

COLLABORATION MANAGEMENT IN THE FRAMEWORK OF MANAGEMENT OF SITU RAWA GEDE COMMUNITY AND SUSTAINABILITY-BASED IN BEKASI CITY

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Abstract

The results of this study focus on policy issues, guidelines, implementation, and expectations for community based lake utilization in order to sustainable lakes in Bekasi City. This paper seeks to analyze the use of lakes, both in terms of tourism benefits, as well as from water reservoir and flood control efforts through policy analysis. Evaluation of the program used by the researchers is Grindle evaluation model that includes the evaluation component policy formulation, programs implementation, resources allocation and target of outcomes. The evaluation related to Water Resources management policy and guidance as stated in Act no. 11 of 1974 on Irrigation and Lokal Regulation No. 13 Year 2011 on Bekasi City Year 2011 up to 2031. Evaluation of programs related to normalization process activities, security of assets/ maintenance, development of water tourism and flood control. Evaluation of resources allocation related to financing activities. Target Outcomes evaluation is related to policy outcome which includes maintenance of water resource asset and flood control. This analysis tries to approach a strategy to consider: sustainable lake tourism management that benefits all parties, both government and society. The results of the analysis show the need for collaborative management among stakeholders (government, lokal government and lokal communities) in sustainable management of the site. The financing is not only the responsibility of the government but can be pursued through public private partnership.

Keywords: *evaluation, policy, program, nature tourism, collaborative management*

Based on Act No. 32/2009 on Environmental Management; environmental management is a systematic and integrated effort undertaken to preserve environmental functions and prevent the occurrence of pollution and / or damage to the environment including planning, utilization, control, maintenance, supervision and Act enforcement. *Situ* as one of natural resources should be implemented in a systematic, integrated and sustainable. Systematic which means the management of *situ* both quality and quantity is done thoroughly including the management of the surrounding area of *situ*. Integrated, which means in the management and construction there are many aspects and related components such as agriculture, industry, tourism and others. Sustainable, which means that the management is insightful environment and prevents pollution with hydrological or ecological areas as management entity.

Several studies related to the management for *situ* sustainability are as follows: Research by Malgorzata Kurleto (pol J. Nature Sc. 2013) on sustainability of Lake/*Situ* Management by Considering Tourism and Conservation Aspects in Australia and New Zealand. The results showed the negative effects caused by the development of tourism in the lake area. In its recommendations disclosed a strategy to overcome the negative effects that is by using tourism zonation strategy.

Another study was conducted by Sandor Nemethy on Sustainable Lake Management in Relation with Climate Change Effect Mitigation, Agriculture and Green Micro Regional Development Based on Renewable Energy Production. The results of research that climate change greatly affect the condition of the lake environment. These adverse effects are caused by fluctuations in water levels as well as factors caused by humans such as environmental pollution from wastewater disposal and large-scale farming that removes valuable wetlands. This research also analyzes the key factors of regional development around the lake area.

George Otiang'a's 2006 research on Human Impacts on Lake Ecosystems: The Case of Lake Naivasha, Kenya. The results of these research indicate that farming and livestock activities in the water catchment area of 3,376 km² become a threat to the lake ecosystem. While Lake Naivasha is a wetland that has national and international interests.

In research of *Situ* Sustainable Management as resource in Depok City found the participation of the Working Group that has duty to control, safeguard and preserve the function of *Situ(s)*. This working group was appointed through the Mayor Decree, Head of Second Level Region of Depok.

In another study in Lake Victoria Kenya, the Asset-based Community Development system was combined with a public participatory GIS (PPGIS). This method is done because community possible to communicate their spatial in various dimensions and the relation with their ownland. This research has resulted in a set of maps designed and encouraged by community members that not only demonstrate assets in society but also the relationships between citizens and their assets, as well as encouraging a simple understanding of dots, lines and polygons.

In the Vision of Lakes of the World (2004) mentioned in addition to meeting the water demand for aquatic ecosystems that have economic value, the lake also serves as a major water source for human life and economic development. Meanwhile, the lake is very sensitive to the impact of human activities. Thus, activities or strategies that aimed to the use of lakes and the resources contained in sustainably way must be based on the principles that rooted in the sense of sustainability itself. Sustainable management of lake requires the completion of conflict between the various parties who competing in the utilization of existing resources in the lake by considering the interests of current and future generations and the interests of nature.

In a study conducted in Australia and New Zealand by Malgorzata Kurleto entitled Sustainability Lake Management by Considering Tourism and Nature Conservation. The result of research showed that there is a relationship of entrepreneurial activity in understanding the dynamics of tourism economy with Lake Ecosystem protection scale. Understanding the exact process of a excursion lake is essential for a better understanding in planning the economic future of the lake.

A case study at Lake Bosomtwe Basin in Ghana compares the policy of tourist development with its practice / implementation. This study investigates whether the development of tourism in Lake Bosomtwe Basin runs in accordance with the principles of applied policies. The study results show that there is a gap between policy and practice. Tourism development is ad hoc, reckless and seemingly unsustainable. Tourism activities have weak links to other sectors of the local economy. The drainage system of water and sewerage from tourism facilities has not been integrated into the community system, so waste disposal is not appropriate.

Other research on the development of lakes for excursion and recreational purposes, and their impact on the natural environment loads in the coastline zone is done on the lake Drweckie Ostrada. The analysis results show the development and management of land for tourism and recreation purposes around the Drweckie Lake in the border area of Ostrada resulted in terrestrial zones and highly burdened waters due to the crowded space and the increasingly intensive tourist and leisure activities.

A related case study the public infrastructure investment project of the development of a waterway system in Puula Kyyvesi district of Finland aims to measure how far the infrastructure is being used for the marketing of tourism-related matters. The results of the study show that the waterway system infrastructure that has been built is not effectively used for the development of tourism and as a consequence there is no major influence on the increasing of tourists expected..

Research by Moges Gebreegziaber Woldu on Missing linkages between stakeholders and their implications for the tourism industry in the Ethiopian Amhara Region. This study assessed the practice of community-based Tourism (CBT). The results show that Lake Tana has the potential of natural scenery and human-made historical remains also become home for endemic flora and fauna resources

and has about 37 islands and 20 islands have sacred sites and other heritages. But with all this potential, inclusive community-based tourism practices do not exist in growth corridors.

Coordination between the central government and local governments to maintain the existing *Situ(s)* is indispensable in relation with the granting development permits issued by local governments. *Situ* as a water conservation area, should not be inhabited because there are rules governing the area of the border that should not be built that is within 50 meters from the lips of *Situ* to outside the city and 15 meters to *Situ* that located in the city (http://pu.go.id.dirjen_sda 2014).

The same happened in Bekasi City, with the development of the population and various interests, the water reservoir that serves to balance the process of hydrological cycle that known as *Situ*, many of function have changed into settlement and even become an industrial area. In addition, some of them are dumped even become a laystall. The diversion of functions will undermine the ecosystem's biodiversity which leads to diminished quality and quantity and the loss of water reservoirs as a source of life for the community.

Situ which has the main function as a water absorption area can also be used as a sports venues, recreation place, and also can serve as a place of fish cultivation (fish pond). *Situ* is also expected to provide additional benefits to the local communities if the management is done integrated and sustainable with good spatial arrangement.

The essence of this research focused on issues of policy, guidance, implementation, and expectations for *Situ* utilization/management community based in order to achieve the *Situ* sustainability in Bekasi City, and how the planning that done by policy makers so that management and sustainability of *Situ* community based can be done.

Implementation of management / utilization of *Situ* community based policy in order to achieve sustainable *situations* requires stakeholder cooperation, especially between local governments as the party that will regulate the utilization patterns and the central government as asset manager and the community as a user.

METHOD

This research uses *Policy Research* method. With qualitative descriptive method approach with evaluation model developed by Grindle (1980). By using this method is expected to provide a more in-depth and comprehensive picture of the reality and social processes to be studied. And do not isolate individuals or organizations into variables or hypotheses but need to consider them as part of a whole.

1) Research Instruments

Instruments in this research are observation, interview, and documentation. In this study needed human as a researcher because humans can adjust according to environmental circumstances. Therefore, the researcher as an instrument must also be "validated" how far the researchers are ready to conduct research that subsequently plunge into the field.

2) Reference of Evaluation of Policy Implementation

As a reference of the evaluation of the Implementation of Local Regulation of Bekasi No. 13/2011 on Spatial Planning of Bekasi City Year 2011-2031, especially regarding the management of Water Resources including the *Situ(s)* in Bekasi City.

Table 1. Reference of Policy Evaluation

Component	Aspect	Statement	Number of statement
Policy Formulation	1. Spatial planning policy includes arranging the existence of <i>Situ</i> Gede	1	1

	2. Guidelines for spatial use and control of space utilization	2	1
Program Implementation	1) Normalization	21, 22, 23, 24	4
	2) Asset Security	-	-
	3) Revitalization	34, 35, 37	3
	4) Tourism Activities	41, 42, 43, 44	4
	5) Flood Control	45, 46, 47, 48	4
Resource Allocation	Financing	15, 16, 17,18, 19, 20	6
Outcomes (Benefit)	1) Assets maintained	49, 50	2
	2) Controlled Flood <i>Situation</i>	53, 54	2

3) Research designs

The evaluation of the program used by the researcher is the Grindle evaluation model (1980) which includes the components of policy formulation evaluation, Program Implementation, Resource Allocation and Target Outcomes. Policy formulation related to Local Regulation No. 13/2011 on RTRW Bekasi Cuty, it’s regulate the development of drainage network system and flood control through management of *Situ(s)*.

Implementation of the program related to the activities of the normalization process, assets security/keepers, development of water tourism and flood control. Resource allocation involves financing. Target outcomes are related to policy outcomes that include maintaining water resource assets and the *situations* in *Situ(s)* are under control.

The design of the policy evaluation research according to the Grindle evaluation model (1980) as follows:

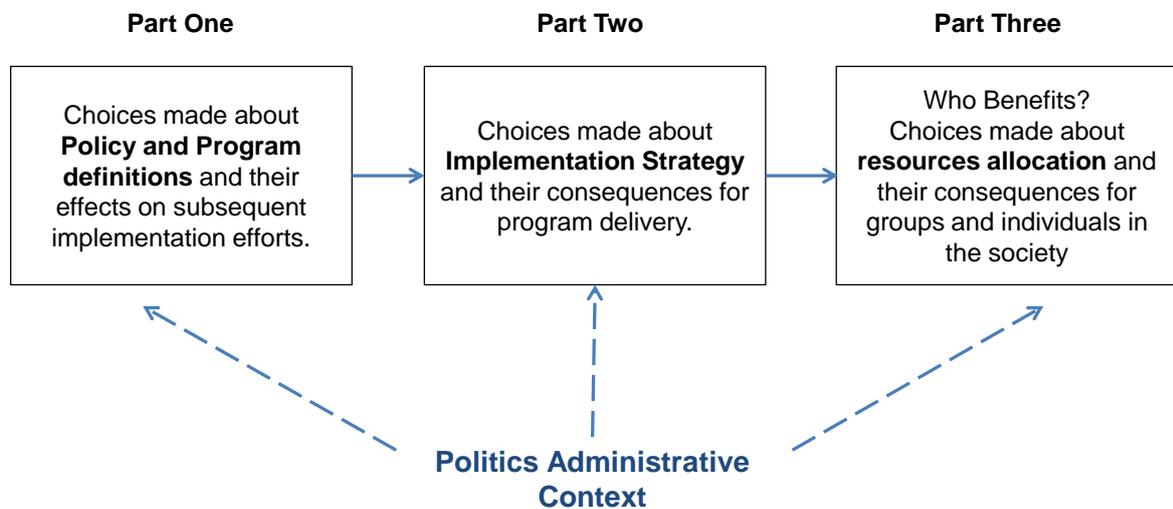


Figure 1. Design Evaluation of Implementation of Natural Resource Management Policy (*Situ*) in Bekasi City with Grindle Method.

4) Data Analysis Technique

The purpose of this study is to evaluate the implementation of *Situ* utilization policy community-based in order to achieve sustainable *situations* in Bekasi city as seen from the conformity with aspects of policy formulation, program implementation, resource allocation and target outcomes. The research data obtained then will analyzed descriptively qualitative. The descriptive data will be done by using statistical descriptive.

Data analysis techniques will be done as in the following table:

Table 2. Data Collection and Data Analysis Techniques

Evaluation Stage	Aspects Evaluated	Data source	Data collection technique	Data Analysis
Policy Formulation	<ol style="list-style-type: none"> 1. Space utilization policy through the development of drainage system and flood control including arranging <i>Situ Rawa Gede</i> existence 2. Guidelines for implementation strategy through program implementation 	Bappeda of Bekasi City; <i>Dinas PUPR Bekasi City</i>	Document Study, Interview, Research Questionnaire	Descriptive
Program Implementation	<ol style="list-style-type: none"> 1. Normalization 2. Asset Security 3. Revitalization 4. Tourism Development, tourism-based (<i>Situ</i>) 5. Flood control 	<i>BBWCSS, Bappeda Bekasi City, Dinas PUPR Bekasi City, Environmental services Bekasi City, Government tourism office Bekasi City</i>	Interview, Research Questionnaire	Descriptive
Resource Allocation	Financing	<i>BBWCSS, Bappeda Bekasi City, Dinas PUPR Bekasi City</i>	Interview, Research Questionnaire	Descriptive
Outcomes (Benefit)	<ol style="list-style-type: none"> 1. Asset maintained 2. <i>Pendapatan Asli Daerah (PAD)</i> 3. <i>Flood Situation Controlled around Situ</i> 	<i>BBWCSS, Bappeda Bekasi City, Dinas PUPR Bekasi City, Environmental services Bekasi City, Government tourism office Bekasi City</i>	Interview, Research Questionnaire	Descriptive

DISCUSSION

Situ Rawa Gede Overviews

Situ Rawa Gede is one of the natural places in the area of Bekasi City, which is in the area RW 01, 02 and 03, Bojong Menteng Village, Rawa Lumbu Sub- District. General view on currently condition of *Situ* is less optimal maintenance, the water is dirty because there is a lot of trash, the illegal buildings standing beside i.e warehouses of secondhand goods.

Seeing the *Situ*'s potential, geographical location and market trends that exist, the concept of tourism development of *Situ Rawa Gede* can be directed to be developed as a recreational area of culinary tourism as the main attraction with the support of water tourism activities and children's playground.



Figure 2. Situ Rawa Gede Revitalization Plan
 Source: Dinas of MOPWHS Bekasi City (2017)

A. Result of Policy Analysis Evaluation

The target of respondents as the target of inquiry questionnaire and in-depth interview are derived from the elements of the Central Government, the Local Government of Bekasi City and the local communities as follows:

Table 3. List of Interviewee (In-depth Interview)

No	Name	Institution/ SKPD	Position
1	Yudi Saptono, ST. MT.	Bappeda Bekasi City	Head of Infrastructure Planning Division
2	Galuh, ST	Dinas PUPR Bekasi City	Executor at Bekasi City Dinas PUPR-Spatial Planning
3	Dra. Elly Sulaelah	Government tourism office Bekasi City	Head of Tourism & Tourism Promotion Section
4	Ir. Heny Rushendarti	Environmental services Bekasi City	Kepala Seksi Kajian Lingkungan
5	<ul style="list-style-type: none"> ▪ Maulana Jaya ▪ Heri 	Balai Besar Wilayah Sungai (BBWS) Ciliwung-Cisadane	<ul style="list-style-type: none"> ▪ Head of Planning section ▪ Head of Planning OP section
6	H. Nasro Dwiprana	Kelurahan Bojong Menteng, Kec. Rawa Lumbu, Bekasi City	Economic and Development Chief

As for the respondents for filling the questionnaire are given to the central government, local government of Bekasi City and local communities around *Situ Rawa Gede* location with the list of respondents as follows:

Table 4. List of Respondents

No	Respondents	Number of Respondents (People)
1	Bappeda Bekasi City	4
2	<i>Dinas PUPR Bekasi City</i>	3
3	<i>Government tourism office Bekasi City</i>	2
4	<i>Environmental services Bekasi City</i>	2
5	<i>BBWS</i>	3
6	<i>Kelurahan Bojong Menteng</i>	1
7	<i>Kelurahan Bojong Menteng</i>	10
TOTAL		25

The profile of respondent can be described in the graph or chart as follows:

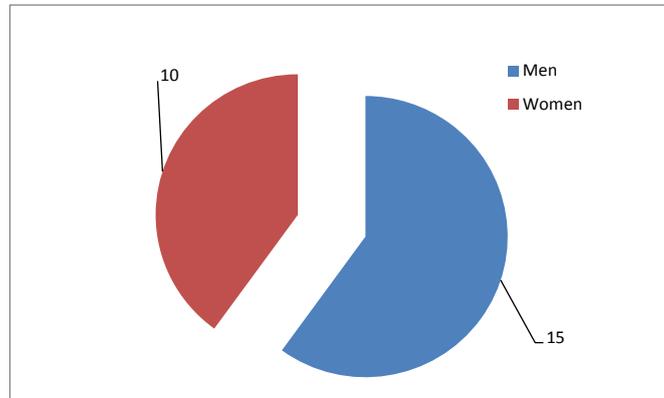


Figure 2. Respondents by Gender

Most of the respondents are male as many as 15 people and women as many as 10 people. If divided based on the institution, respondent from the Central Government are 3 people, the Government of Bekasi City are 12 people and from the local communities as many as 10 people.

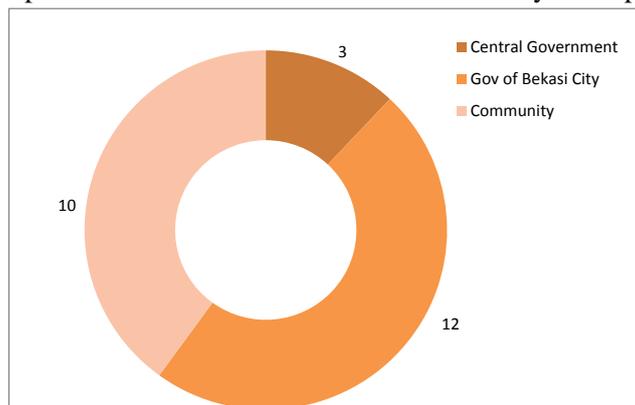


Figure 3. Respondents by Institution

The policy evaluation in this study used Grindle evaluation model (1980). The Grindle policy evaluation model (1980) focuses on 3 (three) critical choices in the policy implementation process, namely (1) the first part related on the choice of policy and program formulation and its impact on further implementation steps; (2) the second part related on the choice of implementation strategy and its consequences for program implementation; (3) the third part related on the choice of resource

allocation and its consequences to the beneficiaries of both communities and individuals in the community.

1) Policy and Program Formulation

The policies evaluated in this study are Local Regulation No. 13/2011 on Spatial Plans of Bekasi City which regulates space utilization and spatial use control including the development of drainage network system and flood hazard control in all Bekasi City through the strategy of building, upgrading and restore the *Situ(s)* functions as a water reservoir area.

Referring to the Grindle evaluation model, the policy formulation of spatial use policy in the context of developing drainage and flood control systems. Based on the results of in-depth interviews with several key informants, it was found that the policy made was sufficiently clear to regulate the utilization of space in the framework of developing drainage system and flood control. The development of drainage network system and flood control as referred to in the Act was done through Management of *Situ(s)* as conveyed by Mr. Yudi Saptono (Bappeda Bekasi City), Mr. Galuh, ST (*Dinas* of MOPW Bekasi City), Mrs. Elly Sulaellah (*Dinas* Tourism and Culture of Bekasi City), Mrs. Heny Rushendarti (*Dinas* of Living Environment) and Mr. H. Nasro Dwiprana (Kaur Ekbang, Bojong Menteng Village). All informants interviewed stated that the policy of Local Regulation No. 13/2011 was quite clear to regulate and mandate the development of drainage network system and flood control through Management of *Situ(s)*.

The results of the evaluation through questionnaires research showed that 64% of respondents stated that the policy of Local Regulation No.13/2011 is used as a guideline in the development of drainage network system and flood control through management of *Situ(s)*. Meanwhile, 72% of respondents stated that the policy of Local Regulation No. 13/2011 was used as the basic foundation in the development of drainage network system and flood control through management of *situ(s)*.

The formulation of policies carried out by Bekasi City Government through Local Regulation No. 13/2011 related to the development of drainage system and flood control system through management of *situ(s)* is considered appropriate and accepted by all stakeholders both government apparatus (SKPD related) and the community as the beneficiaries.

The policy of Bekasi City through Local Regulation No. 13/2011 related to the development of drainage system and flood control system through management of *situ(s)* is still in line with the mandate of Act No. 11 of 1974 on irrigation especially article 11 paragraph (1) that the water and / or water sources which is intended to increase its usefulness for the welfare of the people is basically done by the Government, both central and regional.

Situ also includes on environmental elements that are managed in the Act No.23 of 1997. Conservation of *situ's* ecosystem is indispensable for the continuity of *situ's* environmental function, as the habitat of living creatures in the waters and the benefits of water resources for human life. In Article 8 paragraph (1) mentioned that Natural Resources is controlled by the state and used as much as possible for the prosperity of the people, and its arrangements are determined by the government.

2) Policy Implementation Strategy

Furthermore, the concept of Grindle policy evaluation (1980), the second part related to the evaluation of policy implementation is related to the implementation strategy in Local Regulation No. 13/2011 stated that policy implementation strategy is done through building, improving and restoring the *situ(s)* function as water reservoir area. If we analyze the case of *Situ Rawa Gede*, it can be concluded that the implementation of the policy strategy as meant in the regulation has not been fully implemented optimally. This can be seen from several programs of activities that are regulated in the local regulation can not be done well. In accordance with the mandate of Local Regulation No. 13/2011 that the policy of developing the drainage and flood control system is done through establishing, improving and restoring the *situ(s)* function as water reservoir area through programs, namely normalization, asset security, revitalization, tourism activities and flood control. Based on the results of in-depth interviews,

from 5 (five) implemented activities are normalization activities, asset security, water resource-based tourism development plans, and flood control activities. The normalization activities are carried out by the Ciliwung Cisadane River Basin (BBWSCC) because it is the central authority. Asset security has been carried out by the *Dinas* PU Bekasi City in collaboration with BBWSCC by involving the local community through the re-measurement and installation of the stakes as the boundary of the area. Tourism activity still at the stage of preparation of *Situ Gede* water tourism master plan conducted by the Department of Tourism and Culture of Bekasi City in 2017. Meanwhile, flood control is done through cleaning the drainage network system around there as well as community awareness efforts to independently perform patrolling (especially around *Situ Rawa Gede*) from the illegal waste dumpster who littered the body of *situ*.

If analyzed from the results of questionnaires related to the implementation of the programs of these activities then it can be described one by one as follows:

a) Normalization

Normalization activities are an attempt to restore and increase the water capacity of the *Situ* through the cleaning of garbage and dredging of sedimentation or mud sediments in the body of *Situ* to increase the capacity of the water. Based on the questionnaire it can be stated that the process of normalization has been done by BBWSCC in cooperation with local government of Bekasi City in accordance with statement No. 22 and 23 as many as 56% of respondents stated that it has appropriated. While the involvement of the community has not been done in this normalization process, as many as 72% of respondents stated that it is not in accordance with the statement No. 24.

Based on the interview with informant from BBWSCC Mr. Maulana Jaya said that the normalization activity is the central authority, in this case BBWSCC as the executor. The results of the questionnaire also indicate that community participation has not been involved in this normalization process, the process more involved by third party (contractor). This information is also disclosed by Mr. Nasro Dwiprana (Kaur Ekbang Kel Bojong Menteng) said that the community has not been much involved in the management of *Situ Rawa Gede*.

b) Asset Security

Asset security activities as already stated by Mr. Galuh, ST (*Dinas* of PU Bekasi City) has been done through repeated measurement and installation of *Situ* boundaries following zoning rules as regulated in Local Regulation No. 5/2016 on Spatial Detail Plan of Bekasi City. Determination of the zonation system basically aims to boundaries activities in certain zones around *situ*, so that physical quality and quality of water of *situ* can be maintained and improved. Therefore, the purpose of determining the zonation system in addition to determining and clarifying the boundaries of each *Situ* utilization zone, also aims to utilize the function/ potential of sustainability of *situ*.

Asset security activities is done by involving public figures who know the history of existence of *Situ* or known by local community as a swamp. Much of the area of land that was originally as part of the border of *situ* has been changed into residential functions, warehouse stalls and fishing grounds. Through asset security activities is also as first step towards certification of *situ*. As stated by Mr. Maulana Jaya (BBWSCC) that stated the government is currently doing certification of *Situ(s)* in Indonesia and until now has been successfully certified by the National Land Agency (BPN) as much as 4 *situ*, one of them is *Situ Rawa Lumbu* in the Bekasi City. *Rawa Gede's* re-measurement is also part of the plan of the revitalization program which has been included in the central government agenda (BBWSCC). This is as told by Mr. Galuh, ST from the *Dinas* of PUPR Bekasi and also stated by Mr. Maulana Jaya from BBWSCC.

c) Revitalization (Settling)

The revitalization activity aims to repair and restore the function of *Situ* that damaged by sedimentation, land conversion, and pollution. Revitalization efforts have not been undertaken either by the Government of Bekasi City or BBWSCC which has authority in management of *situ*. This is as stated by Mr. Galuh, ST (*Dinas* of PU Bekasi) the new revitalization process still in the planning stage. Similarly, as stated by Mr. Maulana Jaya (BBWSCC), the revitalization process requires a long and involving stages of re-measurement, a land acquisition process involving the local government and a preliminary assessment of its environmental impact assessment prior to the process being undertaken. From the information of the interview result can be confirmed that the revitalization of *Situ Rawa Gede* has not been done.

Based on the results of the questionnaire, the research shows that the revitalization process has not been done either by the Local Government of Bekasi City or BBWSCC in accordance with the statement no. 34 and 35. It is asserted in the Declaration no. 37 that revitalization or improvement of *Situ Rawa Gede* has not been done well by Government of Bekasi City and BBWSCC with 72% of respondents answered.

d) Tourism Activities

Tourism activity is one of the added value of the utilization of the existence of *situ* as a water resource. *Situ* in addition as a place of water reservoir and flood control, natural beauty of *situ* can be utilized as a water tourism destination by utilizing the surrounding area as a place of recreation without reducing the main benefits and functions.

As stated by Mrs. Elly Sulaellah from the Department of Tourism and Culture of Bekasi City, in 2017 has been done study of *Situ Rawagede* Tourism Masterplan preparation. It is also justified by Mr. Yudi Saptono from Bappeda Bekasi City.

Based on the evaluation of the implementation of tourism activities, according to the results of a questionnaire in the statement No. 41, 68% of respondents stated that *Situ Rawagede* will be developed by the Bekasi City Government for natural tourism based on water resources. Statement No. 42 confirmed that the *Situ Rawa Gede* has not been developed by Bekasi City Government for natural resource-based tourism (72% is appropriate). Statement No. 44 asserted that people already know about the tourism development plan as indicated from the questionnaire answer as much as 40% is quite appropriate. Community participation in management and development has not been done, shown by the respondent's answer that negative as much as 56% stated that less appropriate if the community has participated in the management and development of *situ* Gede tourism.

e) Flood control

The realization of Local Regulation No. 13/2011 on the implementation of flood control activities through *Situ(s)* has been done by the *Dinas* PUPR of Bekasi City through the cleaning of the drainage system around *Situ Rawa Gede* so that the water flow to and from *Situ* can run well. Such information has been stated by Mr. Galuh, ST from *Dinas* PUPR of Bekasi City.

According to information from Mr. Nasro Dwiprana and Mr. H. Barus, Chairman of RW 02, the community consciously and independently monitored flood control by performing patrolling in turns against illegal garbage removers who deliberately littered the bodies of *Situ*.

The results of questionnaire on the implementation of flood control are described in the statement No. 45, as much as 72% of respondents said that it is appropriate to the statement that *Situ Rawa Gede* as a flood retention area has been able to accommodate rainfall and can reduce the risk of flooding. Then statement No. 47, 68 percent of respondents stated that *Situ Rawa Gede* has not been effective in flood control in a sustainable. And statement no. 48, as many as 48 percent of respondents stated quite appropriate and 44 percent stated appropriate that the community around *Situ Rawa Gede* participated actively in flood control by participating and monitoring flooding. Overall flood control activities have been conducted and involving community participation but have not been implemented effectively and sustainably.

Thus from 5 (five) programs or activities in the context of strategy of Policy implementation that has not been implemented is the revitalization activities and tourism activities, still in the planning stage. However, the activities that have been implemented are not yet optimal in its implementation, especially in the involvement of community participation to participate in taking part in the management of *Situ Rawa Gede* sustainability.

3) Resource Allocation

The allocation of resources concerning on funding plan and work design in support strategy of Policy implementation and implementation of activity programs. Until finally will created outcomes that become indicators of a success policy.

In relation to the allocation of resources on the policy of Local Regulation No. 13/2011 it looks no clear arrangement. This is evidenced by the establishment of program activities that should not be the authority of local government, which is related to normalization and revitalization activities of *Situ*. Unclear authority is also a factor inhibiting the implementation of other activities such as water resources-based on tourism development plans. In this case the local government of Bekasi City must coordinate and ask permission to the central government in the utilization and management of *Situ Rawa Gede* for the benefit of the development of water tourism destinations.

Obstacles in financing the implementation of tourism programs as well as expressed by Mrs. Elly Sulaallah (Tourism Office of Bekasi City) that to realize the development plan of water tourism destinations need considerable funding, Bekasi City government in the process of budget proposed either to the government and West Java Provincial Government.

Unclearness in the financing of the program activities can be seen from the results of the questionnaire in the statement No. 15, 68 percent of respondents said that the financing management of *Situ Rawa Gede* is the responsibility of the Central Government (BBWSCC) that sourced from APBN. However, in the statement no. 16, 52 percent of respondents answered reasonably enough that the financing management of *Situ Rawagede* is the responsibility of Local Government of Bekasi City sourced from APBD. When a statement no. 17 that the financing management of *Situ Rawa Gede* comes from APBN and APBD of Bekasi City, 52 percent of respondents answered quite appropriate. The lack of clarity of authority and ignorance of the information resulted in unclear statement, based on laws and regulations there needs a coordination and cooperation between the central government and local government, including in case of financing the programs activities.

In general, the management cost of *Situ Rawa Gede* has not been fulfilled as stated in the statement No. 20, 68 percent of respondents answered accordingly.

Grindle (1980) explains that the implementation of public policy is not an easy thing because it relates to the relationship between government agencies from the top to the bottom, the political *situation*, the social environment, and so on.

Assessment of outcomes that become an indicator of the success of a policy is inseparable from the successful of implementation of strategy and implementation of programs well supported by the allocation of appropriate resources, efficient and effective. Referring to the case, the evaluation on the implementation of Local Regulation No. 13/2011 which regulates the utilization of space for drainage network system and flood control is considered not effective and not run optimally. This conclusion is in line with the results of questionnaire stating that *Situ Rawa Gede* as a Government Asset has been managed and maintained well, as many as 60 percent of respondents answered less appropriate and negative statements as much as 52 percent of respondents answered.

Meanwhile, concerning on outcome assessment that the area and local community of *situ Rawa Gede* has been safe and controlled from the flood, as much as 52 percent of respondents answered less appropriate and negative statements as much as 56 percent of respondents answered.

Discussing more about the implementation of policies, over time, developing theories that accommodate other factors that influence implementation of policy in addition to the internal of

government. In line with the development of the concept of good governance, the contribution of public and private participation can influence the implementation of the policy. One that can be used as a recommendation for the refinement of the Grindle model is the New Institutional theory which is named New Institutionalism in Economics and Sociology (NIES) initiated by the NEE.

The implementation of the theory stated by the NEE provides a space for cooperation in the implementation of policies between the government and the private sector (public private partnership). Private involvement is not only at the level of providing input in the formulation process of policy, but further than that the private sector has a role in the implementation of the policy that set by the government. This mechanism is usually done by the government due to budget constraints, governments human resource capacity that less qualified, and in relation to the transfer of technology and knowledge from private sector to the government.

In the Local Regulation No.13/2011, particularly in articles No. 50 and 51, the space for community participation in the control of spatial use includes the management and utilization of *Situ(s)*. Public participation and private involvement are possible as long as there is no full privatization and no public access space for these *situations*. The opening of the community and private sector involvement space as a solution to the problems faced by the government in terms of financing limitations. To regulate the matter so as not to contradict and not to clash with the regulation then the government need to publish the rules of game governing cooperation in policy implementation between government and private party (*public private partnership*).

The link in the roles of division, duties and authorities of each interested party needs to be regulated in "**Collaborative Management**" that accommodates the involvement of the government, local government and the public participation as well as the private sector.

General result of the implementation of community-based utilization policy in order to achieve sustainable *situation* in Bekasi City has not been effective yet, so it needs some strategic effort that can push the implementation of the policy that can run effectively and have wide impact. Therefore, in the management of the site, a collaborative management and participative approach of all stakeholders in the context of sustainable and sustainable management of water resources is required through partnership arrangements in responsibility and authority between the government and the private sector (*Public Private Parthnership*).

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