

The Role of Ciliwung River School Management in Tourism Sustainability

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ABSTRACT

The researcher chose the title The Role of Ciliwung River School Management in Tourism Sustainability because he wanted to see the role of MAT PECEI in the accessibility management system to create sustainable tourism at the Ciliwung River School. The obstacle is the infrastructure of the Ciliwung River School, namely accessibility to the Ciliwung River School, so researchers want to know the sustainability of tourism which will impact the environment and local communities. Ciliwung River School is located on Jalan. Current No. 99 Ex. Srengseng Sawah District. Jagakarsa, South Jakarta. This research uses descriptive qualitative methods with SWOC analysis. The research results show that well-planned and implemented management for the community plays a vital role in the Ciliwung River School which can increase awareness of the surrounding community and the sustainability of tourism. Based on the results of this research, the management of the Ciliwung River School applies the concepts of planning, organizing, implementing, and controlling to increase location accessibility and ensure a positive visitor experience. This research aims to analyze the role of management at the Ciliwung River School for tourism sustainability.

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1. INTRODUCTION

Tourism is one of the economic driving sectors that needs to be given more attention so that it can develop well. In line with dynamics, the movement for tourism development has expanded into various terms, such as sustainable tourism development, which is a tourism development approach that seeks to ensure that tourism can be implemented in non-

urban tourist destination areas [1]. In tourism there are tourist attractions which are an important factor in attracting tourist interest because they include originality, diversity, rarity and integrity of tourist attractions [2]. The existence of tourist attractions in a tourist destination can include the uniqueness and diversity of attractions, completeness of related information, adequate public facilities, network accessibility, adequate human

resources, good service and cleanliness according to Poerwanto in [3].

The management concept is part of the management concept which has a broad meaning, a management process of managing and using organizational resources, how members work together to achieve goals effectively [4]. Poor management can cause a decrease in environmental quality, which in turn can be detrimental to tourism. Community awareness around Ciliwung River School of the importance of maintaining environmental cleanliness and sustainability may still be low. Without active participation from local communities, efforts to preserve the environment and promote sustainable tourism may be difficult to implement [5].

The role of the government and private sector in managing the Ciliwung River School for sustainable tourism can also be a crucial factor. Lack of coordination between related parties and lack of resources can hinder effective management efforts [6]. Inadequate tourism infrastructure can be an obstacle to sustainable tourism around the Ciliwung River School. Growing urbanization and development around the Ciliwung River School can increase pressure on the environment. Uncontrolled development can result in loss of natural habitat and ecosystem damage, which will ultimately affect tourism potential [7].

Previous research discussed the use of the Ciliwung River School grounds for fruit plants [8], the development of tourist objects and attractions on the Ciliwung River [8]. This research discusses the management of physical and non-physical accessibility. Includes facilities and infrastructure to support tourist mobility which plays an important role in sustainable tourism, environmental preservation, minimizing littering, and preserving existing culture. The implementation of this management is also important in determining the success of a destination at both the national and regional levels.

This research is useful for knowing the management system implemented. Management systems generally refer to a

collection of procedures, policies and technologies used to manage, regulate and control an entity or activity. With management, it will have a significant impact, such as being able to help create clear and stable arrangements in a sector, especially in the tourism sector. In this way, clear regulations can be created while influencing economic growth. Related to these conditions, this research will examine further which can be seen in the discussion regarding the management implemented in an effort to create sustainable tourism at the Ciliwung River School tourist destination.

The formulation of the problem at the Ciliwung River School is what is the condition of accessibility to the Ciliwung River School location, is there good coordination between parties involved in developing accessibility to the Ciliwung River School location and is there a community involved in managing accessibility. Therefore, based on the problems that arise, researchers choose the title "The Role of Ciliwung River School Management in Tourism Sustainability" which is very important to do.

2. LITERATURE REVIEW

2.1 Management

The management concept is part of the management concept in a broad sense, namely a process of managing and using organizational resources through collaboration between members to achieve organizational goals effectively [4]. According to George R Terry in [4] said that the essence of good management includes 4 things, namely Planning, Organizing, Actuating, and Controlling. According to Daft in [4] management is achieving organizational goals effectively and efficiently through organizing planning, leadership and controlling organizational resources

2.2 Sustainable Tourism

According to (Sulistiyadi, Eddyono, et al., 2019) The principle of sustainable tourism refers to the principle of sustainable development explained by The World Tourism Organization (UNWTO), namely

tourism that takes full account of current and future economic, social and environmental impacts, responding to needs. visitors, industry (tourism), environment and host community.

Hidayat in [9] said that sustainable tourism and sustainable development are terms that result in various opinions/responses from managers, tourism planners or environmental advocates, both those with different beliefs and those with concerns. In a sustainable context, a destination is a combination of products and services that include tourist attractions, public facilities, tourism facilities, accessibility and also community relations [10].

2.3 Community Based Tourism

According to Telfer & Sharpley in [11] Community-based tourism is a type of tourism that involves community participation as the main element in sustainable development. (Community based tourism) CBT is a tourism development concept that involves the community directly or indirectly which can have a positive economic and local impact on the community around the tourism destination area (DTW) [12]. With the support of the surrounding community. With the support of the surrounding community, the attraction of tourist attractions can attract tourists to visit them, and play an important role in preserving the nation's customs and culture as a heritage given to tourists.

The important role of local communities in developing sustainable tourism has encouraged the emergence of a trend in community-based tourism development. Local communities must be involved in planning and developing tourism destinations to ensure the benefits provided to the community and foster optimal support for tourism [13]. Community-based tourism has indicators that must be had for local community involvement related to participation, empowerment and participatory planning [14].

Community Based Tourism (CBT) is a concept for developing tourism destination areas that involves people/communities

directly or indirectly in tourism activities. Tourism development with the concept of community-based tourism can have a positive impact on the community around the Tourist Destination Area (DTW) because the tourism is managed by the community so that the benefits can be felt economically and locally.

3. METHODS

This research uses descriptive qualitative, with Strength, Weakness, Opportunity, and Challenge (SWOC) analysis. According to (Mukhtar & Rahayu, 2019) descriptive qualitative research method is a method used by researchers to find knowledge or theories regarding research at a certain time. According to [15], qualitative research methods are research methods that are based on the philosophy of positivism, used to research the conditions of natural objects, (as opposed to experiments) where the researcher is the key instrument. SWOC analysis is a form of situation analysis that systematically identifies various factors regarding the strengths and weaknesses of an organization and opportunities and challenges from the environment to formulate organizational strategies. These four factors were identified to determine organizational steps to achieve optimal goals.

The object of this research is the Ciliwung River School as the Role of Ciliwung River School Management in Tourism Sustainability. The research subject is the research boundaries where the researcher can determine the objects, things, or people to which the research variables are attached. The subject of this research is that the management of the Ciliwung River School has a role in the sustainability of tourism, especially on the banks of the Ciliwung River. This research uses primary data and secondary data. Primary data source where researchers conduct observations and in-depth interviews with related parties. Secondary data sources were obtained from library data in the form of written documents related to the role of management in tourism sustainability.

4. RESULTS AND DISCUSSION

Location

The Ciliwung River School is one of the programs formed by the Ciliwung Care Community, abbreviated or better known as MAT PECE. MAT PECE is a community of people that was formed in early 2006. Sungai Ciliwung School is located on Jalan Arus Number 99, Srengseng Sawah Village, Jagakarsa District, South Jakarta. The Ciliwung River School has its superior activity, namely tracing the Ciliwung River. This can be experienced by tourists who visit the Ciliwung River School. Apart from that, tourists will also receive education on nature conservation, especially rivers. When the Ciliwung River School was first formed, it implemented management using an internal concept, because there were not enough members.

The internal management concept is how to manage a small organization according to the conditions that occur. This management starts from forming an organizational structure, developing long-term plans, and creating appropriate programs to support activities at the Ciliwung River School. As the quality and quantity of damage increases, the manager focuses on 1 location by raising local issues to encourage local people to clean the environment and plant trees for 3 years. From the locations that have been visited, more and more members are taking part. So another management structure was formed at the local level and coordinators were formed in each region. The manager said the local community was very helpful. With the presence of local communities, managers can find out what the previous and current conditions of the river and environment were like. The increase in members has given rise to new management concepts, one of which is managing accessibility.



Figure 1. Ciliwung River School During Floods



Figure 2. Ciliwung River School at This Time

Management Concepts

This research uses the management concept according to George R Terry which includes 4 things, namely Planning, Organizing, Actuating and Controlling.

a. Planning

Based on the results of interviews with managers discussing accessibility to the Ciliwung River School location. Accessibility is one component of the tourism product. According to [16] Accessibility is a key role in a tourism product because it can change a potential market into a real market. This accessibility includes the ability to reach a destination via various transportation, both from outside and within a region and also the

ease of obtaining information about the destination. In current conditions, accessibility to the Ciliwung River School is very limited. On the one hand, the management wants to strengthen river ecotourism activities at the Ciliwung River School location. If a tourism destination must apply the Sapta Pesona elements which include elements of safety, order, cleanness, coolness, beauty, friendliness and memories. One of them is the convenience of accessibility, feeling safe when visiting the location is important for managers and visitors.

However, there are elements of Sapta Pesona that have not been achieved, such as inflexible accessibility which will reduce these criteria. For example, with lots of visitors bringing vehicles, while limited parking space will later cause problems, for example some people feel disturbed, there are also those who are happy because people get income from sales. There are parking difficulties faced by managers when holding events on a large scale and also the current conditions where many housing developments have been built. Several years ago the area around the Ciliwung River School was still empty land, but looking at the current conditions, many housing developments have been built and land acquisition is difficult. The land acquisition process must also obtain permission from the original land owner. There must be negotiations with the management and also the owner of the land whether it can be rented, purchased or other agreements in accordance with local laws and regulations.

b. Organizing

Organizing in this case means coordination with several parties. There is a need for good coordination between related parties in developing accessibility to the Ciliwung River School. If you want to hold an event, the manager will issue a notification letter which will then coordinate before the activity with the RT and RW as well as related agencies such as the Department of Transportation (DISHUB) and also the Department of Public Works and Spatial

Planning (PUPR) regarding the pattern of vehicles wishing to enter and exit. But again, access is difficult and inflexible. Currently developing access is very difficult because acquiring community land requires large costs. According to the tourism ministry's review, accessibility factors do not support the development of a wider area because it is already densely populated. In every activity the manager minimizes friction between visitors and the public.

With coordination from various parties, it will help with routine maintenance and repairs of accessibility infrastructure. Along the Ciliwung river, there are still several community houses that are vulnerable to disaster risks such as flooding, therefore coordination between parties such as the National Disaster Management Agency (BNPB) can help with disaster mitigation planning, including providing safe evacuation routes and early warnings to local communities. From the results of interviews with the community, it was found that the community was involved in coordinating and actively participating in accessibility and environmental management activities around the Ciliwung River School. However, it comes back to existing accessibility, so sometimes it is difficult for people to manage accessibility.

c. Actuating

Implementation (Actuating) according to George R. Terry in (Pratama, 2020) is an effort to move group members in such a way that they want and try to achieve the company's goals and the goals of the company's members. The implementation implemented is by conducting socialization. The outreach carried out was related to accessibility to the Ciliwung River school location. Accessibility-related outreach efforts such as the Ciliwung River School are generally part of government initiatives supported by examples such as PLN and local communities. This outreach is usually carried out through various channels such as local community activities and mass media regarding information and activities related to the Ciliwung River School which has been

disseminated through newspapers or social media platforms.

The Ciliwung River School has implemented several community empowerment approaches that can be carried out, including education and counseling to the local community about the importance of good accessibility, its benefits for the environment, and how community participation can improve accessibility to the Ciliwung River School, as well as skills and expertise training related to environmental management and infrastructure.

These approaches include, for example, training on access route maintenance, tree planting, or environmental cleanliness programs such as walking the Ciliwung River, as well as community organizing that encourages the formation of local groups or communities that focus on environmental preservation efforts and increasing accessibility at the Ciliwung River school. In this case, socialization has been implemented which is an important step to increase public awareness regarding the importance of good accessibility to the Ciliwung River school location. The local community carries out educational and outreach activities by holding educational or outreach programs at schools, communities or public events about the importance of good accessibility for the Ciliwung River School as well as collaboration with related parties such as collaboration with local governments and existing institutions.

d. Controlling

Controlling is carried out by means of monitoring and evaluation. Ciliwung River School carries out regular monitoring of the condition of accessibility to the location, such as regular monitoring which carries out regular field surveys to check the condition of roads and other supporting facilities that affect accessibility. As well as involving the local community and visitors to report or provide regular feedback regarding accessibility conditions when heading to the Ciliwung River School location. Ciliwung River School carries out regular reports and evaluations of accessibility conditions, then

uses the results of these evaluations to improve and maintain better accessibility. Regular evaluations provide a better understanding of the effectiveness and efficiency of accessibility.

The Ciliwung River School carried out follow-up and effective actions after monitoring and evaluating accessibility, which is a crucial step in improving conditions and ensuring access to the Ciliwung River school location. By carrying out in-depth observations of problems that specifically identify the problems or obstacles found, and continuing to plan improvements with clear and measurable actions to overcome the problems identified, ending by providing information to the community regarding the improvement steps that have been taken and asking for feedback community regarding the changes that have occurred.

In some cases, there are several teams or units that focus on monitoring and evaluating accessibility, or these tasks may be part of the tasks of broader teams involved in environmental management or related activities such as field monitoring by conducting regular field surveys and monitoring, to assess accessibility conditions and also on the banks of the Ciliwung River. Coordination is also always carried out with related parties such as regional government or local communities and providing information, outreach or campaigns to the community regarding the Ciliwung River School. From the results of interviews with the community, it was found that the community is always encouraged to always manage accessibility to the Ciliwung River School, such as road repairs, environmental preservation, trash cans and other supporting infrastructure.

Community Based Tourism

Community Based Tourism according to Beeton in (Sanjaya, 2018) is the development of tourism by empowering local communities with the aim of maintaining the continuity of culture, customs and local wisdom of a place. Local communities play a very important role in tourism. The local

community was given educational guidance regarding the program run by the Ciliwung River School. In this training, for example, on river crossing using a boat, this training is supervised by someone who has been trained and has certification. From this training, they were also given awards in the form of training certificates and were ready to train and accompany visiting guests. So the role of local communities in tourism is very helpful from the SSC program that is held, not only training but education in handling waste, planting trees and cultivation. The Ciliwung River school also focuses on and invites the wider community to care about the environment in the river area, especially the Ciliwung River.

The Ciliwung River School has well-maintained information boards, so that the public and visiting tourists can properly see the information presented. The trees planted are also productive trees such as fruit trees. Apart from that, many flora and fauna came back to life and grew so that in the end the Ciliwung area became a place for tourists to visit which ultimately spurred the economic growth of the surrounding community. The community is also involved in activities when there are certain events such as making culinary products, recycled products or handicraft products. Then the teenagers are used as tour guides to navigate the river and become mentors for the river school. The Ciliwung River School also carries the theme of local wisdom. By maintaining local wisdom, the management raises cultural themes through the dance studio which is then educated and empowers people who are experts in their fields to teach in the education division. Then create methods ranging from classical methods, field methods, seminars and workshops that can be attended by groups from young people to the elderly.

Ciliwung River School Community Based Tourism Concept

Community Based Tourism or what is known as Community Based Tourism according to [11] is a concept that places the community as the main participant through community participation in various tourism activities. The Community Based Tourism

concept used by the Ciliwung River School is the Penta Helix Concept in which there is a community that guarantees a place to move, how the community must participate. In this concept there are several programs, one of which is the empowerment program, where the program uses the community to be empowered. Examples include using the community to recycle organic and non-organic waste. The Ciliwung River School has also formed a waste bank so that the waste in the river and the environment can be minimized. Waste that people have recycled can be bought and sold, which will later provide results for themselves. Then young children are trained to handle disasters and use and control boats.

The Ciliwung River School also created one of the Ciliwung Eco-Edu-tourism programs. In this program, the public or visitors are given the opportunity to ride a boat, receive education, plant trees in areas that are already barren, and other knowledge. In providing education, the Ciliwung River School also has an information board and a schedule for future activities. According to [17] the development of educational tourism models can be carried out by improving public facilities in educational tourism such as well-maintained information boards, so that the public and tourists who visit can see well the information presented. The community is also involved in activities when there are certain events such as making culinary products, recycled products or handicraft products. Then the teenagers were used as tour guides to navigate the river and became mentors for the Ciliwung river school. The main aim of the Ciliwung River School is how local communities can have independence in their environment so that they will later gain economic value, ecological value, education and knowledge. So if there are activities that require individual energy, the community is expected to get involved and participate.

Ciliwung River School SWOC Analysis

SWOC analysis aims to identify strengths, weaknesses, opportunities and challenges in an institution in order to

optimize strengths, reduce weaknesses, face challenges and take advantage of opportunities. Strategic planning is important for developing strategies to overcome internal and external problems and prepare the organization to face environmental changes [18].

a. Strength

1. **Strategic Location.**
Being along the Ciliwung river provides access to natural resources and an environment that has the potential for rich and varied environmental education. Apart from that, the Ciliwung River School area is located on Jalan Arus, Srengseng Sawah, Jagakarsa District, South Jakarta City.
2. **Colaboration with Related Parties.**
The Ciliwung River School has collaborated with state-owned companies (PLN) as well as local regional governments and environmental groups for river management and broader environmental education programs.
3. **Community Involvement.**
There is community participation in maintaining the cleanliness of the river and the environment around the Ciliwung River School, which can strengthen social ties and shared responsibility.
4. **Increased Environmental Awareness.**
The existence of the Ciliwung River School has brought about a change in the community's mindset regarding the need to protect the environment and the importance of preserving rivers as valuable environmental assets.
5. **Society Participation.**
The participation of local communities in daily maintenance and management at the Ciliwung River School, as well as community empowerment in

decision making and daily management, is an important aspect in maintaining the sustainability of the Ciliwung River. Through participatory planning and training provided to local communities, the Ciliwung River School strives to create sustainable tourism that provides economic benefits and preserves the environment around the river.

b. Weakness

1. **Parking Space Difficulties.**
Limited parking space if the manager wants to hold a large-scale event involving many people. And also around the Ciliwung River School area, which was previously empty land, now a lot of housing has been built and there are also a few people who have land in front of their houses because in front of the house there is a road directly through which vehicles pass.
2. **Public Inconvenience.**
If holding an event on a larger scale and many visitors bringing vehicles, both motorbikes and cars, the Ciliwung River School area cannot accommodate more than 5 cars. Therefore, to minimize problems with the community, there are times when more than 100 people are carrying out activities, those who bring cars just drop off visitors and don't park in the Ciliwung River School area.
3. **The difficulty of land acquisition.**
Land acquisition where a number of land areas are allocated or released for use as parking facilities. However, the land acquisition process involves the owner of the original land which includes the costs of purchasing the land which are currently expensive and also other agreements in accordance with local laws and regulations.

4. Public awareness of the use of public transportation.

In the Ciliwung River school area, one way is to improve the quality of the environment by planting trees. Apart from that, many people who visit are aware that they still use motorbikes or private cars. It would be better for visitors to use public transportation to reduce pollution around the Ciliwung River School location.

c. Opportunity

1. Increased Environmental Awareness.

A great opportunity for changes in global trends is increasing awareness of the need to protect the environment, which can increase public interest in environmental education offered by the Ciliwung River School.

2. Use of Technology and Media.

The existence of the Ciliwung River School provides an opportunity to utilize technology and digital media to spread information, education and environmental awareness to more people, such as through mobile applications, social media and online platforms.

3. Funding and Resource Support.

There is an opportunity to get financial support from various parties such as environmental cleanliness institutions, environmental organizations, or companies that care about the environment for developing programs and infrastructure for the Ciliwung River School.

4. Community Engagement.

With the existence of the Ciliwung River School, there is an opportunity to expand networks and community involvement in maintaining river cleanliness, conservation projects and environmental education.

d. Challenge

1. Resource Limitations.

Adequate accessibility management requires adequate resource allocation in terms of infrastructure, funding and workforce. These challenges may occur in procuring funds to repair or build access infrastructure, as well as maintaining existing facilities.

2. Participatory Approach.

The approach in question is to involve the community in the management of the Ciliwung River School. Challenges will arise in asking for active participation from the community in environmental conservation efforts. Because not all people are aware of the importance of maintaining the sustainability and cleanliness of rivers and the surrounding environment.

3. Climate Change And Disasters.

The Ciliwung River is very vulnerable to climate change and natural disasters such as floods. The challenge in managing accessibility is to consider the risk of natural disasters that could affect infrastructure and access to the Ciliwung River School, as well as to take the necessary mitigation steps.

4. Regulations and Policies.

The final challenge is that there are regulations and policies that may not be in line with or not sufficiently support the management of environmentally friendly and sustainable accessibility. Facing inappropriate policies can hamper the efforts made.

5. CONCLUSION

Based on the research results, it can be concluded that the accessibility conditions to

the Ciliwung River School are very limited because they are not flexible. The large number of visitors bringing vehicles means that parking space is limited which can cause problems such as some people feeling disturbed. Managers face parking difficulties when holding large-scale events and conditions where lots of housing has been built. Therefore, the management of the Ciliwung River School applies the concepts of planning, organizing, implementing and controlling to increase location accessibility and ensure a positive visitor experience. Ciliwung River School overcomes challenges such as limited parking space and coordinates with related parties and involves the community to maintain and improve accessibility. Regular monitoring and evaluation is carried out to assess the effectiveness and efficiency of accessibility measures.

In the results of the Strength, Weakness, Opportunity, and Challenge analysis, the Ciliwung River School has advantages such as strategic location, collaboration with related parties, community involvement, and increased environmental awareness. However, in this case the Ciliwung River School also faces weaknesses

such as limited parking space and difficulty in acquiring land to develop accessibility. In the results of the analysis, the Ciliwung River School has the opportunity to take advantage of the community's increase in environmental awareness, utilize technology and media, expand networks and community involvement, and obtain support and resources. The challenges that the Ciliwung River School must face are how they can get support from these resources, always approach the community to be involved in management, consider the risks of natural disasters that can affect infrastructure and access, and there must be regulations and policies in managing accessibility that environmentally friendly and sustainable.

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