

IMPLEMENTATION OF THE “KAMPUNG BEBENAH DESA SEJAHTERA” POLICY IN KOPO VILLAGE, KUTAWARINGIN SUBDISTRICT, BANDUNG REGENCY

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Abstract

Environmental degradation caused by poor waste management remains a pressing challenge in Indonesia, particularly at the village level where rapid population growth intersects with limited infrastructure. Responding to this urgency, the Bedas Village Program in Bandung Regency was introduced to foster community-based environmental governance and improve local welfare. This study aims to analyze the implementation of the program in Kopo Village using Jones' tripartite model of policy implementation, focusing on organizational, interpretative, and applicative dimensions. Employing a qualitative descriptive approach, data were collected through observation, semi-structured interviews, and document analysis, and subsequently analyzed with Miles and Huberman's interactive model. The findings reveal that while organizational structures and innovative practices such as maggot cultivation and LCO adoption have shown promise, gaps remain in community comprehension, resource distribution, and sustainability of participation. These results highlight the need for stronger institutional support, continuous capacity building, and inclusive communication strategies to ensure long-term program effectiveness.

Keywords: Policy Implementation, Community Participation, Environmental Governance

A. INTRODUCTION

Sustainable development has long been understood as an effort to balance economic growth, social equity, and environmental preservation (WCED, 1987). One persistent challenge within this agenda is waste management, which has become increasingly pressing alongside rapid population growth and urbanization (Hoornweg & Bhada-Tata, 2012). Interestingly, many governments have sought to address this issue through community-based approaches that emphasize active citizen participation (Wilson, Velis, & Cheeseman, 2006). Scholars have noted that environmental policies are more likely to succeed when supported by cross-sectoral collaboration rather than relying solely on top-down directives (Agamuthu, Mehran, & Norkhairah, 2015). Against this backdrop, it becomes crucial to examine how local governments translate such policies into practice and whether communities are genuinely engaged in the process (Moqsud et al., 2011).

In the Indonesian context, the problem of waste management remains a complex and unresolved issue in both urban and rural areas (Sudarmadi et al., 2001). Local governments often face obstacles such as limited infrastructure and insufficient human resources, which can hinder program implementation (Supriatna, 2016). Previous studies have pointed out that program effectiveness is heavily influenced by communication among stakeholders and the level of awareness within the community (Nugroho, 2020). For instance, Sari (2019) demonstrated that community engagement in waste banks significantly improved household

waste reduction. Moreover, Putra (2021) argued that environmental programs rooted in local cultural practices are more likely to endure than those designed through purely technocratic means.

Turning to the case of Bandung Regency, particularly Kopo Village in Kutawaringin Subdistrict, the situation reflects these broader concerns. Despite being included as a pilot site for the Bedas Village Program, waste accumulation remains a recurring issue, largely due to uneven participation and limited socialization of the policy. Programs intended to foster awareness and encourage community involvement have not yet been fully aligned with the policy's stated indicators. Furthermore, the lack of adequate infrastructure and human resources continues to undermine the program's intended outcomes. Taken together, these challenges underscore the need for a closer examination of how the Bedas Village Program is actually implemented at the local level.

Table 1. Number of Villages Included in the Bedas Village Program

No	Year	Number of Villages
1	2017	10 Villages
2	2018	25 Villages
3	2019	40 Villages
4	2021	20 Villages
5	2022	31 Villages
6	2022 Phase II	19 Villages
7	2023	10 Villages
8	2024	10 Villages
	Total	165 Villages

Source: Environmental Agency of Bandung Regency, processed by the Author (2024)

It is worth noting that the program's numerical growth has been impressive, with the number of participating villages rising from 10 in 2017 to 165 in 2024. The most striking increase occurred between 2018 and 2019, when 65 additional villages were added, suggesting both strong political commitment and heightened community interest. However, such quantitative expansion should not be mistaken for success in implementation. In reality, disparities in program quality across villages highlight the unevenness of local execution. This makes it necessary to treat the figures not as a sign of final achievement but as a starting point for evaluating program sustainability.

Previous research has consistently shown the value of community-based approaches. Sari (2019), for example, reported that waste bank participation led to a 35% reduction in household waste. Nugroho (2020) highlighted the critical role of effective communication among policy actors, while Putra (2021) emphasized that integrating local wisdom could reinforce program sustainability when combined with formal regulations.

While this study aligns with earlier work in recognizing the importance of participation and regulatory support, it differs in both its locus and focus. Unlike prior studies that largely emphasized waste banks, communication, or cultural factors, this research specifically investigates how the Bedas Village Program has been operationalized in Kopo Village. In particular, attention is directed toward how local government policy indicators are interpreted and applied at the neighborhood level.

This distinction provides the originality of the present study. By employing Jones' (1996) framework of organization, interpretation, and application, this research seeks to fill a gap in the literature by analyzing environmental policy implementation at the micro-level. In doing so, it extends the discussion on community-based environmental governance by offering

empirical insights into how local governments address waste management in a specific regional setting.

The urgency of the study lies in the fact that environmental degradation and waste-related problems continue to escalate in Bandung Regency. Without stronger mechanisms of participation and more effective implementation strategies, these issues may undermine long-term sustainability goals. Therefore, examining the barriers and enabling factors within the Bedas Village Program is not only timely but also highly relevant for policy improvement. Based on this rationale, the study aims to analyze the implementation of the Bedas Village Program in Kopo Village by investigating its organizational, interpretive, and applicative dimensions, as well as assessing the extent to which policy indicators are achieved in practice.

B. LITERATURE REVIEW

Policy Implementation

Policy implementation, in its most straightforward sense, refers to the actions undertaken by government and private actors, individually or collectively, to realize established objectives (Gunawan & Abidin, 2021). More than a mechanical process, it embodies the translation of broad, macro-level policies into concrete and operational micro-level practices. Notably, the concept underscores the managerial dimension of ensuring that policies are not only well designed but also executed in line with their intended purpose. Effective implementation, however, presupposes that all supporting elements such as clear targets, structured programs, adequate facilities, and technical readiness are in place. In this regard, implementation can be viewed as the critical bridge that links the formulation of policy with the realities of practice in the field. Indicators:

- Concrete actions carried out by policy actors.
- Translation of macro policies into actionable practices.
- Readiness of facilities and infrastructure.
- Availability of programs and activities.
- Managerial and technical support systems.

Jones' Model of Policy Implementation

Jones (Agustino, 2019) offers a useful lens by breaking down policy implementation into three essential activities. The first, organization, involves structuring roles, responsibilities, and mechanisms that serve as the foundation of execution. The second, interpretation, is particularly significant, as it concerns how actors understand tasks, functions, and the broader policy framework in which they operate. The third, application, represents the concrete performance of these tasks and becomes the decisive stage for determining whether the policy will succeed. Interestingly, this tripartite model suggests that failure at any one stage, whether organizational, interpretive, or applicative, can compromise overall effectiveness. Thus, Jones' framework provides not only a descriptive but also a diagnostic tool for evaluating the quality of policy implementation across different levels of governance. Indicators:

- Organization (structures, division of roles, mechanisms).
- Interpretation (understanding of tasks, rules, and functions).
- Application (execution of responsibilities and achievement of results).

Evaluation of Policy Implementation Success

Policy implementation can also be conceptualized as a benchmark for assessing whether a policy succeeds or fails once it is tested in real-world conditions. Success is indicated when policy outcomes align with predefined objectives, while failure becomes apparent when there is a significant gap between formulation and execution (Pressman & Wildavsky, 1973; Mazmanian & Sabatier, 1983). It is worth noting that implementation, in this evaluative sense, does not end with program delivery but extends to measuring its societal and stakeholder

impacts. Interestingly, this view reminds us that a policy may appear well designed yet still fall short if its benefits are not felt by those it intends to serve. Therefore, implementation must be understood as both an operational process and an evaluative mechanism that gauges the tangible benefits conferred to the public (Subarsono, 2011; Wahab, 2012). Indicators:

- Degree of achievement of policy objectives.
- Alignment between design and field implementation.
- Observable impacts on society.
- Observable impacts on stakeholders.
- Identification of both successes and failures.

C. RESEARCH METHODOLOGY

This study adopted a qualitative descriptive research method, which is generally used to examine the present status of a group of people, an object, a condition, a system of thought, or even a contemporary event (Nazir, 2014). The choice of this approach is not arbitrary; rather, it stems from the recognition that descriptive qualitative research is particularly useful for producing systematic, factual, and accurate portrayals of social phenomena. In the context of this study, such an approach was deemed most relevant because it allows for a closer look at how the Bedas Village Program has been implemented in practice, while also revealing subtle dynamics between policy design and community realities. Interestingly, this method is often preferred in policy studies precisely because it captures nuances and lived experiences that quantitative surveys are unable to represent (Creswell, 2014). Thus, the use of a qualitative descriptive approach is not only appropriate but also essential for understanding the complexity of policy implementation at the village level.

Data Collection Techniques. Data collection relied on three complementary techniques: observation, interviews, and documentation. Observation was conducted to directly identify behavioral patterns, participation levels, and the actual practices surrounding waste management in the community. Semi-structured interviews were then carried out with village officials, program implementers, and local residents, which provided diverse insights into both the opportunities and challenges of the program. Documentation, including local government reports, regulations, and program records, offered another layer of evidence that served to validate and enrich field data. It is worth noting that combining these three techniques not only strengthens data triangulation but also enhances the credibility of findings (Sugiyono, 2018).

Sampling Technique. Participants were selected using purposive sampling, which involves choosing individuals based on their relevance and contribution to the research focus. In this case, key informants included village officials, community leaders, and residents directly engaged in the Bedas Village Program. This approach was considered the most logical because such individuals could provide deeper and more meaningful information compared to randomly chosen participants. As Patton (2002) suggests, purposive sampling is especially valuable when the objective is to explore rich, context-specific insights rather than statistical generalizations. Consequently, the sampling strategy ensured that the study engaged with those most knowledgeable about the implementation process.

Data Analysis Technique. The analysis followed the interactive model developed by Miles and Huberman (1994), which consists of three interrelated stages: data reduction, data display, and conclusion drawing/verification. Data reduction involved carefully filtering and organizing raw information from observations, interviews, and documents into more manageable categories and themes. These themes were then displayed in descriptive and thematic forms to facilitate the identification of meaningful patterns. Finally, conclusions were drawn while continuously verifying them against the data, thereby ensuring both credibility and consistency. Interestingly, this iterative process allows the researcher not only to refine emerging insights

but also to remain reflexive throughout the research. In this way, the analytical framework offered both rigor and flexibility, enabling a comprehensive understanding of the research problem.

D. RESULTS AND DISCUSSION

Organizational Dimension: Resource Structuring and Capacity Building

Table 2. Organizational Dimension of the Bedas Village Program in Kopo Village

Aspect	Description	Key Issues/Findings
Organizational Structure	Composed of local facilitators, program leaders, secretaries, and RW representatives.	Formal structure established, but alignment with informal community networks remains limited.
Material Resources	TPS sites, waste transport vehicles, composting machines, organic waste processors.	Resources unevenly distributed; disparities in effectiveness across RWs.
Capacity Building	Training and workshops by Environmental Agency on 3R, LCO, maggot cultivation.	Increased competencies but limited reach; one-off training insufficient for sustainability.
Motivation & Commitment	Participation of community members during campaigns and training sessions.	High during government-led initiatives but weak in continuity; ownership remains low.
Dynamic Adaptation	Adjusting organizational roles and resources to changing local conditions.	Requires trust, accountability, and long-term community responsibility.

Source: Author's analysis based on field findings (2024)

The organizational framework of the Bedas Village Program in Kopo Village demonstrates a deliberate effort to distribute roles and responsibilities among various stakeholders. Local facilitators, program leaders, secretaries, and representatives from each neighborhood association (RW) collectively form the backbone of the program's structure. This arrangement not only establishes a formal chain of command but also creates opportunities for communities to be directly engaged in decision-making. Such inclusivity, however, requires continuous alignment between the formal organizational structure and the informal networks of community leadership that often shape participation in village-level initiatives. Without this alignment, organizational structures risk becoming symbolic rather than functional.

The program's reliance on material resources further illustrates the centrality of organization in policy implementation. The establishment of temporary waste collection sites (TPS), procurement of waste transport vehicles, and provision of technological tools such as composting machines and organic waste processors have provided a tangible foundation for operationalizing environmental goals. These resources are essential, yet they are unevenly distributed across different RWs, which has led to disparities in program effectiveness. Villages with stronger resource endowments have shown greater capacity to manage waste sustainably, whereas those with fewer resources struggle to maintain consistent practices. This inequality underscores the argument by Jones (in Agustino, 2019) that organization is not merely about structure but also about ensuring that resources are adequately mobilized and equitably allocated.

Capacity building initiatives represent another critical dimension of organizational success. Training programs, workshops, and community education sessions conducted by the Environmental Agency have enhanced the technical and managerial competencies of local actors. These initiatives have enabled village officials and residents to engage with innovative practices such as the 3R principle, *Lubang Cerdas Organik* (LCO), and maggot cultivation. Nevertheless, capacity building remains uneven in its reach; some community members demonstrate high levels of knowledge and initiative, while others continue to rely heavily on

government direction. This disparity reveals the limitations of one-off training programs, which may raise awareness but fail to create a sustainable culture of environmental responsibility.

It is also important to critically assess the motivation and commitment of actors involved in the program. While formal structures have been established and resources provided, findings suggest that the sustainability of organizational efforts is closely tied to the intrinsic motivation of community members. Participation often increases during official campaigns or government-led initiatives but tends to decline once external oversight diminishes. This indicates that organizational success cannot be measured solely by the presence of roles, facilities, or training, but must also consider how effectively the program nurtures community ownership. Without such ownership, the organizational structure risks being reduced to a compliance mechanism rather than a platform for empowerment.

Finally, the broader implication of these findings is that organizational arrangements must be viewed as dynamic rather than static. Effective implementation of the Bedas Village Program requires constant adaptation to changing social, economic, and environmental conditions. This includes not only revisiting the distribution of roles and resources but also rethinking strategies for maintaining long-term engagement. As Pressman and Wildavsky (1973) remind us, the success of policy implementation depends less on the design of structures alone and more on how those structures function in practice under real-world constraints. Thus, strengthening organizational capacity in Kopo Village is not simply a technical matter of providing resources but also a political and social challenge of cultivating trust, accountability, and shared responsibility among all stakeholders.

Interpretative Dimension: Policy Socialization and Community Understanding

Table 3. Interpretative Dimension of the Bedas Village Program in Kopo Village

Aspect	Description	Key Issues/Findings
Socialization Activities	Monthly workshops and environmental campaigns introducing 3R, LCO, and ecobricks.	Raised short-term awareness but lacked long-term comprehension.
Community Understanding	Residents grasped technical activities such as tree planting or LCO usage.	Limited understanding of broader policy objectives; activities seen as isolated.
Communication Quality	Information delivered by facilitators and local assistants.	Miscommunication and oversimplification led to fragmented knowledge.
Inclusivity of Targets	Engagement included schools, religious groups, youth organizations.	Local businesses and informal leaders less involved, reducing multi-sectoral impact.
Ownership and Continuity	Knowledge remained tied to training sessions rather than everyday practices.	Interpretation externally driven, dependency on government prompts persisted.

Source: Author's analysis based on field findings (2024)

Policy socialization in Kopo Village was conducted through a series of training sessions and awareness campaigns organized by the Environmental Agency. These activities included monthly workshops on sustainable practices and thematic campaigns targeting different community groups such as schools, women's associations, and youth organizations. Participants were introduced to the principles of 3R (reduce, reuse, recycle), the use of *Lubang*

Cerdas Organik (LCO) for organic waste management, and creative innovations such as ecobricks made from plastic waste. At face value, these efforts demonstrated strong government commitment to building awareness, and they managed to reach a wide cross-section of the community. Yet, the effectiveness of these initiatives depended not only on participation rates but also on the depth of understanding fostered among participants.

Interestingly, while socialization efforts succeeded in raising short-term awareness, they often struggled to create long-term comprehension. Many residents acknowledged that they understood how to implement specific activities such as planting trees or managing household waste in LCOs, yet they lacked a holistic grasp of how these activities connected to the broader objectives of the Bedas Village Program. This disconnect suggests that training sessions tended to emphasize operational techniques rather than strategic goals. As a result, residents viewed the program primarily as a collection of isolated activities rather than an integrated policy framework aimed at environmental sustainability. This finding echoes the argument of Nugroho (2020), who emphasized the importance of communication clarity in ensuring that policy messages are consistently understood by all stakeholders.

A further challenge emerged in the quality of communication between facilitators and local assistants. Misinterpretations of program guidelines were reported, leading to discrepancies in how information was conveyed to the community. In some cases, local facilitators simplified complex policy objectives to make them more digestible, but this oversimplification resulted in partial or distorted understandings. Consequently, villagers often relied on external prompts from government actors before engaging in program activities, rather than internalizing the values of environmental stewardship. Such dependency highlights the fragile nature of interpretation when it is not grounded in a shared and coherent vision across all levels of policy actors.

It is also worth noting that socialization strategies were unevenly distributed across community groups. While schools, religious organizations, and youth groups were actively engaged, other stakeholders such as local businesses or informal community leaders were less systematically included. This unevenness not only limited the program's reach but also reduced opportunities for reinforcing messages through multiple social networks. As Agamuthu, Mehran, and Norkhairah (2015) argue, sustainable environmental programs require multi-sectoral collaboration to reinforce consistent interpretation. The case of Kopo Village demonstrates that without broad and inclusive communication strategies, the interpretative dimension risks being fragmented and short-lived.

Ultimately, the effectiveness of policy interpretation rests on the degree to which communities develop a sense of collective ownership over program objectives. In Kopo Village, the findings suggest that interpretation remained largely externally driven, with knowledge confined to the formal training space rather than embedded in everyday practices. For long-term success, socialization must evolve from one-off campaigns into continuous dialogue that empowers residents to see themselves not merely as recipients but as co-creators of policy outcomes. As Jones' model of implementation reminds us, interpretation is not a passive process of understanding but an active process of negotiation, translation, and adaptation. Strengthening this dimension requires deliberate strategies to foster critical comprehension, minimize miscommunication, and cultivate shared meaning across all actors involved in the Bedas Village Program.

Applicative Dimension: Community Practices, Innovations, and Sustainability Challenges

At the applicative level, the Bedas Village Program in Kopo Village has stimulated several innovative practices that directly reflect the translation of policy goals into community action. Tree planting initiatives under the *Kopo Hejo* program have not only contributed to

environmental restoration but also fostered a sense of collective responsibility among residents. Similarly, the adoption of *Lubang Cerdas Organik* (LCO) has provided households with practical tools for managing organic waste at the local level. These practices illustrate the potential of community-based interventions to translate abstract policy objectives into tangible actions that resonate with everyday life.

One of the most remarkable examples of applicative innovation is maggot cultivation, which has been widely recognized as a sustainable approach to organic waste management. By converting food waste into protein-rich animal feed, maggot cultivation offers both environmental and economic benefits. The initiative has created new opportunities for small-scale entrepreneurship, particularly for residents who previously lacked access to alternative livelihoods. Such outcomes demonstrate how well-designed environmental policies can generate positive spillovers for local economic development, thereby advancing the dual goals of sustainability and community welfare. However, it is important to acknowledge that the scalability of these practices remains limited, as not all households or community groups are equally engaged.

Despite the emergence of these practices, sustainability challenges are still evident. Participation levels remain highly dependent on government prompting, training sessions, and external incentives. Once official campaigns or pilot projects ended, community engagement often declined, suggesting that environmental practices had not yet been fully embedded into everyday routines. This dependency raises critical questions about the long-term viability of the program, particularly in the absence of continuous external support. As Pressman and Wildavsky (1973) argue, the effectiveness of policy implementation often hinges on narrowing the gap between formulation and execution, yet this gap persists in Kopo Village.

Another limitation lies in the uneven distribution of program outcomes across neighborhoods. Certain RWs with stronger leadership and more committed facilitators reported consistent adoption of LCOs and waste separation practices, while others lagged behind. This disparity indicates that applicative success is closely tied to local leadership capacity and social cohesion. Without equitable diffusion of practices, the risk of uneven progress across the village remains high, potentially undermining the collective impact of the program. Addressing this challenge requires both institutional mechanisms to support lagging areas and stronger horizontal learning networks that encourage peer-to-peer sharing of best practices.

Ultimately, the applicative dimension underscores the need for policies to go beyond initial implementation and address the deeper processes of institutionalization and cultural embedding. While the Bedas Village Program has demonstrated its capacity to foster innovation, the findings reveal that sustainability depends on building intrinsic community motivation and reducing reliance on government intervention. For long-term success, the program must cultivate a sense of environmental stewardship that is self-sustaining, reinforced by social norms, and supported by ongoing institutional frameworks. This perspective highlights the importance of moving from short-term interventions toward a more transformative model of community engagement in environmental governance.

E. CONCLUSION

In conclusion, this study highlights that the implementation of the Bedas Village Program in Kopo Village reflects a mixture of notable progress and enduring obstacles across the organizational, interpretative, and applicative dimensions. On the one hand, the establishment of structures, resources, and innovative practices such as maggot cultivation and *Lubang Cerdas Organik* (LCO) has shown that policy can indeed be translated into concrete community action. On the other hand, the uneven distribution of resources, the partial comprehension of policy goals, and the heavy reliance on government prompting suggest that

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long-term sustainability remains fragile. These findings, while answering the central research question, also underscore the broader significance of community ownership and institutional support in ensuring that policy implementation extends beyond symbolic compliance. Importantly, this research makes a distinctive contribution by applying Jones' tripartite model at a micro-level setting, thereby offering new insights into the dynamics of local environmental governance in Indonesia. That being said, several recommendations arise from this analysis. From a practical standpoint, village leaders and environmental agencies are encouraged to invest in continuous capacity building, strengthen inclusive communication strategies, and promote peer-to-peer learning networks that reduce dependence on external facilitation. For future research, it would be worthwhile to conduct comparative studies across multiple villages or to adopt mixed-method approaches in order to capture both the breadth and depth of policy outcomes. This study, admittedly, is limited by its single-case design and qualitative scope, which may restrict its generalizability. Nevertheless, the implications for policy are clear: local governments should move beyond short-term interventions and integrate community-based environmental initiatives into long-term development strategies, ensuring that these programs become not temporary projects but enduring practices embedded in the everyday lives of communities.

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