining factors in revitalization of traditional market on Oro-Oro Dowo Market in Malang City

D. Research Contribution

The result of this research is expected to give benefits as follows :

1. Academic

The result of this research is expected to be able to contribute towards the development of Public Administration Science as well to be used as information of revitalization policy of traditional market and as reading and reference for the upcoming research that will research and discuss the problem about revitalization policy of traditional market.

2. Practice

In knowing the concept and implementation of revitalization in real and being able to carry out the related theory to traditional market revitalization. As well as additional knowledge for the institution and reader that is interested to know the revitalization policy on traditional market.

E. Outlines Writing

This research is arranged according to the principal that is written systematically which comprises of five chapters consecutively and related each other in objective to make it easier to be understood the writing flow of this research. The writing systematic in this research is :

CHAPTER I INTRODUCTION

This chapter discuss about the research background, research question, research objective, research contribution, and outlines of writing.

CHAPTER II LITERATURE REVIEW

This chapter contains the descriptions of theory about public policy, public policy implementation, concept of program, revitalization and market.

CHAPTER III RESEARCH METHOD

This chapter describes about the research type, research focus, research location and site, type and source of data, data collections, research instrument as well data analysis.

CHAPTER IV DISCUSSION

In this chapter, it discuss about the researched data as well its problem discussion in accordance to the research focus and data collection, analysis, and interpretation.

CHAPTER V CONCLUSION

In this last chapter, it contains the conclusion of the research and its recommendation that is delivered by the researcher in relation with the research problem. In the conclusion, it discusses the important features mainly. Meanwhile in recommendation part, the researcher will deliver his inputs.

CHAPTER II

LITERATURE REVIEW

A. Public Policy

1. Definition and Concept of Public Policy

Dye (Islamy, 2003) defined public policy as the authoritative allocation of value for the whole society. Meanwhile, Duncan Mac Rae, Jr and James A. Wilde (Islamy, 2013) gives policy and public policy definitions as, "A chosen course of action significantly affecting large numbers of people is a policy, if chosen by government, it is public policy". First opinion emphasizes the form of action about allocation of value authoritatively by government to all societies. Meanwhile the second opinion, it more emphasizes on the aspects of actions that is done by government that is affecting large numbers of people". Carl Frederic (Agustino, 2008) says that, "public policy as a series of actions or activities that is proposed by a person, group, or government in a certain environment where there are obstacles (difficulties) and possibilities (opportunities) where that policy is proposed in order to be useful in resolving it to achieve the meant purpose".

A policy basically is made and implemented based on the linkage between government, society, and its environment. At first, public policy is not something that is hard to understand. However the trait of public policy as the part of an activity that can be understood well if it can be explained in some categories (Agustino, 2008), they are :

- a. Policy demands is a demand or need or claim that is made by society individually or in a group officially in the political system because of the problem they experience.
- b. Policy decision is decision that is made by public officer that commands to give direction on policy activity.
- c. Policy statement is formal statement or articulation from the determined policy decision.
- d. Policy output is the real embodiment from public policy. In another word, something that is really done based on the decision or policy statement. Briefly it is said that policy output is towards what have been done by government.
- e. Policy outcomes is consequence of policy that is received by society for the wanted or even the unwanted one, from what has been done or what has not been done by government. (Agustino, 2008)

From the explanation above then it can be concluded that policy is an action that is done by a person or group that can influence on big part of people to resolve the existing problems in the community.

2. Characteristic of Public Policy

A policy is basically created and implemented based on the linkage between government, society, and environment. In a concept of public policy, it contains implication in it. According to Anderson (Winarno, 2014) characteristics of public policy is as follows:

- a. Public policy is an action that has certain, organized, and measurable purpose and meaning. Public policy is not something that is taken for granted. It has passed proper planning process by public policy actors.
- b. A public policy is not just conceived as a written product but also through the implementation stage and its execution. That means it is not only the formality of a policy to be made, but also it has the supporting stages in the implementation process.
- c. In a public policy, it has also considered the thing that will or can be happened after that policy is implemented.
- d. Public policy can be in the form of positive and negative. In this case, the linkage towards involved actors in determining the policy.
- e. Public policy has character to enforce legally where this is not owned by private organization policies. (Winarno, 2014)

From the explanation above then it can be concluded that public policy is an action with a certain purpose with the involvement public policy actor and having legal forcing characteristic for its implementation.

3. Actor of Public Policy

Involved actors in public policy can be generally categorized into three elements, namely public actors, private actors and community actors. The three actors mutually play role in a process of public policy making. Actor of public policy and its role, they are :

a. Government.

The role of government in implementing public policy is to set government regulation (Peraturan Pemerintah/PP), to implement the law (UU), to set a presidential decree (Keppres or Decree), to set its below instructions in order to implement the provisions of the Constitution, TAP MPR, UU, and PP.

b. Non Departmental Government Institutions.

Role of Non Departmental Government Institutions in public policy is to set rules that are technical in nature, namely the implementing regulation of the law that is higher in term of its level.

c. General Directorate (Direktorat Jenderal).

The role of the General Directorate in public policy is to set the implementing regulations that are technical in nature in their respective fields.

d. Other state bodies.

The role of other state bodies in public policy is to issue or to set legislation that provides details of the provisions of the legislation that governs the duties and functions in each division.

e. Provincial government.

The role of the provincial government in public policy is to set provincial regulation (Perda Provinsi) with the approval of the provincial parliament.

f. Regency/City Government.

Role of Regency/City Government in public policy is to set the regulation of the regency/city (Perda Kabupaten atau Kota) with the approval of Regency/City parliament.

g. Provincial Parliament.

Role of Provincial Parliament in public policy is to set provincial regulation (Perda Provinsi) together with the local government of regency/city. (Unitomo, 2010)

Based on the previous explanation, it can be deduced that in the policy making process there are many factors of public policy that are linked each other, in this case is that of the government. It is because from the highest level of government up to the lowest level government, they have important task or role, then, if one of those actors cannot run properly, the public policies that have been established will not be done well and on target.

4. Stages in Public Policy

The process in the making of public policy is an important and complicated action that is undertaken by the government after discovering the existence of a problem related to administrative matters. Policy formulation process must go through several stages as it has been described by Dunn (Winarno, 2005):

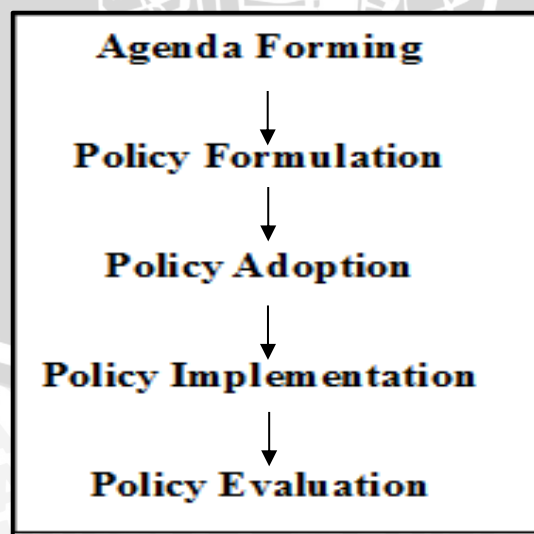


Figure 1 : Stages of Public Policy
Source: Winarno (2007)

Here are the few stages in the process of public policy making :

a. Agenda Forming Stage

Appointed officials put the issue on the policy agenda. Previously this issue competes in advance to be entered into the policy agenda. In the end, some problems get into the policy agenda of policy makers. In this stage, the issue might not be touched at all, while other issues are set to be the focus of the discussion, or there is a problem because of certain reasons is postponed for a long time.

b. Policy Formulation Stage

Problem that has been entered into the policy agenda then is discussed by policy makers. This problem is defined and subsequently to be looked for the best solution for it. Solving that problem comes from a variety of existing alternative or policy options (policy alternative/policy options). Similarly, the struggle of a problem to get into the policy agenda of each alternative competes to be chosen to solve the problem. In this stage, each actor will "play" to propose the best solution.

c. Policy Adoption Stage

From many policy alternatives that offered by policy makers, in the end, one of those policy alternatives is adopted with the support of majority of the legislature, between the director of the institution or judicial decision.

d. Policy Implementation Stage

A policy program will only be the records of the elite, if the program is not implemented. Therefore, the policy program decisions that have been taken as the alternative solution must be implemented, which is carried out by administrative bodies and government agencies in subordinate level. Policies are implemented by administrative units that are mobilizing financial and human resources. In the implementation stage, various interests compete against each other. Some of the implementations of the policy have the support of the implementers, but others may be opposed by the executor.

e. Policy Evaluation Stage

In this stage, a policy that has been implemented will be assessed or evaluated, to see in which extent to the policies that have been made are able to resolve the problem. Public policy is basically made to achieve the desired impact. In this case, it is solving the problem that is faced by the community. Therefore, it is set measurements or criteria that form the basis for assessing whether public policies have achieved the desired impact.

The conclusion from the above explanation is that in order to achieve a responsible policy formulation, each policy makers have to go through five stages. These stages must be done to transform political inputs into political outputs. Through the five stages, it will be easier for people to understand

each policy and it can be seen how successful the policy in line with the expected target.

B. Public Policy Implementation

1. Definition of Public Policy Implementation

Policy implementation is the word from English of implementation which in Bahasa Indonesia it means implementation as in Kamus Besar Bahasa Indonesia it means its implementation and application. Based on Abdul Wahab (1991) policy implementation is important matter even far way more important than policy making. Policy implementation is crucial matter in public policy study.

Policy implementation is a stage of policy making between the establishment of a policy according to Edward III (Abdul Wahab, 1991). In the process of policy, implementation is important matter and back again to be emphasized by Santoso (Suryadi and Budimansyah, 2009) that policy implementation is activities that are done to run a policy effectively and also as the implementation of various program that is meant in a policy. This is an aspect of really difficult policy process in determining the result from certain policy.

Gordon (Suryadi and Budimansyah, 2009) said that implementation with regard to various activities are aimed in the realization of the program. In this case, the administrator set up the way of organizing, interpreting and implementing policies that have been selected. Organizing is to manage the resources, units and methods in conducting the program. Interpreting is to

translate the language or terminologies of program into plans and instructions that are not acceptable and flexible. Implementing means to using instruments, working or providing routine services, and making those payments. Implementation in other words means the stage of realization of its objectives or program. Things need to be prepared in implementation, which is to think and calculate carefully the various possibilities of success and failure, as well as the barriers and opportunities that exist within the organization to run the program.

Mazmanian and Sabatier has formulated a state policy implementation process in more detail, namely:

Implementation is the execution of the basic policy decisions, usually in the form of legislation, but can also in the form of important executive orders or decisions or judicial decision. Typically, the decision identifies the problem to be addressed, mentioning explicitly the goals/targets to be achieved, and various ways to structure/manage the implementation process. This process takes place after going through a number of stages, usually preceded by stage of the legislation legalization, then the output of policy in the form of implementation of the decisions by the institution. Willingness of implementation is implemented by the target groups, the real impact either desired or not from the output, the impact of decisions, and ultimately improvements to respective laws/regulations. (Abdul Wahab, 1991)

The theory of implementation according to Van Meter and Van Horn (Abdul Wahab, 2004) states that the differences in the implementation process will be influenced by the nature of the policies to be implemented. This theory also offers an approach that tries to link between the policy issues and the implementation and conceptual model which imputes wisdom with job performance.

It is also emphasized by these experts that change, control and compliance of the act are important concepts in the implementation procedures. Utilization of these concepts in the issues is needed to be examined within what constraints that happen in introducing change in organizations. Therefore, the experts made a typology of policy by the amount of each change that would result in range or scope of the agreement on objectives among the involved parties in the implementation process.

2. Function of Public Policy Implementation

Implementation function is to create a relationship that allows the objectives or goals of public policy which manifested as "outcome" or end result of the activities undertaken by the government. Implementation function also includes the creation of what is in the science of public policy or the so-called "policy delivery system" that is a system of delivery/forwarding public policy that consists of the certain desired ways or means, so that the policies which are still abstract in the form of general statement containing goals, objectives, and various kinds of ways that is translated into more operational programs (action programs) which all of them have the intention to realize the objectives or goals that is set in the policy. It is understandable why the various programs may be deliberately developed to attain the objectives of the policy. Then it can be concluded that the function of public policy implementation is about how the continuity of public policy that comprises of expected certain ways and means can be implemented in more rational program or action to implement that policy.

3. Approaches of Public Policy Implementation

According to Abdul Wahab (1991), approaches that are often used in the process of policy implementation are as follows:

a. Structural Approach

In this approach, belief in universal principles and good organization now must be changed. Specific organizational structure is only matched by the type of task and also a particular environment because the different characteristics among organizations.

b. Procedural and Managerial Approach

In this approach, it emphasizes the managerial procedures and relevant management techniques. Completion of each task can be estimated to be completed exactly on a certain time period.

c. Behavioral Approach

This approach is more focused on the people's behavior towards a policy that often occur rejection. This rejection is due to the lack of understanding of created policy. Since the beginning, there should be made clear about the reasons, goals and objectives that are needed as well deliberation to be able to provide a deeper understanding and eventually be able to support the successful implementation of the policy.

d. Political Approach

This approach means that the success of a policy will ultimately depend on the ability and willingness of influential groups in imposing its will. This approach in this word refers to the patterns of power and influence within the organization. (Abdul Wahab, 1991)

Several approaches that has been explained previously have similarities that can be concluded i.e they have similarities to support the success of implementation of a public policy.

4. Models of Public Policy Implementation

Implementation of the policy is a study in which there are some models that have the purpose to understand the policy implementation process. The main purpose of the creation of model of policy implementation is to replicate, explain, predict, try and test hypotheses (Abdul Wahab, 2011). It is

known there are two models in the implementation of policy by Abdul Wahab (2011), namely:

a. Policy Implementation Model of Van Metter and Van Horn

Van Metter and Van Horn formulated a model of top-down approach called A Model of Policy Implementation. The implementation process is an abstraction or performance of a policy implementation that is basically deliberately done to achieve the performance of a high public policy implementation that takes place in relation to various variables. According to Van Metter and Van Horn there are six variables that affect the implementation:

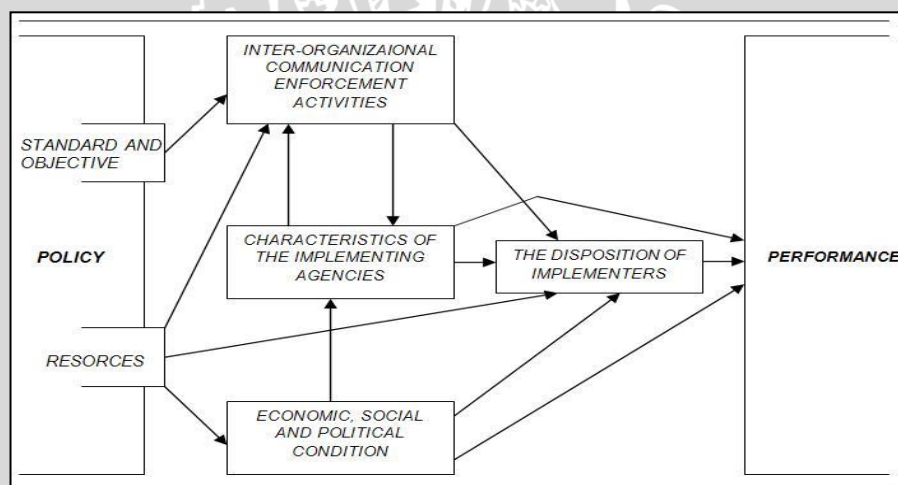


Figure 2 : Policy Implementation Model of Van Metter dan Van Horn
Source: Hill and Hupe (2002)

1. Standard and Objective of the Policy

The performance of the policy implementation can be measured its rate of success if the standard and objective of the policy is realistic with the existing socio-cultural condition in the level of policy implementer. When the standard of the policy or the policy

objectives is too ideal to be implemented at the level of the citizens, it would be difficult to realize the policy until the point that can be said to be successful.

2. Resources

The success of a policy implementation process is highly dependent on the ability to utilize the available resources. The most important resource in determining the success or failure of a policy is the man himself. The overall implementation process has their particular stages that require qualified human resources in accordance with the work that implied by the issued policy politically. However when the competence and capability of the resources are nothing, it will be very difficult to expect the performance of public policy itself.

3. Characteristic of the Implementing Agency

Formal and informal organization is the main attention on implementing agency that will be involved in the public policy implementation. This becomes really important because the policy implementation performance will be largely influenced by the right and matched characteristic of its implementing agency.

4. The disposition of the Implementer

The success of a public policy is also influenced by the acceptance or rejection from the implementing agency. That matter can happen because the implemented policy is not the formulation result of locals that knows well the problem that they experience. The policy

that will be done is the policy of top-down that is really possibly the decision maker does not know the real need, desire and problem that people may want to resolve.

5. Inter Organizational Communication Enforcement Activities

The right mechanism in public policy implementation is coordination. Mistakes will be minimally happening if there is better coordination and communication among involved parties in the implementation process.

6. Economic, Social, and Political Condition

The failure of implementation performance can be cause by the existence of economic, social, and political condition that are not condusive. That is why the attempt to implement policy should pay attention towards the condusivity of external environment condition. This variable come from Van Metter and Van Horn, (Abdul Wahab, 1991)

b. Policy Implementation Model of George C. Edward III

Policy implementation model that is stated by George C. Edward III is policy model of Direct and Indirect Impact on Implementation that is a policy model that comprises of four variables in determining its success to implement the policy, namely :

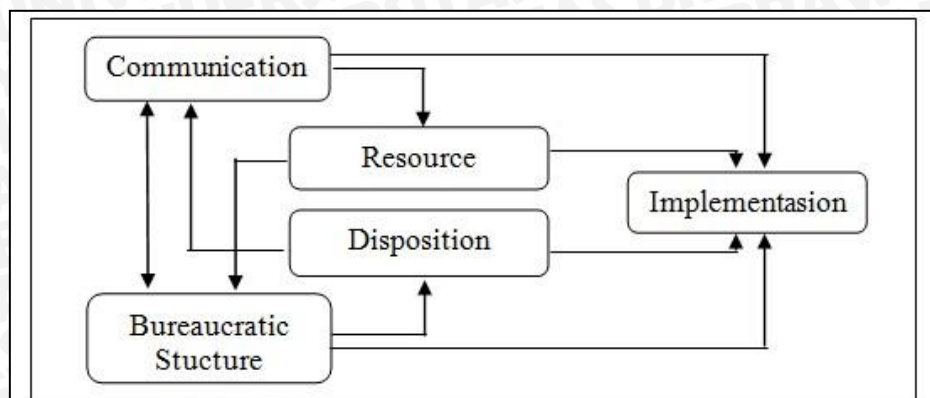


Figure 3 : Public Policy Implementation Model of George C. Edward III
Source: Widodo (2011)

1. Communication

Edward talks about three important things in his policy formulation process which are transmission, consistency, and clarity. According to him, the first requirement for effective policy implementation is that they must implement decisions to know that they should do.

2. Resource

Important factor in public policy implementation is resource that includes capable staff as well good competency to do their jobs, authority and facilities that is needed to translate the originality on paper in order to run public services.

3. Disposition

The third factor that becomes important consequence from policy implementer is that disposition. If the implementer behaves well towards a certain policy and this means there is support then possibly they run the policy as what was wanted by the early decision makers. It happen oppositely if the behavior of policy implementer is different with the decision maker then the implementation process of a policy will become harder.

4. Bureaucratic Structure

One of agencies that really often even become the whole policy implementer is bureaucratic. To be consciously or not, it chooses the form of organizations for collective agreement in order to resolve social problems in modern life. They are not only in the government structure but also in the other private organization even in educational institutions and sometimes a bureaucratic system is deliberately made to run particular policy.

Policy implementation model of Donald Van Metter and Carl Van

Horn with the model of George C. Edward III do not have much of a difference. In essence, these two models have the view that there are

three important factors in policy implementation. These factors are 1) human resource, 2) personnel in the field, and 3) communication.

c. Policy Implementation Model of Smith

This model sees public policy implementation process from the perspective of socio-political change. Usually it is done towards government policy that is having objective to create the change or improvement on target group (the dimension is target group). There are 4 variables that is related to the implementation process according to Smith (Tachjan, 2006), as follows :

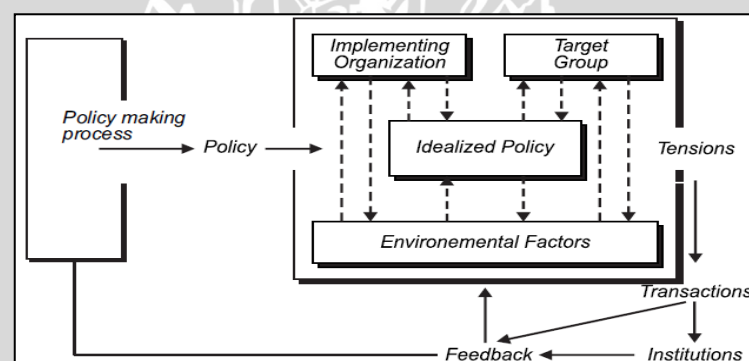


Figure 4: Policy Implementation Model of Smith
Sumber: Tachjan (2006)

1. Idealized policy, it is interaction patter that is being idealized by the formulator in purpose to push target group to implement the policy. In a public organization, communication often becomes very difficult and complex process. Information giving process that is from up to the bottom in an organization or from one organization to another, and to other communicator, often gets distortion whether it is intentionally or not. If the communication source differently gives

interpretation or inconsistent towards a standard or objective, or the source of information gives the same conflicting interpretation then the policy implementation will be difficult to be done intensively. Therefore, the effective policy implementation prospect really depends on communication to all the policy implementer that has to be accurate and consistent. In addition, coordination is the effective mechanism in policy implementation. Better communication coordination among involved parties in implementing the policy, then the mistake can be minimalized, and vice versa.

2. Target group, it is the part of stakeholders that is expected to be able to adopt the expected interaction pattern. They are the part of stakeholders that is expected to be able to accept and adjust towards interaction pattern that is determined by the policy. The success of an implementation process is seen from how the response of target group. If the target group is that open to accept and run the determined policy without complaint then that policy is being said as success. The factors that influence the target group to comply or to adjust toward the implemented policy are (1) conformity of the policy content with their hopes, (2) characteristic of each target group such as sex, education level, experience, age, and socio-economic condition, (3) communication between policy implementer and target group therefore the bad side of this

communication process will become the weak point in achieving the effectiveness of policy implementation.

3. Implementing organization, it is the implementer that is responsible to implement the policy. That implementer can be an organization of person that will implement the policy on the field that is responsible as manager, executor, and supervisor. Implementer organization characteristic really influences the success of policy implementation. Through seeing the characteristic of the implementing organization then this discussion is related a lot to bureaucracy structure. This is important because policy implementation performance will be affected a lot with appropriate characteristic and the suitability of the implementing organization. In some policies, it demands the implementing organization to be firm and discipline. Meanwhile in the other context, it requires implementing organization that is democratic and persuasive. Besides that, the scope or area also become important consideration in determining the policy implementing agent.
4. Environmental factors, it is environmental elements that can affect the implementation. The last thing to be concerned in assessing the performance of policy whether it is success or failed refers to how far external environment also encourages the success of the public policy. Social, economic, and political environment that is not supportive and conducive can be the problem source of the policy

implementation process failure. Therefore, policy implementation effort requires conducive external environment. Many concerns that is focused to the impact of social, economic, and political environment towards public policy through identifying the influence of environmental variables that can affect the result or output of the policy.

Those four variables are not independent, but they are influencing and interact each other therefore it enables the unconformity that finally leads to tension in the process of bargaining between formulator and implementer. This model views that policy implementation does not work linearly and in mechanistic yet it gives chance the happening of bargaining to create compromise towards the implementation that is in target group dimension.

The similarities among those policy implementation models that have been explained previously are concluded as they have interrelated variables. They are implementer agent, target group, and important communication in the implementation process of a public policy.

5. Stages of Public Policy Implementation

To identify the policy that have been set, it would require several stages of the policy. Implementation stages are divided into two forms (Islamy, 2001), namely :

- a. Self-executing, that means by formulating and legalizing of a policy then the policy is implemented by itself, such as the recognition of a state towards the sovereignty of the state.
- b. Non-self-executing, that means a policy is needed to manifest and implement by various parties in order to achieve policy making.

Another expert, Hogwood and Gunn (Abdul Wahab, 1997) suggests a number of stages of implementation as follows:

- a. The first stage includes the activities which combine the plans of a program with clear goals, and set implementer standards along with the timing of the implementation.
- b. The second stage is the implementation of the program by utilizing the structure, procedures, and methods.
- c. The third stage includes determining the schedule of activities, monitoring, supervising to ensure the smooth conduct of the program, so if there are irregularities or violations can be immediately taken appropriate action.

The conclusion is that policy implementation stage does not question the purpose of making policy, but it is the continuation of policy-making that is, when the policy has finished formulated, the implementation process will begin.

6. Actors of Public Policy Implementation

Policy cannot be separated from the role of the actor. Actor in the policy can be defined as individuals or group. The actor is a determinant of the contents of the policy as well as poster of dynamic color stages of the policy

process (Lester and Stewart, 2000). Official policy makers is that they are who have the legal authority to engage in public policy formulation, consisting of the legislature; executive; administrative bodies; as well as the judiciary. Legislature refers to the congressmen that are often assisted by their staff. As for the executive, it refers to the President and the members of his cabinet, while the administrative body refers to the policy implementing institutions and on the other hand, the court is also an actor who plays significant role in policy formulation processes through their authority to review the policy and interpretation of them towards basic law (Rochyati, 2012), in this authority, this court decision could affect the content and form of a public policy.

Involved actors in a policy formulation also have different role to the evaluation of the design of policy. The actors are individual or group who has an interest in the policy that is made and coming from various backgrounds. In the formulation, at least stakeholders could come from legislative, executive and group interests (Rochyati, 2012). Three of them are in the same interest in the decision. Whereas in the evaluation of policy, involved actors are the executive but coming from different levels of government.

Formulation of the policy can not be separated from the involved actors, as expressed by Rochyati (2012) in the article "Faktor-faktor yang mempengaruhi implementasi", in that article, it has explained that the

involved actors in the process of policy formulation is divided into two broad categories, namely :

a. Inside Government Actors

Commonly the inside government actors are :

1. Executive (President; Advisory Staff of President; Local Mayors/Regents) that is commonly political role.
2. Members from Parliamentary (Legislative)
3. Partially agency and judiciary people
4. Bureaucratic

b. Outside Government Actors

Commonly the outside government actors are :

1. Interest groups that can be in form of Non Governmental Organization. Professional group, business group, labor association, even religious-based organization
2. Academician, researcher and consultant, private party (company that gives demand service in accordance to government demand)
3. Politician
4. Mass media
5. Public opinion
6. Beneficiaries
7. Donor institution (World Bank, IMF)

As explained by Rochjati (2012) that the involved actors in the implementation process can be divided into two groups, namely the actors of inside government and actors of outside government, those both groups become determinant actor in the process of implementing the policy, as also in reference to statements by Wahyuni, as well what has been said by Winarno (Winarno, 2007) that the involved groups in the policy implementation process are divided in two groups, namely the official cast of government agencies (inside government) includes the bureaucracy and the unofficial cast (outside government) includes interest groups or private parties. Involved people in the formulation of public policy are as formulation of public policy actor. Another term for the actor is the participant, the formulation of public policy participant. Therefore, public policy has levels (national, public, special and technical), then the actors in each of that policy formulation are different.

If it is further studied into this research proposal, the research may classify the involved actors in the implementation of the traditional market revitalization program in Oro-Oro Dowo market in Malang city are :

a. Inside government actors

1. Industry and Trade Local Bureau of Malang City

Industry and Trade Local Bureau of Malang City is as the government institution that has proposed and been decision maker to run this revitalization program on Oro-Oro Dowo Market in Malang

City therefore it expects there will be change to bring traditional market to be cleaner, organized, and neat.

2. Market Local Bureau of Malang City

Market Local Bureau of Malang City is the institution that helps the running of revitalization program on Oro-Oro Dowo Market. This Local Bureau bridges the cooperation between Industry and Trade Local Bureau as the implementing institution of revitalization program with Oro-Oro Dowo market as the land owner.

3. Oro-Oro Dowo Market

Oro-Oro Dowo Market is governmental institution that becomes the provider of the land for this revitalization program. Aside from that, it also becomes the institution that gives socialization to the seller to support the running of this revitalization program.

b. Outside government actors

1. Seller and Buyer

Seller and buyer are one of the main components in the process of buying and selling in the market. Because of that, it is expected the good cooperation between the two to run the revitalization program on Oro-Oro Dowo Market in Malang.

2. Society

Component that is also important in this revitalization program is the support of people around the neighborhood of Oro-Oro Dowo

Market in Malang to support the running of this revitalization program.

Actors in the process of implementing public policy certainly has an important role to determine the success of the policy. There are several categories of actors, the first provided by government offices or government (inside government) and the second is sourced from various backgrounds such as interest groups and target groups (outside government).

7. Factor that Influence the Public Policy Implementation

As we know, implementation is a process to realize an objective that is selected and set to become a reality, or it can be interpreted as an implementation of plan into practice. However, not all implemented programs can run smoothly. According to Dunsir (Abdul Wahab, 1991) it refers to as what he calls the implementation gap, ie as the state of policy process will always allow for differences in what is expected (planned) by policy makers with what can be achieved in fact (as a result or achievement of the implementation of the policy). Supporting and constraining factors in the process of policy implementation are :

a. Supporting Factors

According to Islamy (1997), public policy becomes effective if it is implemented and having a positive impact for the community members. Or in other words, actions or deeds of people who become members of the society in accordance with what are desired by the state or

government. Soenarko (2005) explains more about the factors that can support the successful implementation of the policy which includes :

1. Approval, support trust from the society.
2. Content and objective of the policy should be clearly understood beforehand.
3. Implementation must have enough information, especially about the condition and awareness of the target group.
4. Effective job distribution in the implementation.
5. Rational power and authority distribution in the policy
6. Provision of adequate tasks and obligations in the policy implementation

b. Constraining Factors

Factors that cause society do not adhere to and implement a policy that is mentioned in Soenarko (2005). It may be explicated in number of factors, they are:

1. The theory on which becomes the policy basis is not appropriate, because of that, it must be done reformulation for that policy.
2. The chosen target for the implementation is not appropriate.
3. Goal is not used properly.
4. The content of the policy is vague.
5. Uncertainty of internal and external factors.
6. The issued policy is having a lot of holes.

7. In the execution, it pays less attention to technical problems such as the shortage of resources (time, money, human resources).

Based on the things that can cause a failure in the implementation of that policy, it can be seen that since the making of that policy is not always caused by the weakness or inability of implementing agency. However, it is due to the formation of policy that is less good. The critical role of policy implementer is an important factor in taking steps to hold a reformulation so that principal policy objective can be achieved.

8. Effectiveness of Policy Implementation

There are four main requirements that must be fulfilled in terms of the effectiveness of policy implementation. According to Nugroho (2009), first is whether the policy itself is appropriate. Appropriateness of the policy is assessed by the extent to which existing policy has done things that can solve the problem. Secondly, it is its right implementation. Three agencies can be implementers; they are government, intergovernmental cooperation, public or private, as well as privatization or contracting out. The third, it is precise target. The precision of the target relates to whether (a) the target in accordance with what has been planned, (b) the target is in a condition ready to be intervened or not, (c) the intervention of policy implementation is characterized as new or renewing previous policy implementation. And the fourth requirement is the proper environment. The mentioned most determining environment are two, namely the policy environment or

interaction among other relevant institutions. The second environment is the external policy environment which is the public perception of policy and policy implementation. The next policy environment is interpretation agency that is related with interpretation from strategic agencies in society such as mass media, pressure group, interest group, and individual. Individual here means individual who play important role in interpreting and policy implementation. In addition to these four factors, Nugroho said they need also the support of the three types of aspects such as political, strategic support and technical support. Therefore, it can be concluded that policy implementation effectiveness has to be accurately-implemented, right target, and right environment in order to implement the policy appropriately.

C. Concept of Program

1. Concept of Program Definition

Various definitions of concept of program can be known that program besides it is characterized as allocating and descriptive, it is also innovative and multi-function. This is in accordance with United Nation (1971) statement that is quoted by Zauhar (1993) that programme is taken to mean form of organized social activity with a spesific objective, limited in space and time. It often consist of an interrelated group of projects and usually limited to one or more an going organizations and activities.

Through a program then various development and social problems are tried to be resolved. As it is linear that the more problems arise in the community, then there will be more program arise to be the resolution for

those problems. From that basis, then in most developing countries appear several programs that can be viewed as the examples such as program of family planning, nutrition improvement, compulsory education, rural development, environment and others. The existence of those programs aims not only to solve a problem but also to activate the motivation and innovativeness of its people. In order to achieve these objectives, according to United Nations (1971) quoted by Zauhar (1993) the program should have these following characteristics:

- a. Clearly defined objectives
- b. Determination of the best equipment/tools to achieve the objective
- c. A policy framework that is consistent and or projects that are interrelated to achieve the program as selectively as possible.
- d. Measurement with the estimated costs and benefits that are expected to result from the program.
- e. Relations with other activities in the development attempt does not stand by itself
- f. Various attempts in the field of management, including the provision of personnel, finance and others to implement those programs.

2. Program Implementation

Each policy formulation (program) is always followed by an implementation. As well as any program without well implementation, then it will not mean much. A program is simply only a good plan on paper if it cannot be implemented properly. Implementation is not only concerned with

the explication of process or the political decisions into routine procedures that exist in the channels of bureaucracy, but it is with regard to the problem of conflict, decision, and anyone who acquire from that policy. Therefore, it is not incorrect to say that the implementation of policy is an important aspect in the whole process of policy. Udoji (Abdul Wahab, 1991), stated that the execution (implementation) of policy is more important than the process of policy-making.

Another definition of implementation is given by Lineberry. According to Lineberry (Putra, 2003), implementation is the actions that is done by the government and the private sector, either individually or as a group that is trying to be directed to achieve the objectives and target that exist in a priority inside the policy decision.

From both the understanding described above, it can be seen that the implementation is a series of activities in order to deliver to the public policy so that the policy brings the results of what is expected. The implementation phases are:

- a. Planning. Set what, when, and how to do it. Collect and analyze information.
- b. Organizing. Provide facilities, equipment and conduct training and education.
- c. Briefing. Guide and motivate and conduct supervision and draw up the time frame.

- d. Monitoring. Evaluate the implementation of activities, compared to the plan, assess the work, and do the corrective actions

Program is a key element that must be present to achieve an implementation. The second element that must be fulfilled in the process of implementation of the program is the group of people who become targets of the program, so that the people are involved and expected to bring the results of the programs in order there will be a change and improvement in their lives. If the program does not provide benefits to the community, it can be said that the program is failed to be implemented. Success or failure of implemented program depends also on implementing elements. These implementing elements are important because the good practice in organizations or even in individuals have important responsibility role in the management or even supervision of the implementation process.

This program implementation contains the following aspects:

- a. The objectives
- b. The policies are taken in achieving the objectives
- c. The rules to comply and procedures to do
- d. The required estimated-budget
- e. The strategy to implement

Thus, the steps in a program must be considered well so that chances of success of a policy can increase.

D. Revitalization

Revitalization is an attempt to turn back its vital role in an area of the city which was once vital and alive, but then suffered a setback. There is macro micro scale in revitalization. Improvement for the physical, economic, and social is scope for improvements to the process of revitalization. The approach of revitalization should be able to recognize and utilize the potential of the environment (history, meaning, uniqueness of location and the local image) according to Danisworo (Caray, 2009). Revitalization itself is not something that is only oriented towards a settlement in the physical looks only but it must also be equipped with the increasing in the economy of the people and also the introduction of the existing culture. It is required to have involvement of society in implementing revitalization. Involvement is not just to support the formal aspects which require the role of the society, other than that, the involved people are not only the people in the neighborhood, but also in terms of broader society.

According to Devi (Sukriswanto, 2012) revitalization which is undertaken by the government with the purpose to the welfare of society faces several constraints, those constraints in the revitalization are:

1. Concerning the spatial problem. During this time, sellers always snatch the benefit of the buyer. This is why for every development plan, they have always refused it. This spatial problem is quite complicated. Considering almost all traditional markets do not have adequate site plan. That is proved with the absence of the provision of facilities that help buyers exploring the market, such as escalators, elevators and parking lots. The

layout of the market is ignored so that for the ones who settle on outside of the lower ground, they always get less profit because they are seldom to be visited by the buyers.

2. Sociological tendency of traditional market sellers are placing over curiosity to all forms of development. They often misinterpret that the construction is identical with eviction. Prejudice is growing. Every development means lease or booth purchase becomes costly. It is deemed detrimental to sellers who have been occupying the market booth earlier.

The previous explanation gives conclusion that revitalization is process, way, and action to reactivate. The improvement in the aspect of physic, economy, and social is the improvement scope for revitalization process. Traditional market revitalization aims to make traditional markets still be able to compete with modern markets that are currently popping up in the society. Revitalization is also an attempt to preserve the traditional market as the economic hub of the people. But revitalization is not only done limited to the physical building market, but also the improvement of all aspects of the market. In this case, the revitalization looks for to renew the performance of sellers in financial management, the existing culture in the market, and also improving the management of the market institution.

E. Market

1. Definition of Market

According to Wijaya (Hasto, 2010) market is generator institutions and money and trading are its functions. Exchange, trading, money, and market are as a system which forms an integral whole. The conceptual framework is the market. While Kotler and Keller (2008) provide an understanding of the market as follows: "The physical place where buyers and sellers come together to buy and sell goods. Economists describe the traditional market as the gathering of buyers and sellers who are making transactions on a product.

From many definitions given from the experts, then it can be concluded that market is the place where seller and buyer meet in order to make a trade.

2. Traditional Market

According to Presidential Decree No. 112 of 2007, the traditional market is a market that is built and managed by the Government, Local Government, Private, State Owned Enterprises and Regional Owned Enterprises, including cooperation with the private sector with business facilities such as shops, kiosks, stalls and tents that owned or run by small traders, small capital, and with the process of buying and selling goods through bargaining. Ministry of Cooperatives and Small and Medium Enterprises defines the traditional market as a market that is having relatively simple building, with an atmosphere that is relatively less enjoyable (narrow commercial space, inadequate parking facilities, lacking to maintain the cleanliness of the market, and the lighting is not good). The traded goods are daily needs with

the quality of goods that is in less attention, the prices of goods are relatively cheap, and to purchase they use bargaining system.

According to Azimah, et al (2013), traditional market is a market that is built and managed by the government. Under USDRP, traditional market has several important functions that cannot be replaced simply by the modern market. There are at least four economic functions that so far could be taken over by traditional markets, they are:

- a. First, the traditional market is a place where people from various layers acquire affordable goods, because the price in the traditional market is often cheaper than the offered price in the modern market. In other words, the traditional market is a small community economic pillar.
- b. Second, traditional market is a place that is relatively can be entered by weak economic actors; traditional market is obviously more accessible to the majority of small traders who have less capital.
- c. Third, the market is one of local revenue sources through retribution that is gotten from the traders.
- d. Fourth, the accumulation of trading activity in the market is an important factor in calculating the rate of economic growth both on a local, regional, as well as on a national scale.

Then it can be concluded that traditional market is market that is managed by government for the place of small trader with its purchasing system is bargaining.

3. Modern Market

The modern market is a market that was built by the government, private, or cooperatives, is managed in a modern way, prioritizing convenience shopping service, having relatively strong capital, and complemented by a fixed price tag (Suyanto, 2004). The modern market is usually the shopping center such as plaza, mall, department store and so forth which is managed by using modern management method, that is supported by modern technology, and prioritizing convenience shopping service, space or room in which to be leased by contract or sold to other parties as a place of business with the management of the building remains in one room and the capital is relatively strong.

The results from the literature review which is related to the meaning of revitalization and market, researcher can deduce that the meaning of revitalization of the market is to create a traditional market with various functions, such as a place to relax and go on recreation with family. The more important approach is that how to synergize traditional market and modern shopping place as a functional one (Paramita and Ayuningsasi, 2013).

CHAPTER III

RESEARCH METHOD

A. Research Type

The researcher uses descriptive type of research with qualitative approach. This type of research is descriptive research that attempts to give a description of a particular phenomenon in detail so as to get a clear understanding. More clearly, the meaning of a descriptive study is as "a study that aims to describe the state of the object/specific events without the intention of taking the generally applicable conclusions. (Hadi, 1993)

While the qualitative approach is research that intend to explain an event. Gorman and Clayton (Santana, 2007) said that qualitative research is the research that reports meaning of events from what is observed by researcher. The researcher's work contains the observations of events and interactions observed directly by researcher on the research location, in Oro-Oro Dowo Market in Malang. Thus, research in descriptive method with a qualitative approach is the research with scientific reading, describing, and interpreting for getting the conclusion in the form of a systematic writing.

The objective of this descriptive research with the choice of this qualitative method is to create description of revitalization policy implementation process on Oro-Oro Dowo Market, the existing idealized policy, target group, implementing organization, and environmental factor that influences in revitalization of Oro-Oro Dowo Market, as well as the supporting and

constraining factors in Oro-Oro Dowo Market revitalization. Therefore, this research will be conform to the research objective that is to describe and analyze the researched phenomenon.

B. Research Focus

In a research, there are several important factors; one of them is to determine the focus of the research. The focus of research is needed to limit the issues in the research so that the object to be researched is not too wide and broad. The focus of this research is also intended to make this research more focused, detailed and does not deviate from the research problem that has been determined. Based on these descriptions, the researcher then took the focus as follows :

1. Implementation of revitalization policy of Oro-Oro Dowo Market in Malang city :
 - a. Policy on revitalization of Oro-Oro Dowo Market
 - b. Target group on revitalization of Oro-Oro Dowo Market :
 - 1) Seller/Trader
 - 2) Buyer
 - c. Actors on revitalization of Oro-Oro Dowo Market :
 - 1) Industry and Trade Local Bureau of Malang City
 - 2) Market Local Bureau of Malang City
 - 3) Oro-Oro Dowo Market of Malang City
2. Contextualization of revitalization on Oro-Oro Dowo Market :
 - a. Social
 - b. Economic
 - c. Politic

3. Supporting and constraining factors in market revitalization implementation of Oro-Oro Dowo Market :

a. Supporting factors :

- 1) Cooperation with related institution or organization
- 2) Enthusiasm of the seller/trader

b. Constraining factors :

- 1) The existence of street vendors
- 2) Relocation around the market

C. Research Location and Site

Research location is the place where the researcher does her research. In this research, researcher took research location in the area of Malang City that is the second largest city in East Java that has several traditional markets that well spread in its wide area. The spread of those markets have been classified to be some classes. One of markets that is located in Malang City is Oro-Oro Dowo got revitalization as the attempt to make traditional market to be more modern. This is because the location of the market that is very strategic in the center of Malang City as well as having potential attractiveness from its building which it is a heritage building so that it needs to be continuously preserved and developed. This revitalization is run by Industry and Trade Local Bureau of Malang City in cooperation with Market Local Bureau of Malang City and it was coordinated directly with Oro-Oro Dowo Market.

Researcher also has several related reasons toward the choice of research location. They are, firstly because revitalization on Oro-Oro Dowo Market is revitalization that made that market to be the example for other market, and this revitalization process was done directly by central government with proper

coordination and cooperation among existing implementing actors. Aside from that, the location of Oro-Oro Dowo market itself is so strategic that it makes this market become important economic and trade center in Malang City. Another reason that also became the interest of researcher is that there was case of relocation that was done in the revitalization process.

Meanwhile, research site is the place to collect data and information to be used to answer the problem in accordance with the focus of research. Research sites in this research are:

1. Industry and Trade Local Bureau of Malang City. This is the institution that planned the revitalization on Oro-Oro Dowo Market.
2. Market Local Bureau of Malang City. This is the institution that implemented the revitalization and also the land owner of Oro-Oro Dowo Market.
3. Oro-Oro Dowo Market. This is the target of the revitalization program.

D. Type and Source of Data

In determining the data collection method, source of research data is an important factor that has to be considered. Data source is a subject where the data is obtained, according to Arikunto (2006). When the researcher uses questionnaires or interviews in the collection of data, then the data source is called the respondent that is who respond or answer questions of researcher, whether it is written or oral. Sources of data in the research, both primary and secondary are the object of the obtained data, or from the subject in which the data is attached.

Data source of this research can be divided into two types, according to Sugiyono (2008) source data can be classified into the following:

1. Primary Data

The primary data source is a data source that directly provides information and data to the data collector. Thus, the source of the data in this research is informant that is person who is observed and provided data in the form of related words or actions and to know and understand the issue that is being researched. This data is obtained from interviews of researchers with relevant parties such as :

- a. Promotion Section Head of Trade on Industry and Trade Local Bureau of Malang City that became the one that planned the revitalization on Oro-Oro Dowo Market.
- b. Division Head of Data Collection on Market Local Bureau of Malang City that was responsible to socialize when there was relocation and collected data of street vendors that at the end moved in to Oro-Oro Dowo Market
- c. Head of Oro-Oro Dowo Market that was responsible to give the direction during the relocation process as well as the whole process of revitalization
- d. Seller/trader and buyer in Oro-Oro Dowo Market as the target who received the revitalization of Oro-Oro Dowo Market.

2. Secondary Data

Secondary data source is a data source that does not directly provide the data to the data collector. In this case, the secondary data that has been processed in the form of a relevant written text or documents and archives on the field so that it can be used as a support in this research, as it relates to the implementation of the revitalization of traditional markets. Those secondary data are :

- a. Legal basis list of Oro-Oro Dowo Market revitalization
- b. Market list that exists in Malang City
- c. Stall list and site plan of Oro-Oro Dowo Market
- d. Award list that has been gotten by Oro-Oro Dowo Market
- e. New facilities photos of Oro-Oro Dowo Market
- f. Photos with related informant for revitalization policy on Oro-Oro Dowo Market
- g. Interview result data that was gotten from the informant about revitalization on Oro-Oro Dowo Market

E. Data Collections

In collecting the data, there are some important things that must be considered by researcher that is certain techniques in order the data that is obtained later is relevant to the research problem. The data collection techniques in this research are :

1. Observation

Nasution in Sugiyono (2008) stated that the observation is the basis of all sciences. Scientists can only work based on the data, the facts about the world of reality that is obtained through observation. Methods of observation is used in this research is the involved observation where the researcher involves in the life of the researched communities in order to be able to see and understand the symptoms. Researcher conducted direct observation in some places such as :

a. Industry and Trade Local Bureau of Malang City

The research was conducted on June 7 2016. Researcher got data i.e. the revitalization program objective, revitalization program implementer, financial source for revitalization, expected impact from the revitalization, revitalization tender, as well as legal basis for the implementation of revitalization.

b. Market Local Bureau of Malang City

Research was conducted on June 7 2016. Researcher got data i.e. the reason behind the implementation of revitalization, role of Market Local Bureau on revitalization, as well as the number of market in Malang City.

c. Oro-Oro Dowo Market

Research was conducted on June 8 2016. Researcher got data i.e. the reason behind the implementation of revitalization, seller/trader response to it, socialization process, street vendors issue, financial

source for revitalization, revitalization impact, new facilities after revitalization, related parties to revitalization, as well as related local bureau that involved in revitalization of Oro-Oro Dowo Market.

2. Interview

Interview is a technique of data collection by asking questions orally to the subject of the research. Researcher conducts interview to Head of Department of Oro-Oro Dowo Market Malang to obtain information about traditional market revitalization. Researcher conducted interview to:

- a. Promotion Section Head of Trade on Industry and Trade Local Bureau of Malang City that became the one that planned the revitalization on Oro-Oro Dowo Market. Researcher got data i.e. the revitalization program objective, revitalization program implementer, financial source for revitalization, expected impact from the revitalization, revitalization tender, as well as legal basis for the implementation of revitalization.
- b. Division Head of Data Collection on Market Local Bureau of Malang City that was responsible to socialize when there was relocation and collected data of street vendors that at the end moved in to Oro-Oro Dowo Market. Researcher got data i.e. the reason behind the implementation of revitalization, role of Market Local Bureau on revitalization, as well as the number of market in Malang City.
- c. Head of Oro-Oro Dowo Market that was responsible to give the direction during the relocation process as well as the whole process of

revitalization. Researcher got data i.e. the reason behind the implementation of revitalization, seller/trader response to it, socialization process, street vendors' issue, financial source for revitalization, revitalization impact, new facilities after revitalization, related parties to revitalization, as well as related local bureau that involved in revitalization of Oro-Oro Dowo Market.

- d. Seller/trader and buyer in Oro-Oro Dowo Market as the target who received the revitalization of Oro-Oro Dowo Market. Researcher got data i.e. seller/trader and buyer response to it, socialization during pre-revitalization, as well as street vendors issue.

3. Documentation

Documentation is data collection technique by searching, recording, and studying data from number of archives and official documents in which being considered as important and it has relevance to the research problem.

Documentation that was gotten during research, they are :

- a. Legal basis list of Oro-Oro Dowo Market revitalization
- b. Market list that exists in Malang City
- c. Stall list and site plan of Oro-Oro Dowo Market
- d. Award list that has been gotten by Oro-Oro Dowo Market
- e. New facilities photos of Oro-Oro Dowo Market
- f. Photos with related informant for revitalization policy on Oro-Oro Dowo Market

- g. Interview result data that was gotten from the informant about revitalization on Oro-Oro Dowo Market

4. Literature Research

This research aims to obtain data on the theoretical basis by reading and searching for literature, research, papers, journals, laws, local regulations and other resources related to traditional market revitalization.

F. Research Instruments

The research instrument can be interpreted as a helping tool such as questionnaires, interview list, observation sheet, and so forth. There are some instruments for this research, they are :

1. Researcher, which is the main data collection tool, especially in the interview process and data analysis. As it is said by Sugiyono (2008) that in qualitative research, the main instrument is the researcher himself.
2. Guidelines for the interview, which is a list of asked questions from researcher to to the informant. Those questions were sourced from:
 - a. Promotion Section Head of Trade on Industry and Trade Local Bureau of Malang City that became the one that planned the revitalization on Oro-Oro Dowo Market. Researcher proposed some questions about the revitalization program objective, revitalization program implementer, financial source for revitalization, expected impact from the revitalization, revitalization tender, as well as legal basis for the implementation of revitalization.

- b. Division Head of Data Collection on Market Local Bureau of Malang City that was responsible to socialize when there was relocation and collected data of street vendors that at the end moved in to Oro-Oro Dowo Market. Researcher proposed some questions about i.e. the reason behind the implementation of revitalization, role of Market Local Bureau on revitalization, as well as the number of market in Malang City.
 - c. Head of Oro-Oro Dowo Market that was responsible to give the direction during the relocation process as well as the whole process of revitalization. Researcher proposed some questions about the reason behind the implementation of revitalization, seller/trader response to it, socialization process, street vendors' issue, financial source for revitalization, revitalization impact, new facilities after revitalization, related parties to revitalization, as well as related local bureau that involved in revitalization of Oro-Oro Dowo Market.
 - d. Seller/trader and buyer in Oro-Oro Dowo Market as the target who received the revitalization of Oro-Oro Dowo Market. Researcher proposed some questions about seller/trader and buyer response to it, socialization during pre-revitalization, as well as street vendors' issue.
3. The support, which includes tools like notes and stationery to be used during on the field when researcher collects research data.

G. Data Analysis

In research, when data are collected then the next step is to do analysis that aims to simplify into easier data to be read and interpreted. In this research, researcher used interactive data analysis by Miles, Huberman and Saldana. According to the data gotten then analysis technique to be used for this research would use interactive model analysis technique of Miles, Huberman, and Saldana (2014). In doing qualitative data analysis, it describes as follows :

1. Data Condensation

Data condensation is the process of sorting, focusing, simplifying, and transforming raw data that is gotten from the field. Data condensation is done with the way of making explanation in detail and complete about all data that is gotten on the field. Then data and report are simplified and summed in accordance with the research focus. In this stage, researcher got data with the method of interview and observation to some related informants and they were Promotion Section Head of Trade in Industry and Trade Local Bureau of Malang City, Division Head of Data Collection in Market Local Bureau of Malang City, Head of Oro-Oro Dowo Market, and seller/trader and buyer in Oro-Oro Dowo Market.

2. Data Display

Data display is defined as the series of arranged information that gives possibility to create conclusion and action afterwards. Data display in this research also be followed with data analysis. Data display in this research

is provided in the Chapter IV that is summed in analysis result and discussion.

3. Conclusion Drawing/Verifying

As being explained above, that actually the early conclusion/hypothesis that is stated is still temporary and would change if it is found strong proofs that support the next step of data collection. Process to get these proofs is called as data verification. If the hypothesis is supported with the strong proof by meaning it is consistent with the finding during research then that conclusion can be said as credible conclusion. In this stage, researcher did pre research in the early process of doing this research then after having the result of interview and observation, then researcher could make conclusion about the main problem that happened on the field.

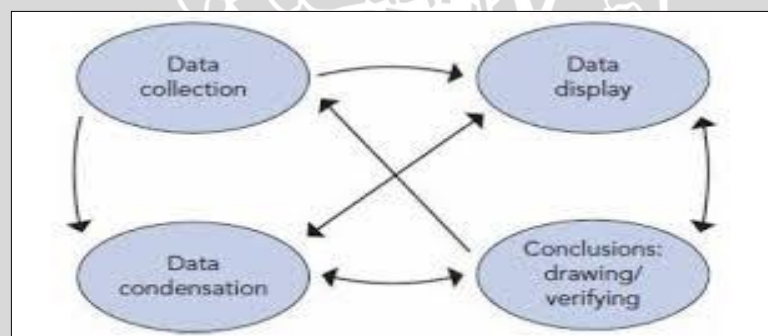


Figure 5 : Interactive Qualitative Data Analysis Model of Miles, Huberman, and Saldana

Source: Miles, Huberman and Saldana (2014)

CHAPTER IV

RESEARCH FINDINGS AND DISCUSSION

This chapter explains about the research findings and discussion that is written based on the research that was done about the revitalization implementation on Oro-Oro Dowo Market at Malang City. This research was done in June 2016 at Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City, and Oro-Oro Dowo Market of Malang City.

A. General Overview of Research Location

1. Malang City

a. Malang City

Malang is a city in East Java, Indonesia. This city is situated in high land that has pleasant weather about 90 km away in south direction from Surabaya City and its area is directly bordered with Malang Regency. Malang city is the second largest city in East Java which famous as Educational City. The total area of Malang City is around 252,10 km². Together with Batu City and Malang Regency, Malang City is the part of an area that is known as Malang Raya. The population in Malang Raya is around 4 million people and this has been the second largest metropolitan area in East Java after Gerbangkertosusila. Malang Raya is well known as one of main tourist destinations in Indonesia. (source : profilkotamalang.blogspot.co.id)

b. Geographic Condition

Malang City is located in the altitude of 440-667 meter above the sea level and it becomes one of tourist destination cities in East Java because of its natural and climate potential. Its location which is surrounded by Malang Regency is astronomically at $112,06^{\circ} - 112,07^{\circ}$ east longitude and $7,06^{\circ} - 8,02^{\circ}$ south latitude with directly being bordered to :

1. North: Singosari District and Karangploso District of Malang Regency
2. East: Pakis District and Tumpang District of Malang Regency
3. South: Tajinan District and Pakisaji District of Malang Regency
4. West: Wagir District and Dau District of Malang Regency

c. Administrative Area Division



Figure 6 : Malang City Map
Source: Kota Malang Dalam Angka, 2011

Malang City has area of 110.06 km². It has population in amount of 820,243 people according to 2010 data that comprises of 404,553 males population, and females population are in amount of 415,690 people. Population density is approximately 7,453 people per square kilometer. It is spread in 5 districts (Klojen = 105,907 people, Blimbing = 172,333 people, Kedungkandang = 174,447 people, Sukun = 181,513 people, and Lowokwaru = 186,013 people). Malang City are divided into 57 sub-districts, 536 units of Rukun Warga, and 4011 units of Rukun Tetangga (*source: malangkota.go.id*). These are the administrative division in the area of Malang City.

Table 2 : District Administrative Division in Malang City

Klojen	Blimbing	Kedungkandang	Lowokwaru	Sukun
Klojen	Kesatrian	Arjowinangun	Jatimulyo	Bandulan
Rampal Celaket	Polehan	Tlogowaru	Lowokwaru	Karangbesuki
Oro-Oro Dowo	Purwantoro	Mergosono	Tulusrejo	Pisangcandi
Samaan	Bunulrejo	Bumiayu	Mojolangu	Mulyorejo
Penanggungan	Pandanwangi	Wonokoyo	Tunjungsekar	Sukun
Gadingasri	Blimbing	Buring	Tasikmadu	Tanjungrejo
Bareng	Purwodadi	Kotalama	Tunggulwulung	Bakalankrajan
Kasin	Arjosari	Kedungkandang	Dinoyo	Bandungrejosari
Sukoharjo	Balearjo	Cemorokandang	Merjosari	Ciptomulyo
Kauman	Jodipan	Lesanpuro	Tlogomas	Gadang
Kiduldalem	Polowijen	Madyopuro	Sumbersari	Kebonsari
		Sawojajar	Ketawanggede	

Source : malangku.com

d. Geological Condition

1. Southern part is the part of quite wide high land and it fits for industrial area
2. Northern part is the part of fertile high land and it fits for farming agricultural area
3. Eastern part is the part of less fertile high land
4. Western part is the part of very wide high land that becomes educational area

If it is linked between Malang City with this research subject that is *“Implementation of The Government Regulation on The Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)”* then it can be explained that Malang City is the place for the researcher to do the research. Malang City itself actually is the city where Oro-Oro Dowo Market location as well other related local offices which in cooperation and coordination to support the success of that revitalization policy implementation.

2. Industry and Trade Local Bureau of Malang City

a. General Overview

The establishment of Industry and Trade Local Bureau of Malang City was based on Local Regulation of Malang City No. 6 of 2008 concerning Organization and Working Procedure of Local Bureau which refers to article 2 that states there are 16 local bureaus that were established and one of them is Industry and Trade Local Bureau which has main task about

arrangement and implementation of policy related to industry and trade sector. As the advancement of that regulation implementation, then it is concluded to require Mayor Regulation which stated in Malang City Mayor Regulation No. 56 of 2008 concerning Main Task, Function, and Working Procedure Description of Industry and Trade Local Bureau.

The role of Industry and Trade Local Bureau itself is as the local autonomy implementer in the industry and trade sector that is led by a Head of Local Bureau that in a way he runs his main task and function is under and responsible to City Mayor through General Secretary (*source : malangkota.go.id*)

b. Legal Basis

1. Local Regulation of Malang City No. 6 of 2008 concerning Organization and Working Procedure of Local Bureau
2. Malang City Mayor Regulation No. 56 of 2008 concerning Main Task, Function, and Working Procedure Description of Industry and Trade Local Bureau

c. Vision

“The embodiment of independent, firm, excellent and competitive for productive and sustainable economic development.”

d. Mission

1. To embody the public service through development, facilitation, arrangement, fostering and empowerment of industry sector.

2. To embody the industrial technology for development of small and medium enterprise through utilizing the available resources optimally and sound-environmentally.
3. To embody the promotion of domestic and foreign trade in order to market enlargement, consumer protection and good and service circulation security.
4. To embody the strengthening and development of institutional performance in Industry and Trade Local Bureau of Malang City

e. Organizational Structure

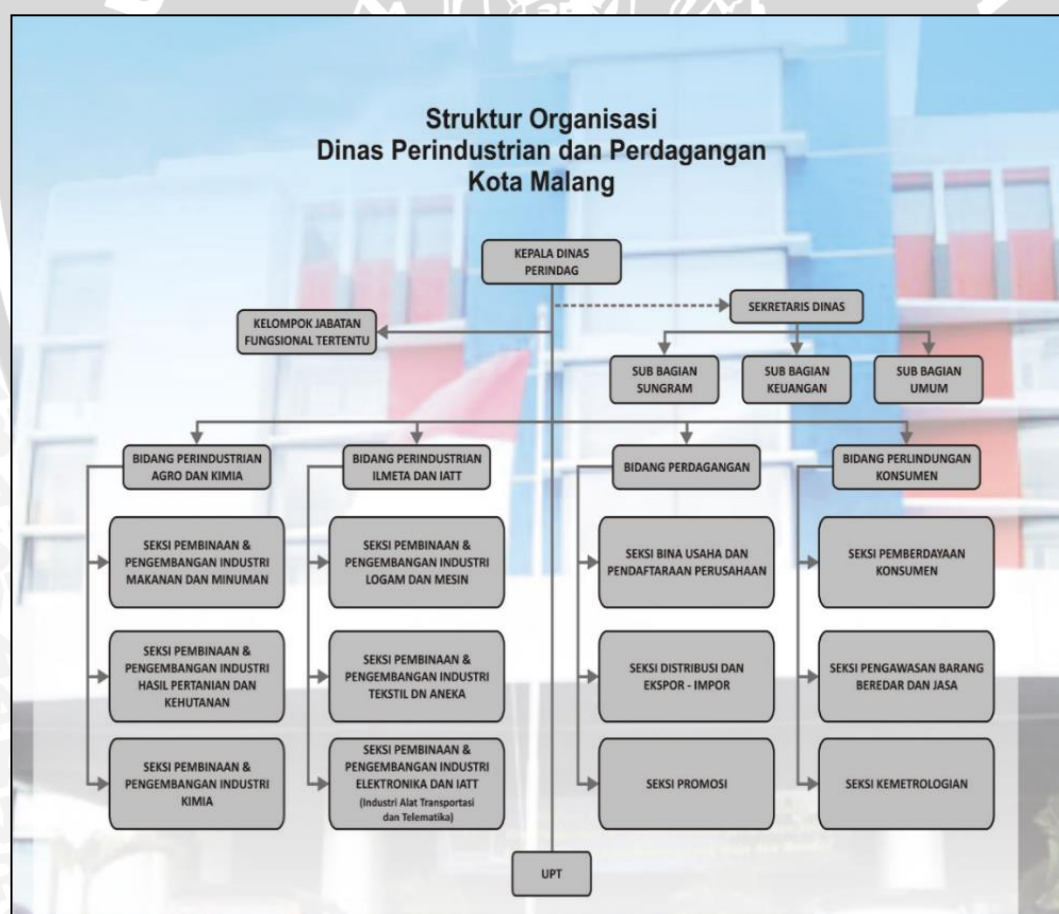


Figure 7 : Organizational Structure of Industry and Trade Local Bureau of Malang City
Source : [.malangkota.go.id](http://malangkota.go.id)

If we can see from the picture above then the researcher would be in touch directly with Kasie Promosi bidang Perdagangan (Promotion Section Head of Trade) in doing research to fulfill the information in relation with the title of the research itself i.e *“Implementation of The Government Regulation on Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)”*. In this research, the role of Industry and Trade Local Bureau of Malang City takes role as the one that is responsible to manage the fund for the revitalization in Oro-Oro Dowo Market in Malang City.

3. Market Local Bureau of Malang City

a. General Overview

Market Local Bureau is the local autonomy implementer in the sector of market management, arrangement and empowerment of street vendors. Market Local Bureau is led by Head of Local Bureau that in a way he runs his main task and function is under and responsible to City Mayor through General Secretary.

b. Legal Basis

1. Local Regulation of Malang City No. 6 of 2008 concerning Organization and Working Procedure of Local Bureau
2. Malang City Mayor Regulation No. 50 of 2012 concerning Main Task, Function, and Working Procedure Description of Market Local Bureau

c. Vision

The embodiment of productive and conducive market as well to embody orderly street vendors' area as the economical pillar.

d. Mission

1. To improve the apparatus performance quality
2. To improve the service quality to the people
3. Improvement of people awareness and involvement

e. Main Task and Function

According to Local Regulation of Malang City No. 6 of 2008 concerning Organization and Working Procedure of Local Bureau in Malang City, then Market Local Bureau implements main task of arrangement and implementation of local policy in market sector through running these functions as follows :

1. Formulation and implementation of technical policy in market management sector
2. Program planning and implementation in market management sector
3. Regulation, controlling, and maintenance of market
4. Arrangement, empowerment, and monitoring of street vendors
5. Parking management in government-owned market area
6. Cleanliness management in government-owned market area
7. Provision of permission technical consideration in government-owned market area

8. Provision and revocation of permission in government-owned market area that becomes its authority
9. Implementation of criminal investigation for violation in market management sector in accordance with laws
10. Implementation of procurement or tangible fixed asset development that will be used for implementing the main task and function
11. Implementation of government-owned goods maintenance that is used for implementing the main task and function
12. Implementation of government-owned goods management that is in its authority
13. Implementation of potential local retribution data collection
14. Implementation of non-local tax income collection
15. General administrative management which includes program planning, procedures, administration, finance, personnel affair, procurement, supply, public relation, literature, and archiving
16. Implementation of minimum service standard (Standar Pelayanan Minimal = SPM)
17. Arrangement and implementation of public service standard (Standar Pelayanan Publik = SPP) and standard operating procedure (SOP)
18. Implementation of measurement toward people satisfaction index (Indeks Kepuasan Masyarakat = IKM) and/or implementation of

customer opinion collection periodically in aiming to improve service quality

19.Management of people's complaint in market sector

20.Delivery of development result data and other related information about public service periodically through local government website

21.Empowerment and coaching for functional role

22.Implementation of technical implementation unit (Unit Pelaksana Teknis = UPT) and functional role

23.Evaluation and reporting of task and function delivery and other function that is being given by City Mayor based on its main task

f. Organizational Structure

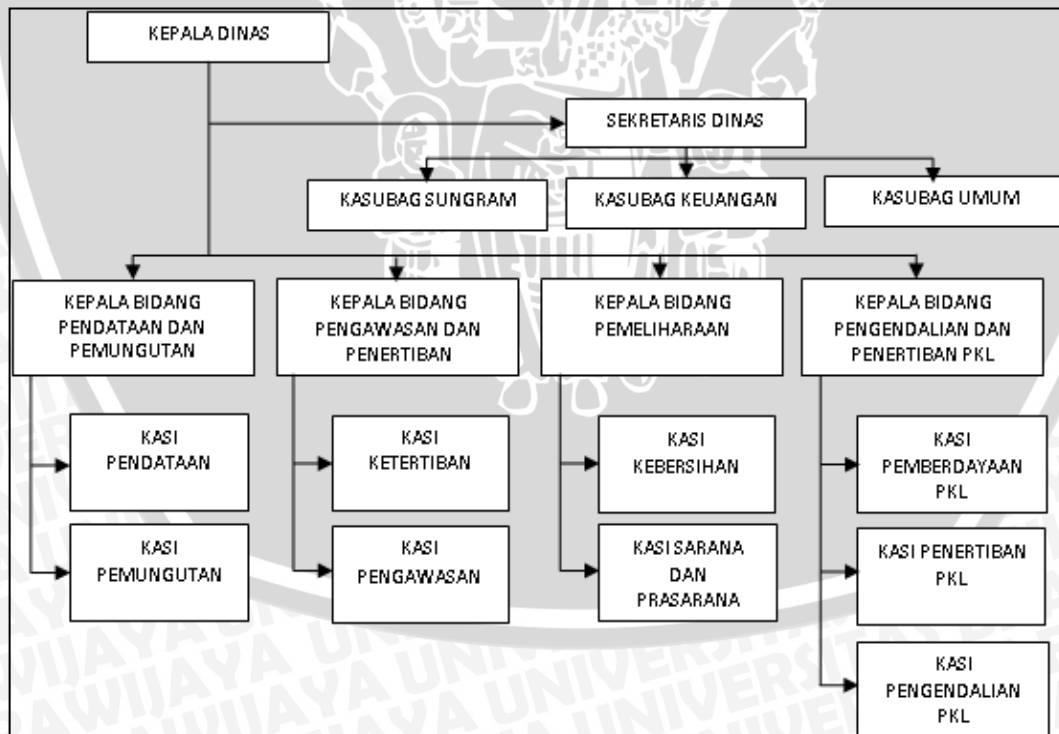


Figure 8 : Organizational Structure of Market Local Bureau of Malang City

Source : Secondary processed data of Market Local Bureau of Malang City, 2016

If we see from the picture above then the researcher would be in touch directly with Kepala Bidang Pendataan dan Pemungutan (Division Head of Data Collection) in Market Local Bureau of Malang City in doing research to fulfill the information in relation with the title of the research itself i.e *“Implementation of The Government Regulation on Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)”*. In this research, the role of Market Local Bureau of Malang City takes role as the one that is responsible as coordination and socialization institution of the revitalization policy for trader in Oro-Oro Dowo Market of Malang City.

4. Oro-Oro Dowo Market of Malang City

Oro-Oro Dowo Market is a market that was established in the colonial era of Dutch. This market is located at Jalan Guntur, Malang City. This market is the cleanest traditional market in Malang City. This market is the first traditional market in Malang City that has been revitalized to be semi-modern market so that this market looks even cleaner and more comfortable for the visitor.

a. Organizational Structure on Oro-Oro Dowo Market of Malang City



Figure 9 : Organizational Structure of Oro-Oro Dowo Market of Malang City
Source : Private Documentation

If we see from the picture above then the researcher would be in touch directly with Kepala Pasar Oro-Oro Dowo Kota Malang (Head of Oro-Oro Dowo Market of Malang City) in doing research to fulfill the information in relation with the title of the research itself i.e “*Implementation of The Government Regulation on Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)*”. In this research, the role of Oro-Oro Dowo Market of Malang City takes role as the place where the market revitalization program takes place.

B. Data Findings

1. Implementation of Government Regulation on Traditional Market Revitalization in Oro-Oro Dowo Market of Malang City

Oro-Oro Dowo Market is one of well-known market in Malang City. This market is the first market with heritage building from Dutch so that it can be categorized as cultural heritage building. Market that has been established since 1921 is located at Jalan Guntur No. 20, Malang City. Before it was revitalized, this market was that desirable by many people mainly for upper middle class. The price in this market actually is quite higher than other traditional market in Malang City. That is because the goods quality in this market is better and more guaranteed than others. In total this market is the place for 180 traders which situated in 250 squares which in detail as follows: 40 units of stalls, 170 open space vendors, and 40 units in the porch, this makes Oro-Oro Dowo Market as 1st class traditional market in Malang City. This information was gotten by the researcher after having interview with Mrs. ESS as the head of Oro-Oro Dowo Market.

Revitalization on traditional market in Oro-Oro Dowo Market of Malang City had been run since August 2015 up to December 2015. This revitalization was run by Industry and Trade Local Bureau of Malang City in cooperation with Market Local Bureau of Malang City and coordinated directly with Oro-Oro Dowo Market. This revitalization itself was done because Industry and Trade Local Bureau of Malang city suggested to Ministry of Industry to do revitalization because Oro-Oro Dowo Market has

gotten the recognition as the cleanest traditional market in accordance as well with the aim to change the image of traditional market that is dirty and not orderly. Therefore this revitalization was done to change the traditional market to be cleaner and more orderly in the look of more modern in short to be the first semi-modern market in Malang City. This is based on the statement that was given by the head of Oro-Oro Dowo Market, Mrs. ESS, as follows :

“So actually the beginning of this revitalization was because the government wanted to make the traditional market clean, comfortable, and orderly-arranged in the look of more modern. Because Oro-Oro Dowo Market has been known as the cleanest market, then Industry and Trade Local Bureau of Malang suggested to Ministry of Industry to have revitalization so that it can change the image of traditional market to be better.” (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Jadi awal mula diadakan revitalisasi ini karena pemerintah ingin mewujudkan pasar tradisional yang bersih, nyaman, dan tertata rapi juga dalam kemasan yang lebih modern. Karena pasar Oro-Oro Dowo ini sudah dikenal sebagai pasar terbersih, lalu oleh Disperindag diusulkan ke Kementrian Perdagangan untuk diadakan revitalisasi sehingga merubah citra pasar tradisional menjadi lebih baik.” (Wawancara pada 8 Juni 2016 di Kantor Pasar Oro-Oro Dowo)



Figure 10 : Awards that have been achieved by Oro-Oro Dowo Market
Source: Researcher Documentation

Besides the statement from the head of Oro-Oro Dowo Market, the researcher then also did interview to Industry and Trade Local Bureau of Malang City. In that local bureau, the researcher got to interview Mr. TRI as the Promotion Section Head of Trade. He stated that :

“The objective of this revitalization is to improve the facilities of trading because before this Oro-Oro Dowo Market actually was already recognized as the cleanest traditional market and that was why it was proposed to get revitalization.” (Interview on June 7th 2016, in Industry and Trade Local Bureau of Malang City)

“Tujuan revitalisasi ini memang untuk peningkatan sarana dan prasarana usaha perdagangan karena sebelumnya Pasar Oro-Oro Dowo memang sudah menjadi juara pasar terbersih sehingga diajukan untuk diadakan revitalisasi di pasar tersebut.” (Wawancara pada 7 Juni 2016 di Dinas Perindustrian dan Perdagangan kota Malang)

However, researcher also did interview to Market Local Bureau of Malang City as the related institution for the revitalization of Oro-Oro Dowo Market. Researcher did interview with Mr. SH as the Division Head of Data Collection in Market Local Bureau of Malang City. He stated that :

“This revitalization was actually an effort of re-strengthening for seller, buyer, and management in administration affair. Furthermore, it is from traditional view to modern.” (Interview on June 7th 2016, in Market Local Bureau of Malang City)

“Revitalisasi ini sebenarnya adalah upaya penguatan kembali pedagang, pembeli, dan pengurus pasar secara manajemen. Yaitu dari pandangan tradisional ke modern.” (Wawancara pada 7 Juni 2016 di Dinas Pasar kota Malang)

The expected impacts from this revitalization are actually the betterment of economical trade circulation in Oro-Oro Dowo Market and also image changing of traditional market to be better and competitive with modern

market that exist. Mr. TRI as the Promotion Section Head of Trade from Industry and Trade Local Bureau of Malang City also stated that :

“Well, the expected impact from this is actually the better improvement of economic circulation. The most importantly is also the image changing of market to be traditional market with modern image.” (Interview on June 7th 2016, in Industry and Trade Local Bureau of Malang City)

“Dampak yang diharapkan ya tentu saja peningkatan perputaran ekonomi semakin baik. Dan yang terpenting adalah adanya perubahan image pasar menjadi pasar tradisional dengan citra modern.” (Wawancara pada 7 Juni 2016 di Dinas Perindustrian dan Perdagangan kota Malang)

This revitalization surely needed legal basis as the framework for its implementation. The important role of this legal basis is for the guidance to implement the revitalization of Oro-Oro Dowo Market. These are the lists of legal basis for doing revitalization of Oro-Oro Dowo Market :

- m. The Republic of Indonesia Act No. 3 of 2015 concerning The Amendment of Act No. 27 of 2014 concerning State Budget for 2015
- n. Government Regulation No. 7 of 2008 concerning De-concentration and Co-Administration Task
- o. Presidential Regulation No. 112 of 2017 concerning Arrangement and Development of Traditional Market, Shopping Centre, and Modern Shop
- p. Presidential Regulation No. 4 of 2015 concerning 4th Amendment on Presidential Regulation No. 54 of 2010 concerning Government Goods/Service Procurement

- q. Minister of Public Works Regulation No. 45/PRT/M/2007 concerning The Technical Guidance of State-Owned Building Construction
- r. Minister of Trade Regulation No. 70/M-DAG/PER/12/2013 concerning The Amendment on Minister of Trade Regulation No. 53/M-DAG/PER/12/2008 concerning The Arrangement and Development Guidance For Traditional Market, Shopping Centre, and Modern Shop
- s. Minister of Trade Regulation No. 42/M-DAG/PER/10/2010 concerning The Management of Construction and Development Activity for Distribution Facility through Co-Administration Task Fund
- t. Minister of Finance Regulation No. 53/PMK.02/2014 concerning Standard of Input Cost to Budget for 2015
- u. Minister of Finance Regulation No. 257/PMK.02/2014 concerning Budget Revision Procedure for 2015
- v. Minister of Trade Regulation No. 48/M-DAG/3/2015 concerning The Guidance for Construction and Management of Trade Distribution Facility
- w. Ministry of Trade Regulation No. 20/M-DAG/3/2015 concerning Governor or Regent/Mayor Assignment in the Implementation of Construction and Development for Distribution Facility that is

Funded through Co-Administration Task Fund from Revised State Budget for 2015

- x. The Republic of Indonesia Minister of Trade Decree No. .../M-DAG/KEP/3/2015 concerning Finance Management Officer Assignment for Distribution Facility Construction and Development Activity that is funded through Co-Administration Task Fund from Revised State Budget for 2015

After this revitalization, surely there exists the additional facility on Oro-Oro Dowo Market. Those additional facilities include toilet, rest area, lactation room, hand-washing sinks, prayer room, and shopping trolley. Those things are accordance with the statement of Mrs. ESS as the head of Oro-Oro Dowo market :

“After the revitalization, there are additional facilities to be added in this Oro-Oro Dowo Market. There are toilet, rest area, lactation room, sink for washing hands, prayer room, and shopping trolley. All of them are in purpose to improve the convenience of seller and buyer here. Even I have planned to provide composting management in this market.” (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Setelah revitalisasi ini berjalan, ada penambahan beberapa fasilitas di Pasar Oro-Oro Dowo ini. Yaitu ada kamar mandi, rest area, ruang ibu menyusui, tempat cuci tangan, mushola dan trolley untuk barang belanjaan. Semuanya itu untuk menambah kenyamanan penjual dan pembeli disini. Bahkan saya juga sedang merencanakan untuk mengadakan pengelolaan kompos di Pasar Oro-Oro Dowo ini.” (Wawancara pada 8 Juni 2016 di kantor Pasar Oro-Oro Dowo kota Malang)

Based on the explanation then it can be concluded that Oro-Oro Dowo Market is one of markets with Dutch heritage building which in last 2015, it got revitalization as it was for improving the trade as well strengthening the

seller, the buyer, and market management. Besides that, the legal basis for this revitalization is enough to regulate and underlie the existence of this program. Having additional facilities then it is expected that the revitalization on Oro-Oro Dowo Market can make this market to be the example for other markets in Malang City.

a. Policy on Oro-Oro Dowo Market Revitalization

In the revitalization process of Oro-Oro Dowo Market, there were two efforts that were done by the implementer of this program. The first one was the relocation and the second was the demolition of illegal stalls and street vendors that sold their goods around the market then they were given place to sell in the market. At first, the relocation process was opposed by the seller however it succeeded and got positive feedbacks after they were given socialization related to the revitalization process. It is justified by the Head of Oro-Oro Dowo Market as follows :

“From the planning then relocation and finally the process of revitalization, the sellers gave positive feedbacks and showed enthusiasm. They all agreed to do revitalization, it was because, I am as the Head of Oro-Oro Dowo Market asked them to talk and discuss together. There were socializations that were done for three times before the revitalization started. So, I always shared to them all the information that I got from Industry and Trade Local Bureau as well from Market Local Bureau. It was in order to ensure that they all understood the way how it would be done.” (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Mulai dari perencanaan lalu relokasi dan selanjutnya direvitalisasi, para pedagang menyambut dengan antusias. Semuanya setuju dengan revitalisasi ini dikarenakan saya sebagai Kepala Pasar mengajak para pedagang untuk berbicara

dan berembuk bersama. Diadakan juga sosialisasi sebanyak 3 kali untuk memberitahukan bagaimana revitalisasi ini. Jadi berita apapun dari Disperindag dan Dinas Pasar selalu saya sampaikan ke para pedagang. Supaya semua saling mengerti dan menerima dengan baik bagaimana ini nanti berjalan.” (Wawancara pada 8 Juni 2016 di Kantor Pasar Oro-Oro Dowo)

In addition, researcher also conducted interview to the side of Market Local Bureau as the institution that also involved in the revitalization of Oro-Oro Dowo Market. Market Local Bureau had a role to socialize this revitalization to the traders in order to ensure that would not happen any hindrance or obstacle in the execution process. Researcher conducted the interview with Mr. SH as Division Head of Data Collection in Market Local Bureau of Malang City. His statement is as follows :

“The role of Market Local Bureau was to help socializing to all traders in Oro-Oro Dowo Market to tell them how this revitalization would be executed.” (Interview on June 7th 2016, in Market Local Bureau of Malang City)

“Peran Dinas Pasar membantu untuk sosialisasi ke para pedagang di Pasar Oro-Oro Dowo untuk nantinya memberitahukan bagaimana revitalisasi ini berjalan.” (Wawancara pada 7 Juni 2016 di Dinas Pasar kota Malang)

At first there was actually relocation for the traders in the Oro-Oro Dowo Market. For a while, they occupied a semi-permanent building in Jalan Guntur and Jalan Muria. However, it was only temporary while waiting for the completion of the building that was being revitalized. After revitalization process, the number of trader increased but the number of stalls are still 250 units. This was because there was illegal

stalls issue around Oro-Oro Dowo Market, but it could be overcome and even the street vendors who used to be there is now becoming official trader in Oro-Oro Dowo Market. Here is an explanation from Mrs. ESS :

“There was actually illegal stalls issue, but it was actually only street vendors who traded in Hutan Kota Malabar. Then, after being assessed and given socialization, they were moved to Oro-Oro Dowo Market. These traders were given stalls for free. Therefore, the number of traders that was actually only 180 traders has been increasing now. Yet, the numbers of stalls are still 250 units. This is because there were some traders previously they had more than one stall then it was handed over to those street vendors. So, there was no additional stall. (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Memang sempat ada isu bahwa ada kios ilegal, tapi sebenarnya itu hanya PKL yang awalnya berjualan di Hutan Kota Malabar. Lalu setelah di data dan diberikan sosialisasi, mereka dipindah ke Pasar Oro-Oro Dowo. Para pedagang ini diberikan kios tanpa pungutan biaya apapun. Sehingga yang tadinya jumlah pedagang yang ada sebanyak 180 orang ini menjadi bertambah. Tetapi memang jumlah bedak atau tempat berjualannya tetap 250 unit. Ini dikarenakan ada pedagang yang sebelumnya punya lebih dari satu tempat jualan lalu dioper ke PKL itu. Jadi tidak ada penambahan stan lagi.” (Wawancara pada 8 Juni 2016 di Kantor Pasar Oro-Oro Dowo)

In accordance with the explanation given by the Head of Oro-Oro Dowo Market, the number of stall were not increased, only the number of traders that was increased from 180 traders to 200 traders due to the addition from the street vendors that previously were selling in Hutan Kota Malabar. The data for total stalls that Oro-Oro Dowo Market have, is presented in the figure below :



Figure 11 : Site Plan of Oro-Oro Dowo Market

Source: Researcher Documentation

Head of Oro-Oro Dowo, Mrs. ESS, said that there are positive impacts from the implementation of this revitalization. The impact that has been seen i.e. the increasing number of visitors due to the market situation that has gotten cleaner, more comfortable and even neat. So, it has made the visitor feel far way comfortable. This was said by Mrs. ESS as the Head of Oro-Oro Dowo market :

“If it is asked about the impact, it surely has brought positive impact towards this Oro-Oro Dowo Market. For sure, the increasing number of visitor, it is due to this market became more comfortable, cleaner, and more orderly.” (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Kalau ditanya apa pengaruhnya ya tentu saja pengaruhnya sangat positif terhadap Pasar Oro-Oro Dowo ini. Adanya peningkatan pengunjung, karena pasar kan sudah semakin nyaman, bersih, tertata dan rapi.” (Wawancara pada 8 Juni 2016 di kantor Pasar Oro-Oro Dowo kota Malang)

In the implementation of of the revitalization in Oro-Oro Dowo Market, of course, the first change that is seen, there was the construction of the market building. There were additions of several

new facilities. Those facilities are to support the improvement of facilities and infrastructure of the market. In that construction, surely there was the involvement of the private sector in contributing actively through involving for construction of the buildings.

PT. Cipta Aneka Solusi became the private sector that helped the process of building Oro Oro Dowo Market. PT. Cipta Aneka Solusi obtained the tender from the Government Procurement Service Unit of Malang City. This is accordance with the information that researcher got from Mr. TRI as the Promotion Section Head of Trade Sector from Industry and Trade Local Bureau of Malang City, as follows:

“There was actually the winning tender from private sector for the revitalization of Oro-Oro Dowo Market i.e PT. Cipta Aneka Solusi. We opened tender through the Government Procurement Service Unit of Malang City.” (Interview on June 7th 2016, in Industry and Trade Local Bureau of Malang City)

“Memang ada pemenang tender dari pihak swasta untuk revitalisasi Pasar Oro-Oro Dowo ini, yaitu PT. Cipta Aneka Solusi. Kami tender melalui Unit Pelayanan Pengadaan Pemerintah kota Malang.” (Wawancara pada 7 Juni 2016 di Dinas Perindustrian dan Perdagangan kota Malang)

The conclusion of the idealized existing regulation on Oro-Oro Dowo market revitalization is there are two efforts from the implementer institution of this revitalization. The first effort is relocation process or temporary movement for traders into the temporary provided space. The second effort is the socialization to the traders and also the street vendors around the market which was eventually granted free stall in the market without constructing more

stalls again, what increased is the number of traders from 180 to 200 traders. From the implementation of this revitalization, it has given positive impact for the market itself. As well as the support from the private sector, namely PT. Cipta Aneka Solusi that helped the process of construction for Oro Oro Dowo Market.

b. Target Group in Oro-Oro Dowo Market Revitalization

The target group of the Oro-Oro Dowo market revitalization was divided into two, the first is traders and the second is the buyer in Oro-Oro Dowo Market. Here is the explanation :

1. Traders/Sellers

The impact that is felt by the traders is very positive. The response from the trader was enthusiastic and even strongly supported the revitalization. In fact, there have been additional visitors and buyers from out of the town who have shopped in Oro-Oro Dowo market. This was disclosed by Mr. HS, one of the traders in the Oro-Oro Dowo Market :

"If you ask the traders response here, they all are very welcome to this revitalization. Even we are more enthusiastic. Moreover, there is the additional trolley also for shopping. So the buyers are also increasingly happy to shopping here. Buyers here are not only people around here anyway; even some of them are from out of the town."
(Interview on June 8th, 2016 in Oro-Oro Dowo Market)

"Kalau ditanya respon pedagang disini ya semuanya senang menyambut revitalisasi ini. Malah makin antusias. Apalagi ada penambahan trolley juga untuk belanja. Jadi para pembeli juga makin senang belanja disini. Pembeli disini bukan cuma orang sekitar sini saja, malah sampai dari luar

kota juga kesini semua.” (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

2. Buyers

Researchers also conducted interview with visitor or buyer in Oro-Oro Dowo market. According to Mrs. SR, one of visitors in Oro-Oro Dowo Market, the revitalization of this market of course increases the enthusiasm of buyers. Moreover, the market situation is getting cleaner and tidy, also the addition of trolley facility even make buyers feel more comfortable for shopping :

"If I shop here, I feel convenient, even if it costs a bit more expensive than the other market. But it feels comfortable; moreover there are trolleys for carrying in the groceries. So, yes it's a good thing to have revitalization run in this market." (Interview on June 8th, 2016 in Oro-Oro Dowo Market)

“Kalau saya berbelanja disini senang-senang aja rasanya, meskipun harganya agak mahal dari pasar yang lainnya. Tapi kerasa nyaman, sudah gitu ada trolley buat mengangkut barang belanjaan. Jadi ya baguslah kalau revitalisasi dijalankan di pasar ini.” (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

It can be concluded that, from the statements of the target group of this policy, the revitalization of Oro-Oro Dowo Market is already on target. Having variety of responses given by traders and buyers who have felt the positive impact from this market revitalization in Oro-Oro Dowo. In addition, besides the increased number of visitors even from out of the town, also the increased of sales turnover, as a note it was due to the influence of the accident in the Pasar Besar too, another reason it was the betterment of convenience of visitors to shopping due to the

addition facilities and one of them is shopping trolley. Although the offered price is a bit more expensive but it have not hamper the enthusiasm of visitors to shop in Oro-Oro Dowo Market.

c. Actors in Oro-Oro Dowo Market Revitalization

The implementing actors in the revitalization of Oro-Oro Dowo market is the Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City and Oro-Oro Dowo Market as the implementation target. This was revealed by Mr. TRI Promotion Section Head of Trade in the Industry and Trade Local Bureau of Malang City. Here is his statement :

"Involved actors in this revitalization are Industry and Trade Local Bureau as the financial manager, Market Local Bureau as the executor of this revitalization, and Oro-Oro Dowo Market as the target implementation. Then there was Ministry of Trade as well as the fund grantor from the central government." (Interview on June 7th 2016, in Industry and Trade Local Bureau of Malang City)

"Aktor yang terlibat di dalam revitalisasi ini Disperindag sebagai pengelola dananya dan Dinas Pasar sebagai pelaksana revitalisasi ini, Pasar Oro-Oro Dowo sebagai target pelaksanaan. Lalu juga Kementerian Perdagangan sebagai pemberi dana dari pemerintah pusat." (Wawancara pada 7 Juni 2016 di Dinas Perindustrian dan Perdagangan kota Malang)

It is also in line to what Head of Oro-Oro Dowo Market, Mrs. ESS presented, in which she said that the actors who became the organizer of this revitalization are Industry and Trade Local Bureau and Market Local Bureau. Here is the statement from her :

"Related Parties is of Industry and Trade and Markets Department. Disperindag as decision makers and Office Market as land-owning agencies. So Oro-Oro Dowo market is always associated with the two agencies. "(Interview on June 8th 2016, in the office market Oro-Oro Dowo Malang)

"Pihak terkait adalah dari Disperindag dan Dinas Pasar. Disperindag sebagai pembuat keputusan dan Dinas Pasar sebagai instansi yang memiliki lahan. Jadi Pasar Oro-Oro Dowo ini selalu berkaitan dengan dua instansi tersebut." (Wawancara pada 8 Juni 2016 di kantor Pasar Oro-Oro Dowo kota Malang)

It can be concluded that from the explanation that is gotten from the informant--were Trade and Industry Local Bureau of Malang City, Market Local Bureau, and Oro-Oro Dowo Market itself, Industry and Trade Local Bureau of Malang City was as the decision-makers and fund managers institution for this program revitalization. Then, Market Local Bureau of Malang city was as revitalization implementing institution as well as the land owner of the market and the last one surely was Oro Oro Dowo Market as the object of this revitalization. All of these three institutions were certainly related and mutually cooperated for the success of the Oro-Oro Dowo market revitalization. In this revitalization, there is doesn't had the dominan actor because the institution that became the actors are related other. They have the cooperation and coordination to make the revitalization became succesfull.

2. Contextualization of Revitalization on Oro-Oro Dowo Market

Oro-Oro Dowo Market revitalization in Malang city was influenced by several factors. There were social, economic, and political factor. Those

factors became big influence in the success of this revitalization implementation. Besides those factors could support, there were also factors that hindered the revitalization of Oro-Oro Dowo market :

a. Social

Social factor that affected was the existence of relocation process for traders. The existence of this revitalization aside from giving a new image to the Oro-Oro Dowo market, it was also to renovate market building that suffered some damages. Due to that, there was temporary movement or relocation of traders selling place by occupying semi-permanent stalls. From this relocation, there were several obstacles to the execution of revitalization. That raised some issues such as the decreasing number of buyers and less parking space. This is accordance with the statement from one of traders, Mr. SP, as follows :

"Yeah, there was actually relocation. Due to that happened, the number of buyers was decreasing. As well it was because of having less parking space, then buyers were bit inconvenient to shopping in this place. As the market was still under construction, we moved temporarily to those stalls."(Interview on June 8th 2016, in Oro-Oro Dowo Market)

"Iya kemarin itu memang sempat ada relokasi. Tapi gara-gara relokasi itu jadinya pembeli itu berkurang. Karena kurang lahan parkir juga, jadi ya pembeli agak malas beli di pasar sini. Pasarnya kan keadaan masih dibangun, jadi ya kita sementara jualan di bedak itu mbak." (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

b. Economic

The second factor is the economic factor. Economic factor once affected the condition was the increasing of building material price for

constructing the market buildings. That was why there was additional funding from 5 billion rupiah to 7 billion rupiah which it was entirely under central government funding through the Ministry of Trade. This is in line to what Head of Oro-Oro Dowo Market stated, Mrs. ESS :

"Initially the given fund was 5 billion rupiah, but after calculating for the cost of building materials and then it increased to 7 billion rupiah. The fund was immediately granted by the central government from Ministry of Trade." (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

"Awalnya memang dana yang akan diberikan itu sebesar 5 milyar, tetapi setelah di data untuk biaya bahan bangunan lalu ditambah menjadi 7 milyar. Dananya itu pun langsung diberikan oleh pemerintah pusat, yaitu dari Kementerian Perdagangan." (Wawancara pada 8 Juni 2016 di Kantor Pasar Oro-Oro Dowo)

The same thing was also explain by Mr. TRI as Promotion Section Head of Trade in the Industry and Trade Local Bureau of Malang City. According to him, the revitalization fund of Oro-Oro Dowo market was actually as much as 5 billion rupiah. However, due to the increasing price of building material, it was decided to increase to budget to 7 billion rupiah.

"Originally the idea of revitalizing this market was in October 2014, but there was not auction yet (tender). And because it seemed not enough, then it was postponed with initial funding of 5 billion. Then in 2015, it was granted the fund as much as 7 billion, the fund increased due to the rise of building material prices." (Interview on June 7th 2016, in the Industry and Trade Local Bureau of Malang City)

"Awalnya ide revitalisasi ini turun di bulan Oktober tahun 2014, namun belum ada lelang (tender). Lalu karena tidak akan cukup ditunda dulu dengan dana awal 5 milyar. Lalu tahun 2015 turun dana 7 milyar, dananya bertambah karena kenaikan harga

bangunan.” (Wawancara pada 7 Juni 2016 di Dinas Perindustrian dan Perdagangan kota Malang)

c. Politic

Then, the third factor is the political factor that affects the running of the revitalization on Oro-Oro Dowo market. The political factor on the table was several cooperation that was held by Oro-Oro Dowo Market with the Transportation Local Bureau and Police Department to help manage the road during the relocation. This is based on what Head of Oro-Oro Dowo market, Mrs. ESS, as follows :

"During the process of revitalization, there was supporting factor-from Transportation Local Bureau and the Police Department to manage the traffic during the temporary movement, Miss. It was because during the last relocation, traders occupied half of the road shoulder. "(Interview on June 8th, 2016 in Oro-Oro Dowo Market office)

“Selama proses revitalisasi ini ada faktor pendukung yaitu dari Dishub dan Kepolisian untuk kelancaran jalan selama dalam penampungan kemarin, mbak. Karena selama penampungan kemarin kan para pedagang menempati separuh bahu jalan.” (Wawancara pada 8 Juni 2016 pada Kantor Pasar Oro-Oro Dowo kota Malang)

Conclusions from the analysis above, there are three environmental factors that influence the market revitalization on Oro-Oro Dowo. The first is the relocation of traders into semi-permanent stall in around of the market. Then the second factor is the increasing prices of building materials for the construction of market building, so that the funds initially were as much as 5 billion rupiah. However, due to the increasing price of the building material, it was decided to increase the budget to 7 billion rupiah. The third factor is

the political factor that was about the cooperation among Oro Oro Dowo with the Transportation Local Bureau and Police Department to manage the traffic during the period of relocation. From those mentioned factors, it can be used as analysis for supporting or constraining factor in the revitalization of Oro-Oro Dowo Market.

3. Supporting and Constraining Factors in Implementing Oro-Oro Dowo Market revitalization

Implementation of a policy certainly cannot be separated from the factors that become either the supporting or constraining one for its implementation. Similarly to the implementation of Oro-Oro Dowo market revitalization that also have supporting and constraining factors. Here is the data presentation from the supporting and constraining factors on the implementation of the Oro-Oro Dowo market revitalization.

a. Supporting Factors

Revitalization on Oro-Oro Dowo Market was run in 2015. Based on interviews and observations of the author, these are the supporting factor in the revitalization of Oro Oro Dowo market in Malang :

1. Cooperation with Related Institution

This revitalization on the Oro-Oro Dowo Market in Malang could be done because of the conduction of cooperation with several involved institutions in the implementation. One of them was the cooperation with the Transportation Local Bureau and Police

Department to manage the traffic during the period of relocation.

This is based on what Head of Oro-Oro Dowo market, Mrs. ESS, as follows :

"During the process of revitalization, there was supporting factor-from Transportation Local Bureau and the Police Department to manage the traffic during the temporary movement, Miss. It was because during the last relocation, traders occupied half of the road shoulder." (Interview on June 8th 2016, in Oro-Oro Dowo Market office)

"Selama proses revitalisasi ini ada faktor pendukung yaitu dari Dishub dan Kepolisian untuk kelancaran jalan selama dalam penampungan kemarin, mbak. Karena selama penampungan kemarin kan para pedagang menempati separuh bahu jalan." (Wawancara pada 8 Juni 2016 pada Pasar Oro-Oro Dowo kota Malang)

Based on the interview with informant, it can be concluded that during the revitalization of Oro-Oro Dowo market is that the cooperation with several related institutions to assist the implementation of the revitalization. That was with Transportation Local Bureau and the Police Department. From that cooperation, it helped a lot to make the revitalization process run well.

2. Traders Enthusiasm

During the ongoing revitalization process, it was inevitably that the factor of traders' enthusiasm took part as well. It can be seen due to the absence of conflict during the revitalization process took place between the traders and revitalization implementing organization. It started from the process of socialization, relocation, and revitalization. Everything went well and without significant

obstacles. It is in accordance with the results of the interview with a trader, Mr. SP, that was very enthusiastic and fully supported the government's decision to undertake this revitalization, following the results of the interview :

"Traders here are happy and enthusiastic, Miss. Initially, there was objection, but once there was socialization and explained that there would be no cost at all, yes we finally agreed. Even, we all support this revitalization." (Interview on June 8th 2016, in Oro-Oro Dowo Market)

"Pedagang disini ikut senang dan antusias, mbak. Memang awalnya sempat ada yang keberatan, tetapi setelah ada sosialisasi dan dijelaskan bahwa ini tidak ada pengutan biaya sama sekali ya kami akhirnya setuju. Malah mendukung semua sekarang sama revitalisasi ini." (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

Then, it can be concluded that from this revitalization the response from the traders, they were all enthusiastic and very happy with this revitalization. Instead, they now fully support the government's decision with the implementation of revitalization in Oro-Oro Dowo Market. From the beginning to the end, everything went smoothly and without obstacles. That's why the enthusiasm of traders has become one of the supporting factors to the revitalization in Oro-Oro Dowo Market.

b. Constraining Factors

The constraining factors from the revitalization of Oro-Oro Dowo Market in Malang City are explained through interview result and

observation that was done by the author. Here are the constraining factors from the revitalization of Oro-Oro Dowo Market :

1. Street Vendors

The revitalization in Oro-Oro Dowo market would also lead to their impact on the environment around the market. One of factors that cannot be separated from this revitalization is the existence of some illegal stalls and street vendors around the market, like in the area Hutan Kota Malabar. Illegal stalls here means the traders who have been long occupied location near the market but they do not have permission to trade, while the street vendors are traders who do not have stalls and do not have permission to trade. Therefore, with this revitalization, those illegal traders were listed and given socialization and then were moved by granting them market stall to sell in Oro-Oro Dowo Market. This is like what Head of Oro-Oro Dowo market, Mrs. ESS, stated. Here is her statement :

“There was actually illegal stalls issue, but it was actually only street vendors who traded in Hutan Kota Malabar. Then, after being assessed and given socialization, they were moved to Oro-Oro Dowo Market. These traders were given stalls for free. (Interview on June 8th 2016, in Oro-Oro Dowo Market Office)

“Memang sempat ada isu tentang kios ilegal dan PKL yang ada di sekitar lokasi pasar, mereka ini awalnya berjualan di dekat Hutan Kota Malabar. Para pedagang tersebut telah di data dan di sosialisasi, lalu diajak untuk pindah berjualan ke dalam Pasar Oro-Oro Dowo dengan tanpa adanya pungutan biaya apapun.”
(Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

Mr HS, one of traders, says that there have been some street vendors who have been given stalls to sell in the Oro-Oro Dowo market. That is because there are some stalls that belonged to traders who have not used then those stalls have been handed over to the street vendors. The explanation is as follows :

"Yeah, there are some street vendors are now selling in the market here. That's because there are stalls that was not used anymore and it was given to street vendors." (Interview on June 8th 2016, in Oro-Oro Dowo Market)

"Iya mbak, ada beberapa PKL yang sekarang juga jualan di pasar sini. Itu karena ada kios pedagang yang sudah lama ga dipakai itu dioper diberikan ke PKL itu" (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

It can be concluded that from the above explanation that the issue of the illegal stalls and street vendors in around of Oro-Oro Dowo market has been listed and given socialization for further to be moved to sell in Oro Oro Dowo Market. Then they were given a kiosk which had been long time no use. Even it was given for free. Surely they once could be the constraining factor for this revitalization process, but eventually it could be overcome even be persuaded to sell in the market place.

2. Relocation

In addition, this revitalization aside from giving a new image to the Oro-Oro Dowo market, it was also to renovate market building that suffered some damages. Due to that, there was temporary

movement or relocation of traders selling place by occupying semi-permanent stalls. From this relocation, there were several obstacles to the execution of revitalization. That raised some issues such as the decreasing number of buyers and less parking space. This is accordance with the statement from one of traders, Mr. SP, as follows :

"Yeah, there was actually relocation. Due to that happened; the number of buyers was decreasing. As well it was because of having fewer parking spaces, and then buyers were bit inconvenient to shopping in this place. As the market was still under construction, we moved temporarily to those stalls." (Interview on June 8th 2016, in Oro-Oro Dowo Market)

"Iya kemarin itu memang sempat ada relokasi. Tapi gara-gara relokasi itu jadinya pembeli itu berkurang. Karena kurang lahan parkir juga, jadi ya pembeli agak malas beli di pasar sini. Pasarnya kan keadaan masih dibangun, jadi ya kita sementara jualan di bedak itu mbak." (Wawancara pada 8 Juni 2016 di Pasar Oro-Oro Dowo kota Malang)

As it was not inside the market building, then the selling location should be moved temporarily to a semi-permanent stalls around the market. From that statement, it can be concluded that the relocation around the market place once became obstacle because it decreased the number of buyers and had fewer parking area in Oro-Oro Dowo Market. Therefore, that process could be an constraining factor in the revitalization process of Oro Oro Dowo Market.

C. Discussion

1. Implementation of Government Policy on Traditional Market

Revitalization of Oro-Oro Dowo Market

Oro-Oro Dowo Market in Malang City is one of markets that was being revitalized as the step to improve the image of traditional market. This revitalization itself was done because Industry and Trade Local Bureau of Malang city suggested to Ministry of Industry to do revitalization because Oro-Oro Dowo Market has gotten the recognition as the cleanest traditional market in accordance as well with the aim to change the image of traditional market that is dirty and not orderly. Therefore this revitalization was done to change the traditional market to be cleaner and more orderly in the look of more modern in short to be the first semi-modern market in Malang City. In its implementation, there are some factors that support the running of the revitalization process. Here are the discussion of Oro-Oro Dowo market revitalization implementation in accordance with the determined focus :

a. Policy on Oro-Oro Dowo Market revitalization

According to Smith (Tachjan, 2006) idealized policy is interaction pattern that is being idealized by the formulator in purpose to push target group to implement the policy. In each implementation of program or policy, interaction pattern is really related to be idealized by the policy or program formulator. It goes as well to the revitalization of Oro-Oro Dowo market case that have two interaction patterns. First is

the attempt to do relocation and the second one is the attempt to eliminate the street vendors around the market.

Smith also explains that in a public organization, communication often becomes very difficult and complex process. Information giving process that is from up to the bottom in an organization or from one organization to another, and to other communicator, should be smooth and without obstacle (Tachjan, 2006). That is why good communication should be held between the three revitalization implementing organization for Oro-Oro Dowo market, Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City and Oro-Oro Dowo Market itself. Socialization and coordination are indispensable for the success of this revitalization. From that manner, those traders were willing to be relocated, because initially there was socialization in advance from the implementing organization. The street vendors too, after being listed and given socialization then they were willing to sell in Oro Oro Dowo market with being granted transitioned stalls. There was even interference from other relevant institutions; they were Transportation Local Bureau and the Police Department in managing the process of relocation and revitalization.

In addition, Smith also testified that the prospect of an effective policy implementation is determined by the communications to the policy implementers accurately and consistently (accuracy and consistency). Aside from that, coordination is a powerful mechanism in

policy implementation (Tachjan, 2006). The role of cooperation and coordination from the three institutions, Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City and Oro-Oro Dowo Market itself has been seen since the data collection, socialization and relocation. As the cooperation and coordination between the revitalization implementing organization and implementation targets go well, then certainly there will be absence of barriers in the process of implementing a program or policy.

b. Target Group in Oro-Oro Dowo Market Revitalization

Target group, it is the part of stakeholders that is expected to be able to adopt the expected interaction pattern. They are the part of stakeholders that is expected to be able to accept and adjust towards interaction pattern that is determined by the policy (Tachjan, 2006). On the revitalization of Oro-Oro Dowo market, specified target group are traders and buyers. This revitalization has a goal to not only change the image of the market, but also for the reinforcement of the sellers and buyers as well as market administrators. They are part of the stakeholders that are expected to accept and adjust to the interaction pattern in this revitalization.

Smith also explained that the success of a process of implementation of the policy is seen from how the response or responsiveness of the target group, if the target group welcome to accept and carry out the policies set without complaining then the policy will be successful. The

factors that influence the target group to comply or to adjust toward the implemented policy are (1) conformity of the policy content with their hopes, (2) characteristic of each target group such as sex, education level, experience, age, and socio-economic condition, (3) communication between policy implementer and target group therefore the bad side of this communication process will become the weak point in achieving the effectiveness of policy implementation (Tachjan, 2006). Traders, shoppers, and people around Oro-Oro Dowo market seemed to accept and respond well even they fully supported this revitalization. It could be seen clearly, the traders were willing to be relocated or moved temporarily to a shelter with semi-permanent stalls during the revitalization process underway. The buyers and also local people were also willing to keep buying and accepting the temporary situation to finally be able to go back shopping at the Oro-Oro Dowo market. That was all because this revitalization is in accordance with their expectations to get the market clean, neat, organized and modern imaged. Good communication between the policy implementers with the target group achieved the desired effectiveness. Thus, revitalization of Oro-Oro Dowo Market could run well.

c. Actors on Revitalization of Oro-Oro Dow Market

Implementing actors, it is the implementer that is responsible to implement the policy. That implementer can be an organization of person that will implement the policy on the field that is responsible as

manager, executor, and supervisor. The implementing actors that exist in the market revitalization of Oro-Oro Dowo Market were Industry and Trade Local Bureau of Malang City that had role as revitalization fund manager, Market Local Bureau of Malang City as the revitalization executor, as well as Oro Oro Dowo Market itself as the target of revitalization. Smith (Tachjan, 2006) explains also implementing organization characteristic really influences the success of policy implementation. Characteristics that could be seen from those institutions looked good enough as well as the bureaucratic structures that Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City, and Oro-Oro Dowo Market is clear and quite good. Taking account into seeing their participation in the socialization to the traders, which these three institutions collaborated each other and provided better understanding for traders in assisting the implementation process of revitalization. In this revitalization, there is doesn't had the dominan actor because the institution that became the actors are related other. They have the cooperation and coordination to make the revitalization became succesfull.

2. Contextualization of Revitalization on Oro-Oro Dowo Market

Environmental factors, it is environmental elements that can affect the implementation. The last thing to be concerned in assessing the performance of policy whether it is success or failed refers to how far external environment also encourages the success of the public policy. Social, economic, and

political environment that is not supportive and conducive can be the problem source of the policy implementation process failure. Therefore, policy implementation effort requires conducive external environment. That is what Smith (Tachjan, 2006) stated that can be proven that in the revitalization of Oro-Oro Dowo Market. It is where in its implementation there were environmental factors that took place such as social, economic, and political factors.

a. Social

The first factor is the social factor that is the relocation that was opposed by the traders but eventually still got a good response after conducting the socialization to prevent conflicts in the implementation of this revitalization. Socialization was done by the Market Local Bureau of Malang City who also previously in this revitalization cooperated and coordinated with Industry and Trade Local Bureau of Malang City and as well the management board of Oro-Oro Dowo Market.

b. Economic

The second factor is the economic factor that is the increasing of the building material prices for market building construction. That's why there was additional funding which was initially only 5 billion rupiah to be 7 billion rupiah that was entirely under funding from the central government through the Ministry of Trade.

c. Politic

The third factor is the political factor that is the cooperation organized by Oro-Oro Dowo Market with Transportation Local Bureau of Malang City and Police Department to help manage the traffic during the process of relocation.

Thus it can be concluded that environmental factors that affected the revitalization process in Oro-Oro Dowo market are social, economic, and political factors. The first factor is the social factor is where the relocation was initially opposed by the traders but later was well responded by the traders through the socialization from the related institutions. The second factor is the economic factor that is the increasing price for the building material. That's why there was additional funding that was initially 5 billion rupiah to be 7 billion rupiah. Lastly the third factor is the political factor that is the cooperation organized by Oro-Oro Dowo Market with Transportation Local Bureau of Malang City and Police Department to help manage the traffic during the process of relocation.

3. Supporting and Constraining Factors that are faced by Malang City Government in Implementing the Revitalization on Oro-Oro Dowo Market

Implementation from a policy or program surely has supporting and constraining factor in its process of implementation. According to Dunsir (Abdul Wahab, 1991) it refers to as what he calls the implementation gap, ie as the state of policy process will always allow for differences in what is

expected (planned) by policy makers with what can be achieved in fact (as a result or achievement of the implementation of the policy). Supporting and constraining factors in the process of policy implementation of revitalization of Oro-Oro Dowo Market in Malang City are :

a. Supporting Factors

In the implementation of a policy or program surely there is supporting factor that create success implementation towards the implementation target. Here are supporting factors from the revitalization on Oro-Oro Dowo Market in Malang City :

1. Cooperation with Related Institution

This revitalization on the Oro-Oro Dowo Market in Malang could be done because of the conduction of cooperation with several involved institutions in the implementation. One of them was the cooperation with the Transportation Local Bureau and Police Department to manage the traffic during the period of relocation. This is in accordance with the statement of Rochyati (2012) that formulation of the policy can not be separated from the involved actors, where Transportation Local Bureau and Police Department became one of inside government actors. That is why the involvement of those two institutions becomes the supporting factors for revitalization on Oro-Oro Dowo Market in Malang City.

2. Traders Enthusiasm

During the ongoing revitalization process, it was inevitably that the factor of traders enthusiasm took part as well. It can be seen due to the absence of conflict during the revitalization process took place between the traders and revitalization implementing organization. That is in line with the statement from Soenarko (2005) that if there are approvals, support, and trust from the society, it will make success for policy implementation. That is why the enthusiasm of traders becomes the supporting factors for revitalization on Oro-Oro Dowo Market in Malang City.

b. Constraining Factors

Aside from the supporting factors, surely there is also the constraining factor in the process of implementation of a policy or program. Here are discussions of some constraining factors finding during the revitalization of Oro-Oro Dowo Market in Malang City :

1. Street Vendors

The revitalization in Oro-Oro Dowo market would also lead to their impact on the environment around the market. One of factors that cannot be separated from this revitalization is the existence of some illegal stalls and street vendors around the market, like in the area Hutan Kota Malabar. Illegal stalls here means the traders who have been long occupied location near the market but they do not

have permission to trade, while the street vendors are traders who do not have stalls and do not have permission to trade. Therefore, with this revitalization, those illegal traders were listed and given socialization and then were moved by granting them market stall to sell in Oro-Oro Dowo Market. They are actually the part of target group that is expected to be able to accept and adjust towards interaction pattern that is determined by the policy just like the statement of Smith in Tachjan (2006). However, after listing and socialization, these street vendors could be overcome by granting them stall to sell in Oro-Oro Dowo market. Those stalls are the stalls that were not used by the previous traders anymore, so they were handed over to the street vendors.

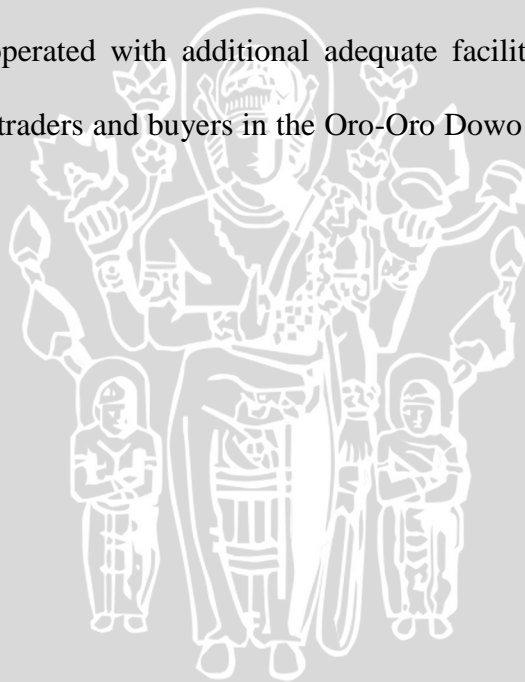
2. Relocation

Relocation around Oro-Oro Dowo Market is an attempt to create temporary shelter. At the time of this relocation, there were some problems. They were the decreasing number of buyers and fewer parking area. It became the obstacles in the implementation process of this revitalization. According to Smith (Tachjan, 2006) The last thing to be concerned in assessing the performance of policy whether it is success or failed refers to how far external environment also encourages the success of the public policy. Relocation around this market environment was one external factor that should encourage the success of the revitalization process, but in its application, it

became an obstacle that could hamper the running of revitalization instead. However, these obstacles could be overcome well by the revitalization implementing organization in Oro-Oro Dowo Market.

The conclusion that can be obtained from the above discussion that revitalization of Oro-Oro Dowo market is a government attempt to improve the traditional market that not only change the market building but also strengthen the market traders, buyers and management board. On the revitalization of Oro-Oro Dowo Market, its targets were the traders and buyers, which they are the part of the stakeholders who is expected to be able to accept and adjust towards interaction pattern that is determined by the policy. Meanwhile implementing organization that involved such as Industry and Trade Local Bureau of Malang City, Market Local Bureau of Malang City and Oro-Oro Dowo Market itself seemed already cooperated and coordinated to help the running of the revitalization of Oro-Oro Dowo Market. In the process of implementation, it was held socialization and also attempt to do relocation and elimination of street vendors around the market place. It also makes the attempt to relocate the traders to semi-permanently stalls around the market become the social factor in the revitalization of Market Oro-Oro Dowo Malang, and the economic factor was the increasing price of building material for the building construction and lastly the political factor was the cooperation of involved institutions in the revitalization. These three factors are the contextualization that influence the revitalization of Oro-Oro Dowo Market. In addition, there are several supporting and constraining factors in the revitalization of Oro-Oro Dowo Market. The

supporting factors are, the cooperation between related institutions such as Transportation Local Bureau of Malang City and Police Department. Then, there was also the enthusiasm of traders who supported this revitalization in the policy formulation process. Meanwhile the constraining factors are the existence of street vendors and the relocation process that created the decreasing number of buyer as well as decreasing the space for parking; this means the external environment contributed to the success of this policy. Implementation of the revitalization on Oro-Oro Dowo Market reached its target, which the market has been opened and operated with additional adequate facilities to support the convenience of the traders and buyers in the Oro-Oro Dowo Market in Malang City.



CHAPTER V

CONCLUSION AND SUGGESTION

A. Conclusion

Based on the research results and discussion that has been described in the previous chapter, it can be concluded that the revitalization of Oro-Oro Dowo Market has achieved the desired results. The conclusion is as follows :

1. First, Oro-Oro Dowo Market is one of the famous markets in Malang City. This market has gotten the recognition as the cleanest market in Malang City, that the primary reason this market the revitalization. The existing regulation on Oro-Oro Dowo market revitalization is there are two efforts from the implementer institution of this revitalization. The first effort is relocation process or temporary movement for traders into the temporary provided space. The second effort is the socialization to the traders and also the street vendors around the market which was eventually granted free stall in the market without constructing more stalls again. The revitalization of Oro-Oro Dowo Market is already on target. Having variety of responses given by traders and buyers who have felt the positive impact from this market revitalization in Oro-Oro Dowo. In addition, besides the increased number of visitors even from out of the town, also the increased of sales turnover another reason it was the betterment of convenience of visitors to shopping due to the addition facilities. The actors that exist in the revitalization of Oro-Oro Dowo Market is Industry

and Trade Local Bureau of Malang City was as the decision-makers and fund managers institution for this program revitalization. Then, Market Local Bureau of Malang city was as revitalization implementing institution as well as the land owner of the market and the last one surely was Oro Oro Dowo Market as the object of this revitalization.

2. Second, there are three contextualization factors that influence the market revitalization on Oro-Oro Dowo. The first is social factor, the relocation of traders into semi-permanent stall in around of the market. Then the second factor is the increasing prices of building materials for the construction of market building, so that the funds initially were as much as 5 billion rupiah. However, due to the increasing price of the building material, it was decided to increase the budget to 7 billion rupiah. The third factor is the political factor that was about the cooperation among Oro Oro Dowo with the Transportation Local Bureau and Police Department to manage the traffic during the period of relocation.
3. Third, in the process of implementing this revitalization surely there are several supporting and inhibiting factors that determined the success of the revitalization on Oro-Oro Dowo Market in Malang City. The supporting factors includes cooperation with the Transportation Local Bureau and and the Police Department, in addition, the enthusiasm of traders/sellers is also to be used as a benchmark of success in revitalizing Oro-Oro Dowo Market. The constraining factors includes there were some street vendors who were scattered around the market place and around Hutan Kota

Malabar. But then these street vendors were listed and given socialization in order to be granted transitioned-stalls from the traders/seller that was unused anymore. Then there was also relocation which is the temporary movement of the traders to semi-permanent stalls until the new market building was ready to use.

B. Recommendation

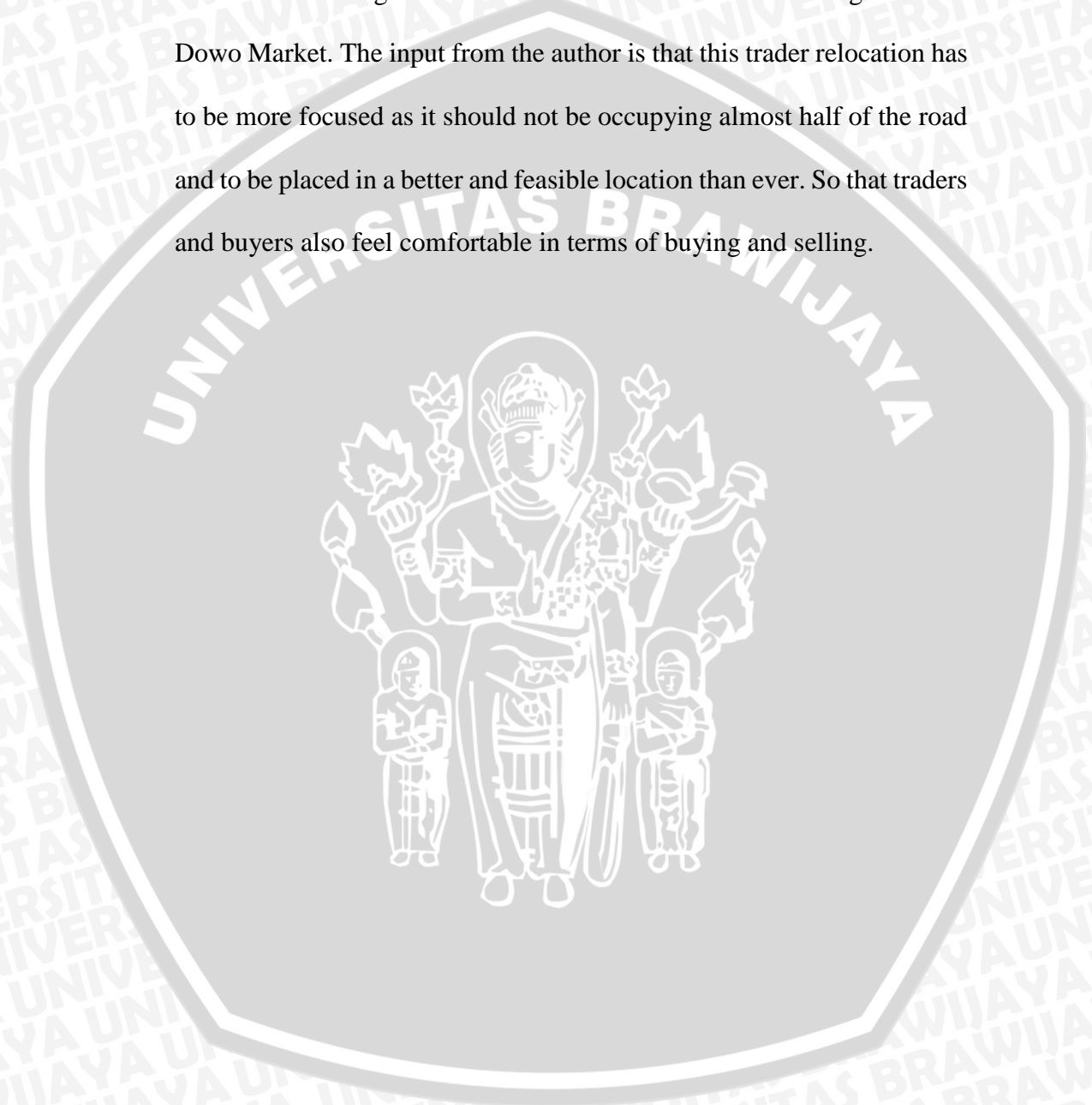
After the author did observation and research, then the author make several recommendations as consideration to supporting the success in the revitalization implementation on Oro-Oro Dowo Market. It can be seen from several factors that exist. One of them is from the constraining factor that requires special attention in its resolving process. That factor will certainly be an obstacle to the revitalization on Oro-Oro Dowo Market. Here are some suggestions that researcher could describe for the improvement of this revitalization :

1. The existence of street vendors

The existence of street vendors around the market place became the bottleneck in the process of revitalization. The street vendors sold not only in the around of the market, but also in the Hutan Kota Malabar. Fortunately the street vendors could be overcome. Input from the author is that the street vendors have to be given more attention by giving counseling or socialization through by talking and discussing together and also given the opportunity to get more proper place to trade or sell.

2. Relocation around the market

Relocation around this market even if it was only temporary, but it also could be inhibiting factor in the revitalization of the existing Oro Oro Dowo Market. The input from the author is that this trader relocation has to be more focused as it should not be occupying almost half of the road and to be placed in a better and feasible location than ever. So that traders and buyers also feel comfortable in terms of buying and selling.



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DAFTAR PERTANYAAN UNTUK KASIE PROMOSI BIDANG PERDAGANGAN DINAS PERINDUSTRIAN DAN PERDAGANGAN KOTA MALANG

1. Apakah latar belakang diadakannya revitalisasi Pasar Oro-Oro Dowo?
2. Apakah tujuan dari revitalisasi Pasar Oro-Oro Dowo?
3. Dampak apa saja yang diharapkan dari revitalisasi Pasar Oro-Oro Dowo?
4. Adakah dasar hukum yang terkait pada revitalisasi Pasar Oro-Oro Dowo ?
5. Apakah peran Disperindag dalam revitalisasi Pasar Oro-Oro Dowo ?
6. Aktor yang ada pada revitalisasi Pasar Oro-Oro Dowo ini siapa saja?
7. Dana pada revitalisasi Pasar Oro-Oro Dowo ini sebanyak 5 milyar atau 7 milyar rupiah?

DAFTAR PERTANYAAN UNTUK KEPALA BIDANG PENDATAAN DAN PEMUNGUTAN DINAS PASAR KOTA MALANG

1. Berapakah jumlah pasar yang ada?
2. Apakah tujuan dari revitalisasi Pasar Oro-Oro Dowo?
3. Apakah peran Dinas Pasar dalam revitalisasi Pasar Oro-Oro Dowo?
4. Bentuk kerjasama apakah yang terjadi antara Disperindag, Dinas Pasar, dan Pasar Oro-Oro Dowo?
5. Bagaimana dengan relokasi yang terjadi di sekitar Pasar Oro-Oro Dowo?

DAFTAR PERTANYAAN UNTUK KEPALA PASAR ORO-ORO DOWO KOTA MALANG

1. Bagaimana sejarah asal mula Pasar Oro-Oro Dowo?
2. Bagaimana latar belakang diadakannya revitalisasi di Pasar Oro-Oro Dowo?
3. Mulai kapan revitalisasi Pasar Oro-Oro Dowo ini dijalankan?
4. Fasilitas apa saja yang ditambahkan pada Pasar Oro-Oro Dowo?
5. Dana untuk revitalisasi Pasar Oro-Oro Dowo ini bersumber dari siapa dan berapa jumlahnya?
6. Bagaimana dengan respon pedagang terhadap revitalisasi Pasar Oro-Oro Dowo?
7. Bagaimana dengan adanya PKL dan kios ilegal yang ada di sekitar Pasar Oro-Oro Dowo?
8. Apakah setelah revitalisasi Pasar Oro-Oro Dowo ini terdapat penambahan jumlah pedagang?
9. Pengaruh apa saja yang didapatkan setelah adanya revitalisasi Pasar Oro-Oro Dowo?
10. Apakah ada pro kontra selama proses revitalisasi Pasar Oro-Oro Dowo?
11. Adakah peran dari dinas atau instansi terkait lainnya?

DAFTAR PERTANYAAN UNTUK PEDAGANG DAN PEMBELI DI PASAR ORO-ORO DOWO KOTA MALANG

1. Bagaimana respon anda dengan revitalisasi Pasar Oro-Oro Dowo?
2. Apakah ada sosialisasi terkait revitalisasi Pasar Oro-Oro Dowo?
3. Bagaimana respon anda ketika ada relokasi di sekitar Pasar Oro-Oro Dowo?
4. Bagaimana dengan PKL yang ada di sekitar lokasi Pasar Oro-Oro Dowo?

Appendix 2 : Documentation Photos



Interview with Mrs. ESS as Head of Oro-Oro
Dowo Market



Interview with Mr. TRI as the Promotion
Section Head of Trade in Industry and Trade
Local Bureau of Malang City



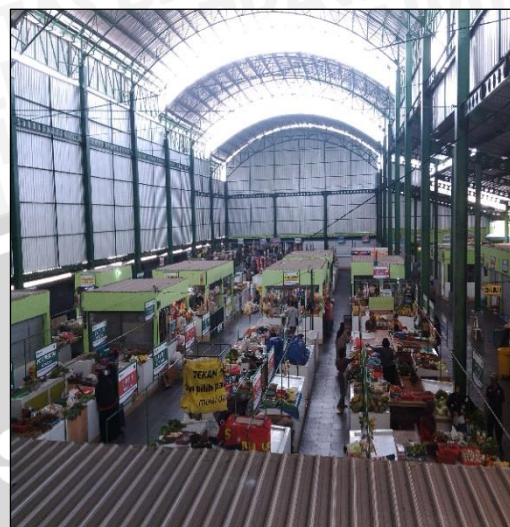
Interview with Mr. SH as the Division Head of Data Collection
in Market Local Bureau of Malang City



Interview with the trader in the Oro-Oro
Dowo Market



Photos of inauguration placard in Oro-Oro Dowo Market with the assignment from Minister of Trade Thomas T. Lembong



Photos of Oro-Oro Dowo Market after getting revitalization



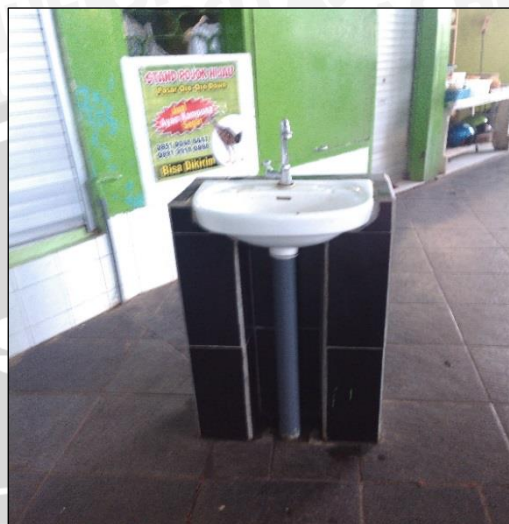
Photos of Prayer Room in Oro-Oro Dowo Market



Photos of Lactation Room in Oro-Oro Dowo Market



Photos of Toilet in Oro-Oro Dowo Market



Photos of Hand-Washing Sink in Oro-Oro Dowo Market




Photos of situation in Oro-Oro Dowo Market



Photos of Trolley in Oro-Oro Dowo Market

Appendix 3 :

**PERMISSION LETTER OF RESEARCH FROM NATIONAL AND
POLITICS UNITY INSTITUTION**

 **PEMERINTAH KOTA MALANG**
BADAN KESATUAN BANGSA DAN POLITIK
Jl. A. Yani No. 98 Telp. (0341) 491180 Fax. 474254
M A L A N G
Kode Pos 65125

REKOMENDASI PELAKSANAAN PENELITIAN
NOMOR : 072/251.05.P/35.73.405/2016

Berdasarkan pemenuhan ketentuan persyaratan sebagaimana ditetapkan dalam Peraturan Walikota Malang, Nomor 24 Tahun 2011 Tentang Pelayanan Pemberian Rekomendasi Pelaksanaan Penelitian dan Praktek Kerja Lapangan di Lingkungan Pemerintah Kota Malang Oleh Badan Kesatuan Bangsa, dan Politik Kota Malang, serta menunjuk surat Ketua Prodi Adm. Publik FIA Univ. Brawijaya Malang No. 7556/UN10.3/PG/2015 tanggal 3 Mei 2016, Perihal : Riset/ Survey, kepada pihak sebagaimana disebut di bawah ini:

a. Nama : FRISSILIA AYU D.G.
b. NIM : 125030100111158.
c. Judul : Imlementasi of The Government Policy on Revitalization of Traditional Market (Case Study at Oro-oro Dowo Malang).

dinyatakan memenuhi persyaratan untuk mengajukan permohonan informasi dan data tugas skripsi yang berlokasi di :

- Dinas Pasar Pemkot. Malang.
- Dinas Perindustrian dan Perdagangan Pemkot. Malang.


Sepanjang yang bersangkutan memenuhi ketentuan sebagai berikut :

a. Tidak melakukan penelitian yang tidak sesuai atau tidak ada kaitannya dengan judul, maksud dan tujuan penelitian;
b. Menjaga perilaku dan mentaati tata tertib yang berlaku pada lokasi tersebut di atas;
c. Mentaati ketentuan peraturan perundang-undangan.

Demikian rekomendasi ini dibuat untuk dipergunakan sebagaimana mestinya, dan masa berlaku rekomendasi ini adalah sejak tanggal **ditetapkan s/d 26 Juni 2016.**

Malang, 25 Mei 2016

KEPALA BAKESBANGPOL
KOTA MALANG


Dr. BAMBANG SUHARJADI,
Penyelia Utama Muda
NIP. 19580917 199203 1 003

Tembusan :
Yth. Sdr. : Ketua Prodi Adm. Publik FIA Univ.
Brawijaya Malang;
- Yang bersangkutan.

Appendix 4 :

**PERMISSION LETTER OF RESEARCH FROM FACULTY OF
ADMINISTRATIVE SCIENCE TO INDUSTRY AND TRADE LOCAL
BUREAU OF MALANG CITY**



KEMENTERIAN RISET, TEKNOLOGI DAN PENDIDIKAN TINGGI

UNIVERSITAS BRAWIJAYA

FAKULTAS ILMU ADMINISTRASI

Jl. MT. Haryono 163, Malang 65145, Indonesia

Telp. : +62-341-553737, 568914, 558226 Fax : +62-341-558227

http://fia.ub.ac.id

E-mail: fia@ub.ac.id

Nomor : 7956 /UN10.3/PG/2015
Lampiran : -
Hal : Riset/Survey
Kepada : Yth. Kepala Dinas Perindustrian dan Perdagangan
Kota Malang
Perkantoran Terpadu Gedung A Lt. 3, Jl. Mayjend Sungkono 65132
Malang

Dekan Fakultas Ilmu Administrasi Universitas Brawijaya Malang mohon dengan hormat bantuan Bapak/Ibu/Saudara untuk memberikan kesempatan melakukan riset/survey bagi mahasiswa :

Nama : Frissilia Ayu Damayanti Gunawan
Alamat : Jl. Terusan Cikampek 14-15 Malang
NIM : 125030100111158
Jurusan : Administrasi Publik
Tema : Implementation of The Government Policy on Revitalization of
Traditional Market (Case Study at Oro-Oro Dowo, Malang)
Lamanya : 1 Bulan (9 Mei 2016-9 Juni 2016)
Peserta : 1 (satu) orang.

Demikian atas bantuan dan kesediaan Bapak/Ibu/Saudara, kami ucapkan terima kasih.

Malang, 3 Mei 2016

Dr. Tety Indah Mindarti, M.Si

Ketua Program Studi Administrasi Publik



Dr. Tety Indah Mindarti, M.Si

NIP. 19690524 200212 2 002

Appendix 5 :

**PERMISSION LETTER OF RESEARCH FROM FACULTY OF
ADMINISTRATIVE SCIENCE TO MARKET LOCAL BUREAU OF
MALANG CITY**



KEMENTERIAN RISET, TEKNOLOGI DAN PENDIDIKAN TINGGI
UNIVERSITAS BRAWIJAYA
FAKULTAS ILMU ADMINISTRASI
Jl. MT. Haryono 163, Malang 65145, Indonesia
Telp. : +62-341-553737, 568914, 558226 Fax : +62-341-558227
http://fia.ub.ac.id E-mail: fia@ub.ac.id

Nomor : 7596 /UN10.3/PG/2015
Lampiran : -
Hal : Riset/Survey
Kepada : Yth. Kepala Dinas Pasar
Kota Malang
Jl. Simp. Terusan Danau Sentani 3
Malang

Dekan Fakultas Ilmu Administrasi Universitas Brawijaya Malang mohon dengan hormat bantuan Bapak/Ibu/Saudara untuk memberikan kesempatan melakukan riset/survey bagi mahasiswa :

Nama : Frissilia Ayu Damayanti Gunawan
Alamat : Jl. Terusan Cikampek 14-15 Malang
NIM : 125030100111158
Jurusan : Administrasi Publik
Tema : Implementation of The Government Policy on Revitalization of Traditional Market (Case Study at Oro-Oro Dowo, Malang)
Lamanya : 1 Bulan (9 Mei 2016-9 Juni 2016)
Peserta : 1 (satu) orang.

Demikian atas bantuan dan kesediaan Bapak/Ibu/Saudara, kami ucapkan terima kasih.

Malang, 3 Mei 2016

a.n. Dekan
Ketua Program Studi Administrasi Publik



Dr. Tety Indah Mindarti, M.Si
NIP. 19690524 200212 2 002

Appendix 6 :

CURRICULUM VITAE



Name : Frissilia Ayu Damayanti Gunawan

NIM : 125030100111158

Place, Date of Birth : Ngawi, April 24, 1994

Sex : Female

Phone : 087856684202 / 082242735468

E-mail : Frissilia.ayu@gmail.com

Address : JL. Kh. Hasyim Asyari No. 26 RT 05 RW 03
Pepe, Sedati District, Sidoarjo City

Educational Background : 2000-2006 Hang Tuah 10 Juanda Elementary School

2006-2009 State Junior High School 1 Waru

2009-2012 State Senior High School 1 Waru

