

## IMPLEMENTATION OF THE FORMATION OF GOVERNMENT REGULATION NUMBER 66 OF 2015 CONCERNING MUSEUMS TOWARDS THE BANK INDONESIA MUSEUM

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### Abstract

Museums play a strategic role as institutions that not only store but also preserve and communicate cultural, historical, and scientific heritage to the public. Government Regulation Number 66 of 2015 concerning Museums affirms the museum's function to protect, develop, utilize collections, and convey them to the public. However, in practice, the implementation of this regulation does not always align with the established ideal standards. The Bank Indonesia Museum, as the case study for this research, occupies a crucial position because it not only houses national banking history collections but also falls under a monetary authority distinct from the typical museum management model. Method In this study, the type of research used is normative legal research/normative juridical legal research. This research was conducted to identify the implementation of the formation of Government Regulation Number 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum. The research results indicate that the implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum has been realized through institutional strengthening, standardized collection management, improved human resource quality, and optimization of educational, research, and recreational functions. The implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum still faces several obstacles.

**Keywords:** Implementation, Establishment, Museum

**INTRODUCTION**

A museum is a building known as a place to store historical objects. Not only are they stored, but valuable historical relics, relics of important figures, and objects that deserve public attention, such as objects containing elements of art, science, and technology, are also exhibited to the general public. With the existence of a museum, it can be a means for cultural heritage objects in Indonesia to be managed and maintained properly, so that they can be seen by the nation's successors who are needed for the development and preservation of Indonesian culture. According to Government Regulation No. 66 of 2015 concerning Museums, a museum is an institution that functions to protect, develop, utilize collections, and communicate them to the public.

Based on this understanding, it can be seen that the existence of museums is crucial for this nation. Preservation of museum objects is necessary to ensure that these historical objects are preserved, maintained, and preserved, so that they will always be remembered and the Indonesian people will not forget the historical events and struggles undertaken by the nation's heroes. The form of preservation referred to here goes beyond physical preservation, but also encompasses the values and norms embodied within them, which deserve to be preserved. Historically, museums in Indonesia began in 1648 by G.E. Rumphius, a Dutch East India Company employee in Ambon. G.E. Rumphius brought numerous reference books from the Netherlands to establish his museum in 1663. Then, in the 18th century AD, coinciding with the arrival of British colonial rule in Indonesia, particularly in Java, museums in Indonesia flourished. After the proclamation of Indonesian independence from 1945 to the 1950s, there were few significant changes to museums in Indonesia. During the New Order era, with the implementation of the Five-Year Development Program (PELITA), The Indonesian government has placed greater emphasis on museum institutions, leading to the rapid development of museums in Indonesia. Since the reform era, museums have spread across various regions across the country, including at the provincial, district, sub-district, and village levels. Some well-known and well-established museums include the National Museum in Jakarta, the Geological Museum in Bandung, the Sepuluh November Museum in Surabaya, the Adityawarman Museum in Padang, West Sumatra, the North Sulawesi Provincial Museum, and others.

Jakarta currently boasts 63 museums, each with its own unique collection. One such museum is the Bank Indonesia Museum, managed by Bank Indonesia. Driven by the desire to educate the public about the role of Bank Indonesia (BI) in the nation's history, this museum aims to provide an objective understanding of the background and impact of BI's policies. The Bank Indonesia Board of Governors has decided to build the Bank Indonesia Museum (MBI) by utilizing the BI Kota building, which needs to be preserved. The preservation of the BI Kota building aligns with the Jakarta Provincial Government's policy of designating the Kota area as a development area for Jakarta's Old Town. MBI is expected to be a pioneer in the restoration and revitalization of historic buildings in the city. This is one of the reasons behind the emergence of the idea of the importance of the Bank Indonesia Museum (Fatiara, 2017).

According to Ishaq in Munandar, a museum is a permanent institution, does not seek profit, serves the community and its development, is open to the public, which collects, maintains and exhibits, for research, education and entertainment purposes, material evidence of humans and their environment, while according to the Government Regulation of the Republic of Indonesia Number 66 of 2015 concerning Museums, it is explained as an institution that functions to protect, develop, utilize collections and communicate them to the community (Munandar, et.al., 2011).

Government Regulation No. 66 of 2015 concerning Museums, regarding the management and utilization of the Bank Indonesia Museum, does not always align with the regulation's ideals. Normatively, this regulation aims to create professional, standardized,

accountable museum management that is able to respond to the challenges of the times. Government Regulation No. 66 of 2015 concerning Museums details the types of museums, the functions and responsibilities of managers, collection management standards, community involvement, and funding aspects. The goal is to establish museums as cultural institutions that are not merely symbolic but also socially and educationally functional, including the Bank Indonesia Museum, carrying out their functions optimally in accordance with the legal principles stipulated in the regulation.

The implementation of Government Regulation No. 66 of 2015 concerning Museums still faces various challenges. One issue that has emerged is the suboptimal collaboration between managing institutions and the public in the context of utilizing museums as dynamic and inclusive learning centers. Although the Bank Indonesia Museum has adopted technology and attractive visual displays, its educational reach remains limited, particularly for students and communities from less accessible areas. The museum has not yet fully integrated into the national learning system or become a primary reference for history and economics education, so its use has not yet reached all levels of society.

Furthermore, there is a disparity between the ideal management standards stipulated in Government Regulation Number 66 of 2015 concerning Museums and day-to-day management practices. This regulation mandates the presence of professional curators, a sustainable collection conservation system, digital documentation, and active community involvement. However, in practice, several management aspects have not been implemented comprehensively or have not achieved the required level of consistency. This could be due to limited human resources specifically qualified for museums, an organizational structure that is not yet nationally integrated, or a lack of a mechanism for periodically evaluating policy implementation.

From an institutional perspective, the Bank Indonesia Museum, as a museum under a state institution, has its own unique characteristics. Government Regulation Number 66 of 2015 concerning Museums is not directly under the auspices of the Ministry of Culture, but is managed by the monetary authority. This presents unique challenges in implementing Government Regulation Number 66 of 2015 concerning Museums, particularly regarding the alignment of national museum management standards with Bank Indonesia's internal policies.

The regulation provides a strong and comprehensive foundation, but its effectiveness depends on the interpretation and practice of policy implementers in the field. In the context of state administrative law, this demonstrates that the implementation of laws and regulations depends not only on their normative content but also on the institutional aspects, resources, and organizational culture of the implementing agencies.

## **RESEARCH METHODS**

In this study, the type of research used is normative legal research/normative juridical legal research. This study was conducted to identify the implementation of the formation of Government Regulation Number 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum. This research approach is prescriptive because it describes the applicable laws and regulations and is linked to legal theories in their implementation practices related to the problem, as well as describing/describing the facts that actually occurred as a reflection of the implementation of the formation of Government Regulation Number 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum. The data used in this study are secondary data. Secondary data is data used in answering the problems in this study through literature studies. Secondary data is the main data used in this writing.

**RESULT AND DISCUSSION****A. Implementation of Government Regulation Number 66 of 2015 Concerning Museums in the Management and Utilization of the Bank Indonesia Museum**

"Implementation" comes from the English word "to implement," which means to implement. Implementation is the provision of means to carry out something that has an impact or consequence on something. This impact or consequence can be in the form of laws, government regulations, judicial decisions, and policies made by government institutions in state life.

Implementation is the actions taken by authorized and interested parties, both government and private, aimed at realizing predetermined ideals and goals. Implementation relates to various actions taken to implement and realize a program that has been formulated to achieve its objectives, because essentially every established plan has a goal or target to be achieved.

From the perspective of the Republic of Indonesia's constitutional system, Bank Indonesia (BI) as an independent state institution is not equal to that of high-ranking state institutions such as the House of Representatives, the Supreme Audit Agency (BPK), and the Supreme Court. BI's position is also different from that of a Ministry, as it is outside the government. This special status and position are necessary for BI to carry out its role and function as a Monetary Authority more effectively and efficiently. Although BI is an independent state institution, in carrying out its duties, BI maintains a good working relationship and coordination with the House of Representatives (DPR), the Supreme Audit Agency (BPK), the Government, and other parties.

In its relations with the President and the DPR, BI submits written information at the beginning of each fiscal year regarding the evaluation of monetary policy implementation and future monetary policy plans. Specifically, BI reports on the implementation of its duties and authorities quarterly and at any time upon request from the DPR. Furthermore, BI submits its annual budget plan and realization to the Government and DPR. In its relations with the BPK, BI is required to submit an annual financial report to the BPK.

In its financial relations with the Government, Bank Indonesia assists in issuing and placing government debt securities to finance the State Budget (APBN) without being permitted to purchase these government debt securities itself.

Bank Indonesia also acts as the government's cashier, administering the government's accounts at Bank Indonesia and, upon the government's request, can receive foreign loans for and on behalf of the Indonesian government. However, to ensure Bank Indonesia's duties are truly focused and to ensure the effectiveness of monetary control is not compromised, the provision of credit to the government to address deficit spending—which was previously handled by Bank Indonesia under the previous law—can no longer be done by Bank Indonesia.

Although Bank Indonesia is an independent state institution, consultative coordination with the government is still necessary, as Bank Indonesia's duties are an integral part of overall national economic policies. Coordination between Bank Indonesia and the government is necessary during cabinet meetings that discuss economic, banking, and financial issues related to Bank Indonesia's duties. During these cabinet meetings, the government may request Bank Indonesia's opinion.

In addition, Bank Indonesia can also provide input, opinions, and considerations to the Government regarding the Draft State Budget and other policies related to its duties and authorities. On the other hand, the Government can also attend Bank Indonesia Board of Governors Meetings with the right to speak but not vote. Therefore, the implementation of independence is greatly influenced by the stability of proportional working relationships

between Bank Indonesia on the one hand and the Government and other related institutions on the other, while maintaining a consistent division of duties and authorities.

Recognizing the importance of support from various parties for the success of its duties, BI consistently collaborates and coordinates with various state institutions and other elements of society. Some of these collaborations are outlined in memorandums of understanding (MoUs), joint decrees (SKB), and agreements, aimed at creating synergy and clarity in the division of duties between institutions and encouraging more effective law enforcement. Some of these collaborations include the following:

- 1) Ministry of Finance (MoU on the Mechanism for Targeting, Monitoring, and Controlling Inflation in Indonesia, MoU on Bank Indonesia as a Process Agent for Government Foreign Loans and Grants, Joint Decree on the Administration of Government Debt Securities (SUN) Issuance for Banking Restructuring)
- 2) Attorney General's Office and National Police: Joint Decree on Cooperation in Handling Banking Crimes
- 3) National Police and State Intelligence Agency: MoU on Eradicating Counterfeit Money
- 4) Coordinating Minister for People's Welfare, Ministry of Cooperatives and SMEs: MoU on Empowerment and Development of MSMEs
- 5) SUN Traders Association (Himdasun): MoU on the Preparation of a Master Repurchase Agreement (MRA)

The Bank Indonesia Museum presents information on the role of Bank Indonesia in the nation's history, which began before the arrival of western nations in the archipelago until the formation of Bank Indonesia in 1953 and Bank Indonesia's policies, including the background and impact of Bank Indonesia's policies on society until 2005. The presentation is packaged in such a way by utilizing modern technology and multimedia, such as electronic displays, static panels, plasma televisions, and dioramas so as to create the comfort of visitors in enjoying the Bank Indonesia Museum. In addition, there are also facts and collections of historical objects from the period before the formation of Bank Indonesia, such as during the Nusantara kingdoms, including a collection of numismatic money which is also displayed attractively. The inauguration of the Bank Indonesia Museum was carried out in two stages, namely the inauguration of stage I and began to be opened to the public (soft opening) on December 15, 2006 by the Governor of Bank Indonesia at that time, Burhanuddin Abdullah, and the inauguration of stage II (grand opening) by the President of the Republic of Indonesia, Susilo Bambang Yudhoyono, on July 21, 2009.

Government Regulation Number 66 of 2015 concerning Museums was stipulated in Jakarta on August 19, 2015 by President Joko Widodo. PP 66 of 2015 concerning Museums was promulgated by the Minister of Law and Human Rights Yasonna H. Laoly on August 19, 2015 in Jakarta. Government Regulation Number 66 of 2015 concerning Museums was placed in the State Gazette of the Republic of Indonesia Year 2015 Number 195. The explanation of PP 66 of 2015 concerning Museums was placed in the Supplement to the State Gazette of the Republic of Indonesia Number 5733. The consideration of PP 66 of 2015 concerning Museums is to implement the provisions of Article 18 paragraph (5) of Law Number 11 of 2010 concerning Cultural Heritage, it is stated that it is necessary to stipulate a Government Regulation concerning Museums. Government Regulation Number 66 of 2015 concerning Museums is an implementing regulation of Law Number 11 of 2010 concerning Cultural Heritage. It aims to provide a legal basis for the organization, management, and utilization of museums in Indonesia. This regulation addresses the need

for more comprehensive regulation of museums as institutions for preservation, education, and public service.

Based on Article 1 of Government Regulation of the Republic of Indonesia Number 66 of 2015, the activities that occur in a museum are:

1. Registration, recording and documenting cultural heritage objects, cultural heritage buildings, and structures, both cultural heritage and non-cultural heritage, that have been designated as collections.
2. Inventory, recording collections in an inventory book.
3. Management, efforts to protect, develop, and utilize collections through integrated planning, implementation, and supervision policies for the benefit of public welfare.
4. Assessment, scientific activities aimed at obtaining data, information, and explanations for preservation purposes, conducted based on systematic principles and methods.
5. Utilization, preserving collections so they can be utilized for the benefit of the public.

In the context of this research, the implementation of Government Regulation No. 66 of 2015 is analyzed through a study of the management and utilization of the Bank Indonesia Museum, a specialized museum managed by an independent state institution. The Bank Indonesia Museum has distinct characteristics from both regional government and private museums, making it interesting to analyze from the perspective of legal policy implementation.

The implementation of laws and regulations is not solely measured by the formal existence of norms, but also by the extent to which these norms are implemented effectively, consistently, and provide tangible benefits to the community. Therefore, Chapter IV focuses on analyzing the application of the provisions of Government Regulation No. 66 of 2015 in the management and utilization of the Bank Indonesia Museum.

Based on Government Regulation No. 66 of 2015 concerning Museums, in Indonesia, the establishment of a museum can be undertaken by the government, regional governments, individuals, or the general public. Several requirements that must be met when establishing a museum according to Government Regulation No. 66 of 2015 include having a vision and mission, having a collection, having a location or building, having human resources, having a permanent source of funding, and having a museum name. Museums established by the government, whether central or regional, are responsible for carrying out museum duties and functions under the Ministry of Culture, under the Directorate General of Cultural and Tradition Protection, Directorate of History and Museums.

The Bank Indonesia Museum is a specialized museum showcasing the history of banking and monetary policy in Indonesia. The museum is managed directly by Bank Indonesia, an independent state institution, as stipulated in Law Number 23 of 1999 concerning Bank Indonesia, as amended several times.

As a specialized museum, the Bank Indonesia Museum serves not only as a repository for historical collections but also as a means of public education regarding the national financial and monetary system. This function aligns with Article 3 of Government Regulation Number 66 of 2015, which states that museums serve to protect, develop, utilize collections, and communicate them to the public.

The Bank Indonesia Museum is presented as a cyber museum. The Bank Indonesia Cyber Museum chronicles Bank Indonesia's long history in the institutional, monetary, banking, and payment systems sectors, tracing its history from the DJB period to the BI period under Law No. 11 of 1953, Law No. 13 of 1968, Law No. 23 of 1999, Law No. 3 of 2004, Law No. 11 of 2010, Government Regulation No. 66 of 2015, and more.

Currently, the foundation is Law No. 11 of 2010 concerning Cultural Heritage and Government Regulation No. 66 of 2015 concerning Museums. According to Government Regulation 66 of 2015 concerning Museums, a museum is an institution that protects, develops, utilizes collections, and communicates them to the public. Government Regulation Number 66 of 2015 concerning Museums is an implementing regulation of the provisions of Article 18 paragraph (5) of Law Number 11 of 2010 concerning Cultural Heritage.

As an institution managed by the government, the museum has duties and functions that must be carried out. Some of the duties and functions of the museum according to Government Regulation of the Republic of Indonesia No. 66 of 2015 include the museum having the duty to conduct research, education, and enjoyment. This means that the museum as an institution is tasked with carrying out research on its collections, in the field of education a museum must also be able to utilize collections for educational purposes, the museum as an institution must also provide good service to create a sense of pleasure for the public who come as visitors. Meanwhile, as an institution managed by the government a museum has the function to protect, develop, utilize collections, and communicate them to the public. The functions of the museum that have been described are under the responsibility of the museum management.

A museum contains objects known as a museum collection. According to Indonesian Government Regulation No. 66 of 2015 concerning Museums, a museum collection is defined as cultural heritage objects, cultural heritage buildings, and/or cultural heritage structures, and/or non-cultural heritage objects that constitute material evidence of cultural heritage and/or natural materials and their environment, possessing significant value for history, science, education, religion, culture, technology, and/or tourism. The existence of a museum collection is crucial, as a museum cannot exist without one.

Government Regulation No. 66 of 2015 concerning Museums is a derivative regulation of Law No. 11 of 2010 concerning Cultural Heritage, which aims to provide comprehensive guidelines for the management, development, and utilization of museums in Indonesia. This government regulation emphasizes the role of museums beyond simply storing historical objects, but also as institutions with educational, cultural, scientific, and recreational functions, as well as a means of fostering national identity. With this regulation, it is hoped that museum management in Indonesia can meet international standards in terms of governance, collection conservation, and public services.

The Bank Indonesia Museum (MBI), located in Jakarta's Old Town, is an example of a modern museum that implements the provisions of Government Regulation No. 66 of 2015. As a specialized museum, MBI focuses on the history of banking and monetary affairs, and Bank Indonesia's role in the national economy. The implementation of this regulation can be seen in various aspects, including institutional aspects, collection management, human resources, and the museum's use by the wider public.

From an institutional perspective, Government Regulation No. 66 of 2015 stipulates that every museum must have a clearly defined management structure, whether under the central government, regional government, or private institution. In the context of the Bank Indonesia Museum, management is carried out directly by Bank Indonesia through a special unit that handles public communications, education, and the museum. This demonstrates that MBI has complied with the provisions regarding the clarity of the museum's institutional status, thus providing strong legitimacy in its management.

Furthermore, from a collection management perspective, Government Regulation No. 66 of 2015 emphasizes the importance of a system for registration, documentation, conservation, and publication of museum collections. The Indonesian Museum of Museums (MBI) implements this regulation through the implementation of a digital

catalog system, organizing collections based on the chronology of banking history, and conserving collections such as currency, documents, and historical artifacts. Collections are not only organized for storage purposes but are also published through thematic exhibitions and digital media, making them more accessible to the public.

In terms of human resources, Government Regulation No. 66 of 2015 emphasizes the need for museum managers to possess specific qualifications to ensure professional management. MBI employs staff with backgrounds in history, economics, communications, and museology. The presence of professional curators, educators, and support staff ensures that museum management aligns with government standards, particularly in providing quality public services.

In line with regulatory mandates, the Bank Indonesia Museum is also developing to remain relevant to current trends. The use of digital technologies such as virtual tours, augmented reality, and interactive media demonstrates innovation in information presentation. These efforts transform the museum into more than just a collection storage space, but also a modern learning center that is more engaging for the younger generation and can expand public access to historical knowledge.

Furthermore, the implementation of Government Regulation No. 66 of 2015 at the Bank Indonesia Museum is also evident in community involvement. The museum provides space for public participation through seminars, discussions, workshops, and arts and cultural activities involving the community. This reflects that the public is not merely present as visitors but also plays an active role in supporting the preservation of historical and cultural values.

The implementation of Government Regulation No. 66 of 2015 is also reflected in the use of the Bank Indonesia Museum as a facility for education, research, and recreation. In its educational function, the Bank Indonesia Museum regularly hosts learning programs such as educational tours for students, training and workshops on economic and monetary history, as well as museum visits to schools and remote areas that are difficult to reach. This aligns with the mandate of the articles in Government Regulation 66/2015, which emphasizes the museum's role as a non-formal educational facility. Furthermore, the Bank Indonesia Museum's collections are also utilized for research by academics, students, and the general public interested in economic history and banking. The museum's recreational function is also realized through its use as a historical tourism destination in the Old Town area, which indirectly contributes to the development of the creative economy and national tourism.

Although the implementation of Government Regulation No. 66 of 2015 at the Bank Indonesia Museum can be said to be going well, several challenges remain. First, the still low interest of the younger generation in visiting museums requires promotional strategies and program innovations to make the museum more attractive. Second, the development of digital technology requires the Bank Indonesia Museum to continuously adapt, for example by developing virtual museums, utilizing augmented reality (AR) or virtual reality (VR) technology, and expanding access to information through digital platforms. Third, closer synergy is needed between the museum, the central government, local governments, cultural communities, and educational institutions so that the museum truly becomes a center for cultural and educational activities, not just a place to display collections.

Based on this description, it can be concluded that the implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum has been realized through institutional strengthening, standardized collection management, improved human resource quality, and optimization of educational, research, and recreational functions. The Bank Indonesia Museum has successfully presented a new, professional and modern approach to museum

management, while also serving as a model of good practice for other museums in Indonesia. However, the continued implementation of this regulation still requires a commitment to innovation, strengthening cross-sector collaboration, and increasing the use of digital technology to ensure the museum's relevance to the needs of today's society.

Articles 10 and 11 of Government Regulation No. 66 of 2015 stipulate that museum management must be based on systematic and sustainable planning. In practice, the Bank Indonesia Museum has developed a management concept based on an educational vision and financial literacy.

This planning is reflected in the formulation of permanent and temporary exhibition themes, collection curation based on economic history narratives, and the development of supporting facilities based on digital technology. This demonstrates that the planning aspect has been implemented in accordance with the normative provisions of Government Regulation No. 66 of 2015.

The management of the Bank Indonesia Museum is organized through the establishment of a special work unit within Bank Indonesia. This unit is responsible for collection management, museum operations, and educational programs. This organization aligns with Article 13 of Government Regulation Number 66 of 2015, which requires a clear organizational structure for museum management with a measurable division of duties. However, because it operates under an independent institution, the organization of the Bank Indonesia Museum has specificities that are not entirely the same as those of central government museums.

The collection management of the Bank Indonesia Museum encompasses acquisition, registration, inventory, conservation, and presentation of the collection. The collection includes banking archives, banknotes and coins, monetary policy documents, and other historical objects. In practice, collection management has complied with the principles of preservation as stipulated in Government Regulation Number 66 of 2015. The Bank Indonesia Museum implements sound conservation standards and utilizes information technology in managing collection data. This demonstrates a congruence between legal norms and management practices.

Oversight of the management of the Bank Indonesia Museum is carried out internally by Bank Indonesia. This oversight includes evaluating the performance of museum managers and accountability for budget use. However, when reviewed in accordance with Government Regulation No. 66 of 2015, external oversight by cultural institutions remains suboptimal. This situation creates the potential for weak substantive oversight of the implementation of national museum standards.

Implementation of the Utilization of the Bank Indonesia Museum, based on Government Regulation No. 66 of 2015, is as follows:

### **1. Utilization of Museums for Education**

Article 37 of Government Regulation Number 66 of 2015 stipulates that museums are to be utilized for educational purposes. The Bank Indonesia Museum has implemented this provision through various educational programs, such as school visits, thematic tours, and the provision of financial literacy materials.

This utilization demonstrates that museums are not merely passive spaces, but also actively function as public learning facilities.

### **2. Utilization of Museums for Research**

The Bank Indonesia Museum is also used as a data source and research reference in the fields of economic and banking history. Its archives and documentation collections serve as important materials for academic research.

This use for research aligns with the museum's purpose as a center for the development of knowledge, as stipulated in Government Regulation Number 66 of 2015.

### **3. Utilization of Museums for Social and Cultural Purposes**

In addition to its educational and research functions, the Bank Indonesia Museum serves as a public space for social and cultural activities, such as temporary exhibitions and public discussions. This function reflects the museum's role as a space for social interaction that supports the development of national culture.

The Bank Indonesia Museum also functions as a social and cultural space open to the public. The use of the museum for temporary exhibitions and public discussions reflects its role as a space for social interaction. This function aligns with the museum's purpose as a public service facility and the strengthening of national cultural identity.

Although the implementation of Government Regulation No. 66 of 2015 regarding the management and use of the Bank Indonesia Museum has been relatively successful, several obstacles remain. Normative obstacles arise because Government Regulation No. 66 of 2015 does not specifically regulate museums managed by independent state institutions. Institutional obstacles are also evident in the limited coordination between Bank Indonesia and the ministry responsible for culture. Furthermore, the level of public participation in museum use still needs to be increased so that the museum's functions can be more widely recognized.

From a good governance perspective, the management of the Bank Indonesia Museum reflects the principles of effectiveness and professionalism. However, transparency and external oversight still require strengthening. Therefore, the implementation of Government Regulation No. 66 of 2015 regarding the management and utilization of the Bank Indonesia Museum can be said to be running in a normative manner, but still requires refinement to fully align with the objectives of the regulation.

### **B. Current Obstacles to the Management and Utilization of the Bank Indonesia Museum as an Effort to Implement Government Regulation No. 66 of 2015 concerning Museums**

The implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum has essentially been carried out normatively and administratively. However, in practice, various obstacles remain that affect the effectiveness of the regulation's implementation. These obstacles are not only technical but also normative, institutional, structural, and sociological, which collectively impact the optimization of the Bank Indonesia Museum's function as an institution for preservation, education, and public service.

The first and most fundamental obstacle lies in the normative and regulatory aspects. Government Regulation No. 66 of 2015 was formulated as a general regulation governing museums nationally without providing specific provisions for museums managed by independent state institutions. The Bank Indonesia Museum is under the management of Bank Indonesia, which is constitutionally and legally independent from the government. This situation creates room for interpretation in the application of the norms of Government Regulation No. 66 of 2015, particularly regarding guidance, supervision, and coordination with the ministry responsible for culture.

The lack of clarity in these normative regulations has led to the implementation of Government Regulation No. 66 of 2015 at the Bank Indonesia Museum relying more on internal institutional policies than on external development mechanisms integrated with national museum policy. Consequently, the museum management standards stipulated in the

regulation have not been fully implemented uniformly and measurably, particularly in terms of reporting, evaluation, and oversight by the competent cultural authorities.

This normative barrier is also evident in the absence of derivative regulations specifically governing museums managed by independent state institutions. This lack of technical regulations creates a legal vacuum in the implementation aspect, so that the implementation of the norms of Government Regulation No. 66 of 2015 tends to be flexible and dependent on the internal policies of museum managers. From a state administrative law perspective, this situation has the potential to create legal uncertainty in museum management.

In addition to normative barriers, institutional barriers are also a significant factor influencing the implementation of Government Regulation No. 66 of 2015. The Bank Indonesia Museum is structurally under Bank Indonesia, which has primary duties and functions in the monetary and payment systems sector. Museum management is not a primary function of the institution, so the management of the Bank Indonesia Museum often has to align with the overall policy priorities of Bank Indonesia.

This situation has implications for limited coordination between the management of the Bank Indonesia Museum and ministries or institutions authorized in the field of culture and museums. This suboptimal coordination has resulted in a lack of technical guidance, assistance, and synchronization of national museum policies. As a result, the Bank Indonesia Museum tends to develop independently without strong integration with the national museum system, as required by Government Regulation No. 66 of 2015.

Institutional barriers are also reflected in the oversight mechanism. Oversight of the management of the Bank Indonesia Museum is currently primarily internal and administrative. External oversight by cultural institutions has not been optimal, both in terms of frequency and substance. This has resulted in a lack of comprehensive and sustainable evaluation of the implementation of national museum standards.

In terms of human resources, obstacles also arise from the limited availability of professional museum personnel. Although the Bank Indonesia Museum is professionally managed, not all managers have educational backgrounds or certifications in museum management. This impacts the implementation of museum management standards as stipulated in Government Regulation Number 66 of 2015, particularly in the areas of curation, conservation, and museum education.

Ideal museum management requires experts with specialized competencies in museums, history, conservation, and public education. This limited human resources has resulted in several museum functions not being optimally optimized, particularly in the development of educational programs and the museum's use as a center for continuous learning.

In practice, efforts to manage and utilize the Bank Indonesia Museum as one of the thematic museums in Indonesia are not without various obstacles that impact the effective implementation of Government Regulation Number 66 of 2015 concerning Museums. These obstacles can be seen from various aspects, both internal and external, which directly or indirectly affect the quality of service, collection preservation, and the museum's educational and recreational functions for the public.

First, the most prominent obstacle is budget and funding limitations. The Bank Indonesia Museum requires a substantial allocation of funds to support operational activities, collection conservation, educational program development, and the provision of adequate public facilities. However, in reality, funding support is often inadequate to meet existing needs. This situation has hampered the implementation of revitalization programs, the procurement of modern infrastructure, and innovation in collection presentation. This is despite Government Regulation No. 66 of 2015 emphasizing the importance of professional museum management with adequate resources.

Second, limited human resources (HR) are also a limiting factor. The number of management staff, particularly curators, conservators, and educational staff, remains relatively limited. Furthermore, the skills and competencies of human resources in information technology, public communication, and modern conservation methods still need to be improved. This situation makes it difficult for the Bank Indonesia Museum to keep up with international standards for museum management, which require experts with specialized expertise in museology, digitalization, and collection management.

Third, obstacles also arise from the limited use of digital technology in museum management and utilization. Although efforts have been made to provide digital-based services such as online collection information and virtual tours, their implementation remains suboptimal. The museum has not yet fully implemented an interactive collection information system, an efficient online ticketing system, or extensive digital promotion. This makes the museum less attractive to younger generations accustomed to technology-based approaches.

Fourth, the Bank Indonesia Museum's public education and promotion efforts are still relatively limited. Public awareness of the museum's existence and role is often conducted through ceremonial activities or limited collaborations with specific parties, but has not consistently reached the wider public. As a result, the museum has not yet fully positioned itself as a popular educational tourism destination, whether among students, researchers, or domestic and international tourists. In fact, as mandated by Government Regulation No. 66 of 2015, museums should function as learning centers capable of supporting increased public knowledge and awareness of the nation's history, culture, and economy.

Fifth, the Bank Indonesia Museum also faces challenges in terms of maintaining its collections and facilities. The museum's collections, which encompass banking history, currency, and important documents, require special care to prevent damage due to age and environmental factors. However, budget and human resource limitations mean that not all collections receive optimal care. Furthermore, several supporting facilities, such as thematic exhibition spaces, interactive facilities, and access for people with disabilities, still need improvement to enable the museum to provide more inclusive services.

Sixth, another obstacle is the lack of collaboration and strategic partnerships with various parties, such as educational institutions, historical communities, and the tourism sector. Government Regulation No. 66 of 2015 emphasizes the importance of community participation, the education sector, and the private sector in supporting the sustainable management of the museum. However, this synergy has not been maximized at the Bank Indonesia Museum, resulting in the potential for developing educational programs, research, and promoting historical tourism that has not been fully explored.

Finally, another significant challenge is the changing interests and cultural consumption patterns of the public. In the digital era, people tend to be more interested in technology-based entertainment than in physical museum visits. This situation has become even more pronounced since the pandemic, when public mobility has decreased and digital interactions have become more dominant. The Bank Indonesia Museum must be able to adapt to these conditions to remain relevant as a popular educational and recreational facility.

From this overall description, it can be concluded that the obstacles to the management and utilization of the Bank Indonesia Museum are not only technical and administrative, but also related to social and cultural factors. These obstacles include budget constraints, a lack of competent human resources, suboptimal use of digital technology, limited public promotion and education, suboptimal maintenance of collections and facilities, minimal cross-sector collaboration, and changing public interests in the digital era. All of these obstacles indicate that the implementation of Government Regulation No. 66 of 2015 still faces significant challenges, necessitating a specific strategy to realize museums as institutions that function

optimally in preserving cultural heritage, providing public education, and developing history-based tourism.

Facing various obstacles in the management and utilization of the Bank Indonesia Museum, strategic steps are needed to ensure the more effective implementation of Government Regulation No. 66 of 2015 concerning Museums. This strategy encompasses aspects of funding, human resources, technology, promotion, collection maintenance, collaboration, and adaptation to changing public interests.

First, in terms of funding, diversification of funding sources is necessary so that museums do not rely solely on budgets from the government or Bank Indonesia, their parent institution. Museums can develop alternative funding models through sponsorships, collaboration with the private sector, organizing thematic events, and public donation programs. This will provide museums with the flexibility to develop educational programs, service innovations, and revitalize facilities to meet international standards.

Second, to address human resource limitations, it is necessary to improve the quality of museum management through training and certification programs in museology, collection conservation, digitalization, and public communication. Furthermore, museums can collaborate with universities offering history, archaeology, art, or cultural management programs to recruit interns and volunteers. This effort will not only increase the number of staff but also broaden the perspective of museum management by involving academics and students.

Third, in terms of digital technology, the Bank Indonesia Museum needs to expand its use of information technology to increase its appeal and accessibility. Collection digitization must be carried out systematically, so the public can easily access collection information online. The development of virtual tour features, museum apps, and online ticketing systems can also expand the reach of visitors, especially the younger generation accustomed to digital services. This strategy also addresses the challenge of changing cultural consumption patterns in the digital age.

Fourth, regarding public promotion and education, museums need to develop a more extensive marketing strategy, including through social media, interactive websites, and collaborations with influencers, historical communities, and educational institutions. Educational programs can also be strengthened through discussions, seminars, workshops, and thematic competitions involving schoolchildren, university students, and the general public. This way, museums will be viewed not only as repositories of historical objects but also as active and inclusive learning centers.

Fifth, regarding the maintenance of collections and facilities, the Bank Indonesia Museum needs to adopt modern conservation standards to protect them from damage. This can be achieved through collaborations with conservation institutions, cultural laboratories, and museology experts. Furthermore, improvements to physical facilities, such as interactive exhibition spaces, accessible access for the disabled, and comfortable public areas, will enhance the visitor experience and establish the museum as a representative educational tourism destination.

Sixth, in terms of collaboration and partnerships, museums can establish strategic partnerships with various parties, from educational institutions, historical communities, the tourism industry, and local governments. This collaboration can take the form of joint research programs, educational content development, temporary exhibitions, and the promotion of historical tourism packages. By strengthening its partnership network, the Bank Indonesia Museum can expand its role beyond simply housing collections to becoming a key player in the development of the national cultural and tourism ecosystem.

Finally, to respond to changing public interests, museums need to present programs relevant to the needs of today's generation. For example, integrating historical content with

augmented reality (AR) or virtual reality (VR) technology, holding thematic exhibitions contextualized with contemporary issues, and providing interactive spaces that enable visitors to learn through participation. In this way, museums remain relevant as both educational and recreational facilities amidst changing cultural trends.

Overall, these strategies demonstrate that obstacles to the management and utilization of the Bank Indonesia Museum can be overcome through innovation, collaboration, and institutional strengthening. Implementation of Government Regulation No. 66 of 2015 concerning Museums requires professional, adaptive, and participatory management. With these measures, the Bank Indonesia Museum is expected to more optimally fulfill its role as a center for preserving banking history, a platform for public education, and a cultural tourism destination that supports national development in the fields of culture and education.

From the perspective of good governance principles, these obstacles indicate that transparency, participation, and accountability still need to be strengthened. Although the management of the Bank Indonesia Museum has been carried out professionally, limited external oversight and public participation indicate that the implementation of Government Regulation No. 66 of 2015 does not fully reflect the principles of good governance.

Based on this description, it can be concluded that the obstacles to the management and utilization of the Bank Indonesia Museum in implementing Government Regulation Number 66 of 2015 concerning Museums are multidimensional. These obstacles include normative, institutional, human resources, funding, public utilization, and cross-sector coordination. Therefore, strategic steps are needed, including strengthening technical regulations, improving institutional coordination, developing human resources, and increasing public participation to ensure optimal and sustainable implementation of Government Regulation Number 66 of 2015.

Several factors continue to hamper museum development efforts. First, weak museum management. Museum institutions have not yet optimally carried out their functions and responsibilities, thus hampering development and innovation. Of the 450 museums registered in Indonesia, none have received government support for major investments in their infrastructure.

Second, inadequate human resources (HR). This includes a lack of competent human resources according to the criteria outlined in Regulation of the Minister of Education, Culture, Research, and Technology of the Republic of Indonesia No. 24 of 2022 concerning the Implementing Regulations of Government Regulation No. 66 of 2015 concerning Museums. Furthermore, the number of existing human resources does not match the needs. In the regions, the management of these specialized human resources is hampered by a mutation process that lacks a competency perspective. Many human resources assigned to museums are those approaching retirement, without considering the need for relevant competencies.

Third, the budget issue is not conducive to museum development. Available funds are often insufficient to support the operations and innovation necessary to maintain museums' relevance in the digital age. This results in limitations in the development of engaging educational and interactive programs for visitors. Museums abroad have more resources and funding than those in Indonesia.

This gives them the opportunity to improve the quality of their collection presentation and offer more engaging and interactive experiences. As a result, these museums attract more visitors and generate greater revenue. Funding issues are indeed a major challenge for museum management in Indonesia. Imagine how museums can survive on a minimal budget, often relying solely on ticket sales. Meanwhile, museum entrance fees in Indonesia range from tens of thousands of rupiah, with some even costing as little as Rp2,000. With such low prices, visitors' expectations of the quality and experience offered by museums are also low.

For museums to thrive, the government cannot work alone. Integrated museum development with quality education and infrastructure innovation demonstrates the importance of collaboration between the government, business, academia, the media, and communities. The government needs to provide policy and funding support for museum development, as mandated by various laws and regulations. This support can include funding for collection restoration and maintenance, staff training, and the development of innovative educational programs.

The business sector also plays a crucial role in museum development. Through investments in technology and resources, companies can help museums improve the quality of their exhibitions and services. For example, the application of digital technologies such as augmented reality (AR) and virtual reality (VR) can create more interactive and engaging experiences for visitors. Furthermore, partnerships with technology companies can help museums develop online platforms to expand their reach to a wider audience. The private sector can also channel its corporate social responsibility budgets to museum development.

Academia plays a role in improving the quality of collections and strengthening museum research. Collaborations with universities and research institutions can help museums conduct in-depth research on their collections and develop educational programs based on the latest findings in history, culture, and science. Academics also play a crucial role in advocating for local governments to improve collaboration with relevant stakeholders.

The mass media is equally important in supporting museum development. Through positive and educational reporting, the media can raise public awareness of the existence and importance of museums. Coverage of special exhibitions, educational programs, and museum events can attract more visitors. Furthermore, social media can be used as an effective promotional tool to reach a younger and more diverse audience.

Finally, active public and community participation is crucial to maintaining the museum's relevance and sustainability as a center for education and innovation. Local communities can get involved in various museum activities, such as volunteer programs, educational activities, and cultural events. This participation not only fosters a sense of ownership in the museum but also helps it remain relevant to the community's needs and interests.

## **CONCLUSION**

The implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum has been realized through institutional strengthening, standardized collection management, improved human resource quality, and optimization of educational, research, and recreational functions. The Bank Indonesia Museum has successfully presented a new, professional and modern approach to museum management, while also serving as a model of good practice for other museums in Indonesia. However, the continued implementation of this regulation requires a commitment to innovation, strengthened cross-sector collaboration, and increased use of digital technology to ensure the museum's relevance to the needs of today's society.

The implementation of Government Regulation No. 66 of 2015 concerning Museums in the management and utilization of the Bank Indonesia Museum still faces several obstacles. These obstacles include budget constraints, a lack of competent human resources, minimal use of digital technology, limited promotional and public education strategies, suboptimal maintenance of collections and facilities, weak cross-sector collaboration, and the challenge of changing public interests in the digital era.

These obstacles demonstrate that although regulations have provided a clear legal basis, on-the-ground practices still require strengthening, both institutionally and managerially. However, various strategies can be adopted to overcome these obstacles. These

include diversifying funding, increasing human resource capacity, maximizing digital technology, developing extensive promotional and educational programs, maintaining collections with modern conservation standards, developing visitor-friendly facilities, expanding collaboration with various parties, and adapting to changing public interests through technology-based innovation. Thus, the implementation of Government Regulation No. 66 of 2015 can be more effective and make the Bank Indonesia Museum a center for education, historical preservation, and a cultural tourism destination that is relevant to current developments.

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