

CAPABILITIES OF THE EDUCATION AND CULTURE OFFICE IN HERITAGE TOURISM MANAGEMENT IN THE CITY OF SUKABUMI

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ABSTRACT

This study aims to determine the capability of the Office of Education and Culture in managing heritage tourism in Sukabumi City. The research method in this study uses a qualitative research type, with 4 informants through observation, interview, and documentation data collection techniques. The results found that overall, the management of heritage tourism in Sukabumi City can be said to be good and quite effective. However, in practice, a holistic approach is needed that includes better coordination between institutions, increased promotional efforts and legal improvements, as well as active community involvement to ensure more effective preservation and promotion of cultural heritage. In addition, researchers found that the biggest challenges faced in the management of cultural heritage in Sukabumi City include legal aspects, budgeting, and conflicts of interest between institutions. The importance of a strong legal stipulation related to cultural heritage was highlighted. Meanwhile, cooperation between institutions such as the Culture Office, Tourism Office, and Archives Office needs to be strengthened to better promote destinations and maintain cultural heritage.

Keywords: *Heritage Tourism, Capability, Culture*

A. INTRODUCTION

Heritage includes cultural objects and practices such as historic sites, old buildings, traditional customs, dances, music and fine arts. These objects become local and international tourist attractions, providing experiences and knowledge about the history, culture and traditions of a place. The process of determining heritage varies between countries or regions, involving identification, evaluation,

and promotion. Identification involves gathering information about objects or cultural practices that are considered valuable, with evaluation based on criteria such as age, uniqueness, authenticity and significance in history or culture. It is important to promote heritage to benefit tourism and increase appreciation of culture, with this process having to be done carefully and continuously so that heritage is preserved and provides benefits to society and tourism.

Heritage is not only limited to the tourism of ancient buildings, as it is often associated. Groups of observers and lovers of old towns, such as the Jakarta Heritage Society, Bandung Heritage Society, and Magelang Heritage Society, use the term "heritage" to cover the preservation of Indonesian heritage based on the Indonesian Heritage Preservation Charter. Indonesian heritage includes natural heritage, cultural heritage (including both material and immaterial), and cultural heritage. Howard emphasized that individual heritage, such as family memories, is also included in the heritage category. According to the *Undang-Undang Nomor 5 Tahun 1992 on Cultural Heritage*, old buildings or structures over 50 years old can be considered as urban heritage that must be protected and preserved.

In Indonesia, heritage is protected by the *Undang-Undang Nomor 11 Tahun 2010 on Cultural Heritage*. This law recognizes the existence of cultural heritage and stipulates provisions related to the identification, registration, protection, supervision, and arrangement of cultural heritage. In addition, The *Peraturan Daerah Kota Sukabumi Nomor 1/2020 on Cultural Heritage* stipulates the stages of cultural heritage management, including preservation, protection, development, and utilization. Article 26 of the regulation emphasizes the need to save cultural heritage to prevent damage caused by human or natural factors that can change the authenticity and values contained therein, as well as to prevent transfers and changes in ownership that are contrary to legal provisions.

In Sukabumi City, many historical relics are located in sub-districts that are often traveled by the community. However, their historical value is weakening due to the rapid development of the times and digitalization, making these relics only considered displays without historical value. The main task of the government, especially the Culture Division of the Sukabumi City Education and Culture Office, with the support of the community, is to maintain and preserve these historical relics. This is in accordance with the *Peraturan Wali Kota Sukabumi Nomor 59/2020* which stipulates the duties of the culture sector in coordinating policies, fostering museums, cultural heritage, history, traditions, arts, institutions, and cultural and artistic infrastructure in Sukabumi City. By preserving historical relics, it is hoped that they will not only become city icons, but also provide economic benefits for the surrounding community.

Sampurno (2011:52) explains that organizational capability is the capacity of the organization in placing and utilizing resources to meet the desires and results desired by the organization. Organizational capability requires a variety of individual skills that are integrated with technology, equipment and various other resources. Kusumasari (2014:48) explains that important resources and factors that must be owned by the government to create a well-capable organization, which must be owned are institutional, human resources, financial, and technical.

Thus, based on the above description, the author is interested in examining how the government's capability, in this cases the Culture Division at the Office of Education and Culture in managing this, with the research title "Capability of the Office of Education and Culture in Managing Heritage Tourism in Sukabumi City".

B. LITERATURE REVIEW

Capability

According to Amir (2011: 86) explains that "capability is the ability to properly exploit the resources owned within oneself and within the organization, as well as one's potential to carry out certain activities or a series of activities. Like an individual, not necessarily someone who has talent, for example a piano player can play the piano well. This is very much determined by how he develops it with practice, and learning." This is supported by the opinion of Robbin (2008: 56) which defines that "ability is a capacity possessed by each individual to carry out their duties. So it can be concluded that ability is an assessment or measure of what the person does."

Amir (2011: 98) "in determining the success of organizational capabilities, it is necessary to pay attention to the functions of finance, marketing, operations, and human resources. The explanation is as follows:

1. Financial function Sources of funds, how to manage them, so as to create healthy finances in carrying out the activities of the organization.
2. Operations have a good operating system whether it wants to be continuous (where products are processed continuously so that automatic devices are needed) or it can also be related to operating leverage, related to how the impact of sales activities has an impact on revenue.
3. Human Resources have a solid work team, industrial relations, good quality of work atmosphere, and the company's attention in building superior human resources."

Management

Management according to the language of the word *kelola*, namely organization (Poerwadarminta, 1976: 469). Meanwhile, according to Siswanto (2005: 21) management is a systematic and continuous activity in order to achieve a goal. Andrew (1985), management is the activity of planning, organizing, controlling, placing, directing, motivating communication and decision making carried out by every organization which aims to coordinate the various resources owned by the organization so as to produce a product or service efficiently.

Attractions

According to Yoeti, (1985) "tourist objects or also known as 'tourist attractions' means everything that is an attraction for visitors to a particular area. In general, tourism is a trip for a person or group of people who have a goal, namely enjoying a tourist attraction or tourist attraction." In this case, tourist attraction is the target of tourists to do tourism activities. Tourist attractions according to Maryani (1991) are generally based on:

- a. The existence of resources that can cause a sense of pleasure, comfortable, beautiful and clean.

- b. The existence of high accessibility.
- c. The existence of special characteristics that are rare.
- d. Natural attractions have a high attraction due to the natural beauty of forests, beaches, mountains, rivers, sand, and so on.

Heritage

Heritage is often understood too specifically, as simply a trip to visit ancient buildings or structures. Similarly, the establishment of clubs of observers and lovers of old towns that use heritage as their designation, such as: Jakarta Heritage Society, Bandung Heritage Society, and Magelang Heritage Society (Murtikasari & Tukiman, 2021).

C. METHOD

This research is a qualitative research. Satori & Komariah (2017) in their book *Qualitative Research Methods* suggest that research is an attempt to discover scientific knowledge. This research method was used with the aim of understanding the capability of the Education and Culture Office in managing heritage tourism in Sukabumi City. The research focus involved indicators such as institutional, human resources, financial, and technical aspects. Three data collection techniques, namely observation, interview and documentation, were used to obtain information from four informants. Factors inhibiting the development of heritage tourism involved the absence of heritage building designations and the shortage of a team of cultural heritage experts in Sukabumi. Data development was conducted through triangulation of sources, techniques, and time, while data analysis was conducted in a continuous manner, involving collection, reduction, presentation, and conclusion drawing with various forms of data presentation.

D. EXPLANATION

Institutionalization

In this dimension, the researcher asked informant 1, who is the Head of the Culture Division at the Sukabumi City Education and Culture Office, about how the organizational structure of the education and culture office in Sukabumi City, which was immediately responded to by the person concerned. The results of informant 1's interview above explained the organizational structure found in the work environment discussed. From the interview, it can be seen that in the organizational structure, the Head of Service is the main figure responsible for the running of the Service. Under the Head of Service, there are Heads of Division who lead each of the existing fields. In this context, the hierarchical line is clearly visible with the general facilitating and supporting duties held by a person referred to as the "Paris line". His role is to support the areas of staffing and finance, becoming a kind of support in the organizational structure.

In addition, there is also the position of the Secretary of the *Dinas* (*sekdes*) who has a role in supporting the various fields within the *Dinas*. Within the office, there are several areas of focus, including basic education, early childhood education and community education (*PAUD Dikmas*), teachers and education personnel, and culture.

Kusumasari's (2014) theory highlights the importance of effective institutions, including a clear organizational structure, defined roles, duties and responsibilities, and the ability to network with all levels of government. Analysis of the Department's organizational structure, as expressed by Informant 1, shows that the Department has fulfilled these components. The Head of Service and Head of Division have defined roles, while the "Paris line" and the existence of the Secretary of the Service support the institutional aspect. Although inter-sectoral cooperation does not explicitly mention networking with government levels, it can be interpreted as a coordination effort in accordance with effective institutional theory. This picture is in line with effective institutional theory in the context of the organizational structure of the *Dinas*.

In the interview with Informant 2, he explained that the organizational structure of the education office reflects the institutional principles emphasized by Kusumasari's (2014) theory. The organizational structure of the education office consists of five main areas with well-defined focus and responsibilities. Although it does not explicitly address the concept of networking with all levels of government, the interview data shows adaptation and evolution in the institutional structure, especially in the area of culture. Structural changes, such as the replacement of the role of *KASI* with the Functional Position of Cultural *Pamong*, reflect a transformation in organizational hierarchy and responsibilities, in line with effective institutional principles. Overall, the interview data reflects efforts to improve institutional effectiveness through structural adjustments.

In the interview with Informant 1, the main role of the Education and Culture Office in managing heritage tourism in Sukabumi City, especially in the field of culture, was emphasized. The main focus of the Office is cultural preservation, especially related to cultural heritage. They are tasked with safeguarding, maintaining, and defending the cultural heritage, as well as fostering heritage tourism objects by enhancing their cultural and historical values. In addition, the *Dinas* has a coordinative role in formulating policies related to heritage tourism management, emphasizing their important position in ensuring the preservation and development of cultural heritage in accordance with established plans and objectives. This interview data illustrates the important responsibilities and roles of the Office of Education and Culture in managing, maintaining and developing cultural heritage as an integral part of the heritage tourism aspect.

The results of the interview with Informant 1 highlighted the role of the Education and Culture Office in managing heritage tourism, especially in the field of culture. The capability dimension theory by Kusumasari (2014) emphasizes the importance of effective institutional arrangements, including a clear organizational structure and the ability to carry out defined roles, duties and responsibilities. The data shows the consistency of the *Dinas* in carrying out an important role in the preservation and development of cultural heritage. They are responsible for the maintenance and care of cultural heritage and seek to develop cultural and historical values through guidance. Coordination in formulating policies related to heritage tourism management reflects aspects of effective institutional arrangements, ensuring coordination at various levels to safeguard

cultural heritage and implement policies in an organized manner. Therefore, the results of this interview support the theoretical concept of the capability dimension, especially in the context of the role of the Education and Culture Office in effectively managing heritage tourism and promoting culture.

Then the researcher asked informant 2 about the same thing. In the interview with Informant 2, it was revealed that the heritage tourism activity team in Sukabumi focuses more on tourism. The team's work involves exploring the potential or local wisdom, especially in finding, identifying and packaging heritage tourism information or potential. However, the team's role is limited to the data and information collection stage, with the results forwarded to the Tourism Office. The Tourism Office has responsibility for subsequent processes, including the publication and management of heritage tourism information more broadly. The division of tasks between the information gathering team and the Tourism Office reflects cooperation in marketing and managing Sukabumi's tourism potential, with the team focusing on introducing the potential, while the Tourism Office plays a further role in publicizing and managing the information.

Data from the interview with Informant 2 confirms the separation of duties between the units involved in heritage tourism information gathering and the Tourism Office. Kusumasari's (2014) capability dimension theory highlights the importance of a clear and well-defined organizational structure. The information-gathering unit focuses on identifying, packaging and recognizing heritage tourism potential, while the Tourism Office is responsible for publicizing and managing the information. This separation of duties reflects the concept of an effective institution with a clear division of roles, as per the principles of effective institutions in theory.

The interview with Informant 1 emphasized the importance of collaboration and cooperation between entities in maintaining and managing heritage tourism in Sukabumi City, especially the role of the Education and Culture Office. The informant highlighted that tasks related to heritage tourism require collaboration, especially with the Tourism Office, to ensure coordination across sectors and institutions. This collaboration is considered key in implementing the *Undang-Undang Nomor 11 Tahun 2010* on Cultural Heritage and the *PERDA No 1/2020* on Cultural Heritage. Interview data shows that collaboration across sectors and agencies is an important basis for fulfilling legal mandates related to cultural heritage preservation and heritage tourism.

Data from the interview with Informant 2 revealed various methods used in cooperation or collaboration efforts between entities or institutions. One such method is the direct approach, involving direct visits or meetings (*sowan*) as well as written communication such as letters. This approach aims to build cooperation related to similar activities or projects. The importance of synchronization and coordination is reflected in efforts to schedule activities together, ensuring that cooperative efforts run smoothly and meet the same needs. Informants emphasized that even if their environment or entity does not have a specific activity, they are willing to provide assistance or support if others have relevant activities. This reflects the spirit of collaboration and mutual assistance among the entities involved, demonstrating their readiness to support and contribute towards

a common goal.

Interview data with Informant 2 revealed the practice of collaboration and cooperation between entities or institutions, which is in line with the capability dimension theory emphasized by Kusumasari (2014) regarding effective institutions. This practice highlights the importance of good institutional arrangements as an effort to achieve common goals. The methods of implementing collaboration, such as direct meetings and written communication such as letters, were explained by Informant 2. The main focus of this practice is to build effective cooperation, especially in the context of similar activities.

Human Resources

In an interview with Informant 1, the Head of the Culture Division at the Sukabumi City Education and Culture Office, the competencies required by employees at the office for heritage tourism management were discussed. The informant emphasized that the required competencies related to cultural heritage management include in-depth knowledge of management and a deep understanding of the cultural heritage management process. These competencies involve aspects of preservation, documentation, data collection, registration processes, verification, and assessment by a team of cultural heritage experts. The importance of an in-depth understanding of the technical, legal and administrative aspects of cultural heritage management is the key. Expertise is required in the technical process of preserving and managing cultural heritage, as well as a strong understanding of the regulations and legal procedures for cultural heritage designation.

The researcher then asked informant 2 about the same thing, to which he immediately responded. In his statement, the informant emphasized that the main focus of the Culture Office is not specifically directed to tourism, especially heritage tourism. The main tasks of the cultural sector are more focused on protection, development, utilization, and guidance related to cultural heritage. For example, data collection is carried out to ensure the protection of cultural heritage, while development aims to maintain the values and characteristics of the cultural heritage. There are also efforts to utilize cultural heritage objects such as cultural heritage buildings for the benefit of utilization activities (*KP*). This shows that the Department of Culture focuses more on managing and utilizing cultural heritage as cultural objects and not specifically as tourism destinations. The discussion in the interview highlighted the role of the Culture Office in the management and utilization of cultural heritage, which could most likely contribute to the tourism sector indirectly.

In the interview, Informant 1 highlighted the limited human resources in the Education Office, especially in the management of heritage tourism in Sukabumi City. They emphasized the need for workers with specific backgrounds or expertise in the field of heritage tourism management. Ideally, they would like individuals who have a deep understanding of history, and backgrounds in architecture, anthropology and archaeology. However, informants noted that to date, there is a lack of individuals with these criteria. The education office addresses this issue with a competency development approach through training, education and certification for their employees. This information reflects the

importance of human resource development with a focus on multi-disciplines related to cultural heritage and heritage tourism.

In the interview with Informant 2, it was revealed that the focus of the Education and Culture Office is not directly related to heritage tourism management. They focus more on the preservation of cultural heritage, including protection, development, and guidance. In contrast, the utilization aspect of heritage tourism is the responsibility of the Tourism Office. The Education and Culture Office plays a role in maintaining and developing cultural heritage, while the utilization, promotion, and management of heritage tourism destinations are carried out by the Tourism Office. This reflects the division of tasks between the two agencies, where one focuses on the preservation of cultural heritage, while the other is responsible for the utilization and promotion aspects of heritage tourism.

Analysis based on the theory of capability dimensions, particularly in the aspect of human resources, as well as the results of interviews showed differences in roles between the Office of Education and Culture and the Office of Tourism in managing heritage tourism in Sukabumi City. The Office of Education and Culture is more focused on preserving cultural heritage, with competency needs in history, architecture, anthropology, and archaeology. On the other hand, the Tourism Office is responsible for the utilization and promotion of heritage tourism. Theory highlights the importance of understanding disaster management and a clear division of tasks within human resources. Inter-agency collaboration is the key, with the Education and Culture Office emphasizing preservation, while the Tourism Office focuses on utilization and promotion. Synergy and collaboration between various government entities is required for the holistic management of heritage tourism, demonstrating the need for coordination in human resource management.

In the interview, Informant 1 highlighted the strategy of the Education and Culture Office to overcome limited human resources in the management of heritage tourism in Sukabumi City. The approach expressed by the informant in the interview shows an important strategy to overcome limited human resources in the management of heritage tourism in Sukabumi City. The theory of the human resource capability dimension confirms that adequate resources are the key in managing heritage tourism, especially in conditions of budget constraints. The main strategy focuses on education and training to improve human resource competencies. By providing better knowledge and skills to the personnel involved, it is expected to minimize the limitations of human resources. This approach is recognized as a response to the challenge of budget limitations by providing an intensive focus on improving the competencies required in heritage tourism management. The education and training strategy is expected to improve the effectiveness, quality and sustainability of heritage tourism management in Sukabumi City, despite the limited resources available.

From the interview with Informant 2, the focus on understanding and developing cultural heritage as a tourist attraction is relevant to the capability dimension, particularly Human Resources. They emphasized the importance of knowledge to utilize cultural heritage as a tourist attraction and planned the construction of a museum in 2024 as a strategy in promoting heritage tourism. In

the context of theory, human resource management with knowledge of heritage tourism potential and management is considered key to achieving this goal. Understanding and appreciation of cultural heritage is considered an important first step to introduce and promote historical values and local cultural wealth to the wider community. The development strategy of attractions such as museums reflects efforts to improve the attractiveness and information at heritage tourism destinations, in accordance with the principles of human resource management to enrich the knowledge and expertise of personnel.

Finance

In the interview with Informant 1, the budget allocation for heritage tourism management in Sukabumi City was discussed. The cultural sector, related to cultural heritage, focuses the allocation of funds on the preservation stage, including documentation, protection, and preservation of objects. Studies related to cultural heritage objects are also part of this activity. Meanwhile, the utilization and promotion stages are the responsibility of *DISPORAPAR*. In the context of the financial dimension of heritage tourism management, the data shows the need to balance the budget allocation between the preservation and utilization stages. Adequate financial resources for these two aspects are key to supporting heritage tourism management activities; ensuring preservation in the cultural field is achieved while providing a focus on utilization and promotion which is regulated by *DISPORAPAR*. A balanced and adequate budget allocation is essential in supporting all activities related to heritage tourism management in Sukabumi City.

Then the researcher again asked the same thing to informant 2, in the results of the interview, it was revealed that the budget allocation for heritage tourism management, especially in the field of culture, did not experience significant changes. However, there are efforts to seek additional sources of funding from outside, such as from the ministry or province. This process involves quite a lot of requirements and is being prepared to fulfil the necessary conditions. There is a difference in the program of activities owned by the city, which focuses more on the realm of culture than tourism. Therefore, the budget allocation is not specifically aimed at the tourism sector as it would overlap with other budget allocations. This situation reflects the efforts of the relevant agencies to accommodate additional external funding sources that would allow for the development of heritage tourism, while maintaining a cultural focus without overlapping budgets.

In an interview with Informant 1, the budget source for heritage tourism management in Sukabumi City comes from the *APBD* (Regional Budget). Financial support is also obtained from the province, especially for specific projects or knowledge needs that cannot be met locally. For example, when local institutions needed the expertise of an archaeologist to study Sultan Sjahrir's exile house, but did not have experts with this background, they were able to borrow human resources and obtain financial support from the province. This reflects the collaboration between local institutions and the province in managing heritage tourism, especially in meeting the need for expertise that is not available locally. Furthermore, Informant 2 described a proactive approach to overcoming

challenges or meeting needs by conducting searches or collaborations, seeking assistance from other parties, or submitting proposals. This approach reflects an awareness of the importance of collaborating and seeking external support to achieve goals or address problems that are difficult to solve alone.

Interviews with Informant 2 reflected that they apply proactive strategies in response to certain situations. Interviewees mentioned approaches such as seeking collaboration, requesting assistance from others, or submitting proposals as methods to address challenges or needs that require additional resources. These strategies demonstrate an awareness of the importance of cooperation and seeking external support to achieve specific goals or overcome obstacles that are difficult to overcome individually. This approach is in line with the capability dimension which emphasizes technical aspects of information management and logistical systems, and describes collaborative action as an important part of maximizing resources in managing and dealing with challenges related to heritage tourism management in Sukabumi City.

The results of the interview with Informant 1 highlighted the effectiveness in the management of cultural heritage in Sukabumi City. The informant revealed that the effectiveness achieved was more than just efficiency. Sometimes, the process of cultural heritage management can run without a large budget. Even without a budget, the goal of preserving, conducting studies, and collecting data on cultural heritage is still achieved. They managed to build *SICABAK* (Sukabumi City Cultural Heritage Information System) without significant funding. This signifies greater effectiveness in cultural heritage management, as it utilizes existing resources and involves training and other methods to achieve set goals. Even without a large budget, the efforts made in the form of training and the use of available resources proves that the effectiveness of cultural heritage management can still be achieved.

Technical

The interview with Informant 1 highlighted the conservation and revitalization program in Sukabumi City, which is a must for all areas, including municipalities and provinces. However, its implementation is constrained by budget limitations, resulting in the need to set priorities in this program. Although all stages, such as maintenance, restoration and conservation, are supposed to be carried out, not all regions allocate budgets for all stages. Sukabumi city experienced similar challenges due to limited funds, which forced them to prioritize based on the available budget. If stages are required that cannot be accommodated within the budget, collaboration is done with *DISPORAPAR*, which is responsible from conservation to promotion. *DISPORAPAR* also collaborates with the province for assistance in restoration and revitalization. Limited funds hinder the full implementation of the conservation and revitalization program, triggering the need for inter-agency cooperation and efforts to obtain external assistance to maintain the important stages of the program.

From the results of the interview with Informant 2, restoration and conservation plans related to the operation of the museum were discussed. The informant said that plans for restoration and conservation will be carried out after

the museum is operated. Budget limitations are the main factor affecting the plan. The informant explained that budget allocations for other activities are not available, and the implementation of restoration and conservation can only be done after the operation of the museum. This is linked to the early stages of heritage tourism development in the area. Currently, the heritage tourism project is still in the pilot stage and not yet operational. The informant also mentioned that plans for the implementation of restoration and conservation might be included in the 2024 budget, confirming that the project is still in the development stage and specific implementation plans are planned in the future.

Referring to Kusumasari (2014), the results of the interview with Informant 2 reflect the challenges in restoration and conservation planning in heritage tourism development projects. Budget constraints are a major obstacle, causing delays in restoration and conservation implementation until the museum is operational. The pilot stage of the project also affected budget allocation, with restoration and conservation implementation plans proposed to be included in the 2024 budget. This suggests that although planning has begun, implementation has been delayed due to resource constraints, underscoring the importance of financial support in the early stages of heritage tourism development projects. In the context of the capability dimension, it appears that effective management and information logistics systems are necessary to manage project planning and implementation with limited resources.

In the interview with Informant 1, the quality of heritage tourism management services by the Sukabumi City Education and Culture Office was discussed. The informant emphasized that good service quality is an automatic result of effectiveness, even without substantial budget allocations. To achieve effective and efficient program success, the informant stated the importance of the six 6M elements: Method, Money, Man, Measurement, Material, and Minutes. Although not all aspects can be allocated in the budget, the Education and Culture Office has managed to create a cultural heritage management system. The informant detailed that in the near future, three objects, including the City Hall, Sjahrir and Hatta's Exile House, and Christ's Assembly Church, are planned to be designated as cultural heritage, demonstrating efforts to convert historical objects into part of cultural heritage in the context of heritage tourism. The Department of Education and Culture plays an important role in the designation, emphasizing the agency's responsibility in the protection and proper management of cultural heritage.

Then the researcher asked informant 2 about the same thing. The interview results show that the management process described has a focus on increasing understanding and providing guidance to relevant individuals or groups. This includes encouraging and proposing to peers to participate in certified activities. The purpose of this management appears to be oriented towards empowering others by increasing their knowledge through participation in programs geared towards certification, enabling them to gain official recognition of the skills or knowledge they possess. This process aims to strengthen one's understanding and qualifications through structured and officially recognized activities. The interviews highlighted that the management process described has the main

objective of increasing understanding and providing guidance to relevant individuals or groups. In the context of the theory, this process demonstrates efforts to achieve capability dimensions related to technical aspects, particularly in facilitating effective management and information logistics systems to the community. The focus on increasing understanding through guidance and encouragement to participate in certified activities is a strategy applied to empower others. In this set of efforts, individuals or groups are required to engage in programs that enable them to gain official recognition of their skills or knowledge. As such, it indirectly contributes to strengthening an individual or group's understanding and qualifications through participation in structured, officially recognized activities. This is in line with the objective of the capability dimension, which emphasizes the effectiveness of information management and management systems.

The results of the interview with Informant 2 emphasized the importance of compliance with the *Undang-Undang Nomor 5 Tahun 2017* in managing information related to cultural heritage. The informant stated that this reference is the main guideline in the information management process, where this activity is emphasized as an effort to protect cultural heritage. This approach outlines that each individual is responsible for recording, documenting and facilitating objects of cultural promotion, as well as updating data drawn from cultural heritage. This updating process is required to go through a verification and validation process to ensure the accuracy of the information. Referring to the capability dimension mentioned by Kusumasari (2014) of having an effective management and information logistics system to the whole community, this reflects a systematic effort in managing information to ensure the protection and sustainability of cultural heritage, which is in line with the objectives of the relevant laws. This demonstrates compliance with the law as well as efforts to provide access to appropriate and accurate information to the entire community.

In an interview with Informant 3, a preservationist or cultural heritage activist in Sukabumi City, his contribution to the preservation of cultural heritage in Sukabumi City was emphasized. As a contributor, Informant 3 has a dual role. First, he is involved in a community that focuses on cultural heritage preservation, demonstrating his commitment to cultural heritage preservation through participation in this particular community. Secondly, Informant 3 also acts as a member of the cultural heritage experts in Sukabumi, providing insights, advice or technical support related to cultural heritage preservation. His overall contribution reflects an active and ongoing involvement in cultural heritage preservation efforts, both through participation in the community and as a cultural heritage expert in Sukabumi City. In addition, Informant 3 is also known to manage the Kipahare Museum as part of his efforts to manage and promote cultural heritage in the region. The Kipahare Museum is located at the K.H. Ahmad Sanusi Type A Terminal Complex, Sudajaya Hilir, Baros Sub-district, Sukabumi City, West Java 43162. The Kipahare Museum collects various relics of the history of the Padjajaran Kingdom and the life of the Sundanese people as well as prehistoric times and is quite popular with foreign tourists who want to know Sundanese history.

Furthermore, the researcher asked Informant 3 whether there are any special projects or initiatives that you have led or been involved in preserving culture and heritage. The results of the interview with Informant 3 highlighted the role of the cultural preservation community in heritage preservation efforts in Sukabumi City. In the interview with Informant 3, it was revealed that there are ongoing efforts in cultural heritage preservation in Sukabumi City. Informant 3 and the Office of Education and Culture coordinate regularly regarding the discovery of suspected cultural objects. This coordination involves various parties, including related agencies and cultural preservation communities. In addition, there are information sharing activities related to cultural heritage, involving activities such as workshops, seminars, or other meetings. The aim of this collaboration and information sharing is to increase public understanding and awareness of cultural preservation efforts in Sukabumi City, ensuring effective maintenance of cultural heritage.

In addition, the researcher asked the informant whether there was any concrete collaboration that had been done with the agency. The interview results showed that one of the activities carried out by the informants was organizing seminars related to cultural heritage preservation. In this seminar, various aspects related to cultural heritage preservation efforts in Sukabumi City were discussed. In addition, they also conducted research or research activities to several historical locations. These activities may aim to gain a deeper understanding of cultural heritage, gather information, or identify areas that need to be further protected or preserved. This research can be an important foundation for cultural heritage preservation and management efforts in the region.

The interviews revealed that Informant 3 owns a museum in Sukabumi City where artefacts suspected of being cultural heritage are stored and exhibited. This museum has the potential to be an important centre for the preservation and exhibition of significant cultural heritage for the region. In addition, the informant also explained that there is cooperation with the Archives Office in the preservation of ancient documents, indicating cross-agency collaboration in the preservation and archiving of cultural heritage, both in physical and non-physical forms such as historical documents.

The historical relics that are part of the museum's collection include bedogs (machetes), spears, crises and *kujang* from the Padjajaran Kingdom. Then there are other objects in the form of statues or statues that are relics of the Polynesian era. Historical objects that become collections are not only from the West Java region or the Padjajaran Kingdom, but there are several collections of heirlooms from the Sultanate of Banten and Mataram.

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An interview with Informant 3 revealed that they, together with the cultural conservation community, are active in a program of visits to historical locations suspected of having cultural heritage objects. In this activity, they record,

socialize, and make reports related to historical objects that are suspected to be part of cultural heritage. These field activities reflect intensive efforts in identifying, recording and disseminating information about historical objects that have the potential to be part of cultural heritage. In addition to field visits, they also engage in socialization and reporting activities to increase understanding and awareness of the importance of cultural heritage preservation in local communities.

Interviews with Informant 3 revealed that there are ongoing efforts to preserve cultural heritage in Sukabumi City. Informant 3 routinely coordinates findings related to suspected cultural objects, and this coordination involves various related parties, such as related agencies or other cultural conservation communities. In addition, they are active in information sharing activities related to cultural heritage, including workshops, seminars or other meetings, with the aim of increasing the understanding and awareness of local communities regarding cultural preservation efforts. This collaboration and exchange of information is considered important to ensure the maintenance of a well-managed cultural heritage in Sukabumi City.

In addition, the researcher asked the informants whether there was any concrete collaboration that had been done with the agency. The interview results showed that one of the activities carried out by the informant was organizing seminars related to cultural heritage preservation. In this seminar, various aspects related to cultural heritage preservation efforts in Sukabumi City were discussed. In addition, they also conducted research or research activities to several historical locations. This activity may aim to gain a deeper understanding of cultural heritage, gather information, or identify areas that need to be further protected or preserved. This research can serve as an important foundation for cultural heritage preservation and management efforts in the region.

In a follow-up interview with Informant 3, it was revealed that the informant has experience in the maintenance, restoration or conservation of cultural heritage in Sukabumi City. Informant 3 owns a museum in Sukabumi City as a storage and exhibition centre for historical artefacts or cultural heritage. In addition, the informant explained the collaboration with the Archives Office, focusing on the preservation and archiving of ancient documents that have historical and cultural value. This collaboration reflects cross-institutional collaboration in an effort to preserve cultural heritage, both in physical and non-physical forms such as historical documents.

The historical relics in the museum's collection include *bedog* (machete), spear, kris and *kujang* from the Padjajaran Kingdom. Then there are other objects in the form of statues or statues that are relics of the Polynesian era. Historical objects that become collections are not only from the West Java region or the Padjajaran Kingdom, but there are several collections of heirlooms from the Sultanate of Banten and Mataram.

The Kipahare Museum is located at the K.H. Ahmad Sanusi Type A Terminal Complex, Sudajaya Hilir, Baros sub-district, Sukabumi city, West Java 43162. The Kipahare Museum collects various relics of the history of the Padjajaran Kingdom and the life of the Sundanese people and prehistoric times,

and is quite popular with foreign tourists who want to know Sundanese history.

In the interview, Informant 3 highlighted the role of the cultural preservation community in Sukabumi City in implementing cultural preservation projects or initiatives. They, together with the community, implemented a program of visits to historical locations with objects suspected of being cultural heritage. The activity involves recording, socializing, and making reports related to historical objects that are suspected to be part of cultural heritage. This initiative shows the intensity of field activities in identifying, recording, and disseminating information on historical objects with potential as cultural heritage. In addition to field visits, they also engage in socialization and reporting activities to increase understanding and awareness of the importance of cultural heritage preservation in local communities.

In the interview, Informant 3 revealed that there are ongoing efforts in preserving cultural heritage in Sukabumi City. They routinely coordinate related to the findings of suspected cultural objects. This coordination may involve various related parties, including related agencies and cultural preservation communities. In addition, they are active in information sharing or "sharing" activities related to cultural heritage, involving various activities such as workshops, seminars, or other meetings. The aim of these activities is to increase the understanding and awareness of local communities regarding cultural preservation efforts. Collaboration and information sharing are key in ensuring effective maintenance of cultural heritage in Sukabumi City.

In addition, the researcher asked the informant whether there was any concrete collaboration that had been done with the agency. The interview results showed that one of the activities carried out by the informants was organizing seminars related to cultural heritage preservation. In this seminar, various aspects related to cultural heritage preservation efforts in Sukabumi City were discussed. In addition, they also conducted research or research activities to several historical locations. These activities may aim to gain a deeper understanding of cultural heritage, gather information, or identify areas that need to be further protected or preserved. This research can be an important foundation for cultural heritage preservation and management efforts in the region.

The researcher then asked informant 3 whether you have any experience in the maintenance, restoration or conservation of cultural heritage in Sukabumi City. The interview results showed that the informant owns a museum in Sukabumi City where some suspected cultural heritage objects are kept. The museum may be a storage and exhibition centre for historical artifacts or other cultural heritage significant to the area. In addition, the resource person also explained that there is cooperation with the Archives Office in the maintenance of ancient archives. This cooperation may focus on the preservation and archiving of ancient documents, which have historical and cultural value, and are an important part of understanding the history of a place or region. This cooperation shows collaboration across institutions to preserve and maintain cultural heritage, both in physical and non-physical forms such as historical documents.

The historical relics that make up the museum's collection include bedogs (machetes), spears, crises and *kujang* from the Padjajaran Kingdom. Then there

are other objects in the form of statues or statues that are relics of the Polynesian era. Historical objects that become collections are not only from the West Java region or the Padjajaran Kingdom, but there are several collections of heirlooms from the Sultanate of Banten and Mataram.

In the interview, Informant 3 highlighted that the biggest challenge in cultural heritage management in Sukabumi City is related to the legal framework governing cultural heritage objects. Establishing cultural heritage status requires an official stipulation from the authorities, such as the Mayor. Before cultural heritage status is established, the object is vulnerable to changes and actions that may not consider the historical and cultural value. The difficulty in establishing cultural heritage status and its legal protection is a major obstacle in preserving the preservation and historical values of a region.

Informant 3 explained the steps taken to overcome challenges related to the protection of cultural heritage in Sukabumi City. They have successfully submitted a Regional Regulation (*PERDA*) on cultural heritage which has been approved. In addition, they have also proposed cultural heritage experts and received approval. However, the last obstacle they face is budget allocation from the government. Although the legal regulations and experts are in place, the government's budget resolution is a key factor in establishing and protecting all cultural heritages in Sukabumi City.

In addition, Informant 3 said that to encourage the younger generation to be interested and participate in cultural preservation efforts, the relevant parties have organized various activities that try to avoid monotonous activities. They use theatrical methods, historical reenactments, and history-focused short film productions. These approaches aim to make learning history more interesting and connect with a wider audience through visual media and dramatization. With a variety of activities, they try to make understanding history more enjoyable and easily understood by the public.

Then the researcher asked informant 3 again about whether there is a special education or training program for the younger generation. In the interview, the informant mentioned the existence of an activity called "*bimtek*" which stands for "Technical Guidance". This activity is devoted to providing direction, instructions and technical guidance to cultural heritage conservationists. The resource person explained that this activity has been carried out several times, including at *Gunung Padang*. This shows the efforts of related parties to provide understanding, direction and technical guidance to individuals or groups involved in cultural heritage preservation, while supporting efforts to preserve historical sites such as *Gunung Padang*.

The researcher then asked about another matter, namely how you play a role in promotion and education related to cultural heritage in Sukabumi City. The resource person conveyed various efforts in promoting and expanding the reach of information related to cultural heritage. One of them is the establishment of a website with the address *kipahare.com*, as well as presence on various social media platforms. Being active in various communities involved in cultural heritage preservation is also an important strategy. With a website and social media presence, cultural heritage stakeholders extend the reach of information,

provide easily accessible resources, and interact with communities that care about cultural heritage. This is a proactive measure to promote the existence and importance of cultural heritage and expand the public's understanding of local cultural heritage.

In addition, the researcher asked informant 3 again about how you encourage the younger generation to be interested and participate in cultural preservation efforts. The interview results highlighted the variety of activities organized by the relevant parties to introduce history to the community in an interesting and different way. Interviewees stated that they try to avoid monotonous activities. For example, they use theatrical methods, historical reenactments, and the production of history-focused short films. These approaches aim to make learning history more interesting and connect with a wider audience through visual media and dramatization. Through this variety of activities, they strive to make understanding history more enjoyable and easier for people to understand.

The researcher also asked questions about how you assess the quality of services provided to visitors or the public related to cultural heritage in Sukabumi City. The results of the interview highlighted a satisfactory situation in the management of cultural heritage in Sukabumi City. The Cultural Office in the city is considered to be quite instrumental, as well as the existence of the Museum. In addition, there are heritage tourism communities that are active and contribute to the preservation of cultural heritage in the city. This situation reflects the efforts and success in maintaining and promoting the cultural heritage of Sukabumi City through the role of various entities and communities that care about cultural preservation.

Then, the researcher asked whether there were any improvement efforts that needed to be made. The results of this interview indicate plans or aspirations to improve the management of heritage tourism in Sukabumi City. One of the desired aspects is the expansion of the network to support the success of heritage tourism. It is hoped that a wider network can increase the attractiveness for tourists, so that heritage tourism objects in Sukabumi City become more attractive destinations and tourist visits to these places become more consistent and sustainable. This emphasizes the importance of infrastructure development and broader promotional strategies to support the success of heritage tourism in Sukabumi City.

The first research that is used as a reference for research conducted by Rahmawati, Purnomo, and Idris (2021) with the research title "Community Capability in Managing Kampoeng Heritage Kajoetangan Malang City". This research is to analyze the capabilities of the community in managing it. The results of this study fill the void in the study of community capabilities in managing tourist destinations. Research data were collected using interview techniques on the management of the Tourism Awareness Group and local residents. The results of data collection were analyzed using an interactive model with reference to Inskeep's theory of community capability. The results of the research on capabilities are described in the form of management capabilities and the provision of tourism facilities. However, field findings show that their level of

capability is still relatively low because not all communities want to be actively involved. Therefore, future research is recommended to examine the socio-economic impact of the community in tourism activities.

The second research used as a research reference is research conducted by Githa, et al. (2020) with the research title "Development of Indigenous Tourism with a Dynamic Governance Perspective (Study on Kampung Heritage Kayutangan Malang City)". This program aims to increase the tourist attractiveness of Malang City and improve the economy and optimize indigenous tourism in Kayutangan Village. Kayutangan Village has many potential tourism products to be developed. However, since it was inaugurated as a tourist village, there has not been a significant impact on the economy. Not many people are directly involved in the management and development of this tourist village. The large number of visitors is not matched by adequate facilities. This is due to the lack of conceptualized tourist village model that is in accordance with the potential and indigenous tourism. The purpose of this research is to: a). Analyze the Implementation of Dynamic Governance in Indigenous Tourism Development and find relevant developments in Indigenous Tourism Development in Heritage Tourism Village Kayutangan Malang City. This research found differences in the Dynamic Governance model currently implemented in Kayutangan Heritage Village with the ideal Dynamic Governance model. Based on these differences, a Dynamic Governance Model was developed that is relevant in Indigenous Tourism Development by adopting the Quadruple Helix model in Kayutangan Heritage Village.

From the exposure of the 2 previous studies above, what distinguishes previous research from the research that researchers are doing now is that they focus on the management strategy of heritage tourism objects. While this thesis research focuses on the capabilities of the Office of Education and Culture in managing heritage tourism in Sukabumi City. In addition, the difference lies in the analytical tools used, previous research used SWOT analysis. While in this study using the theory according to Kusumasari (2014) with institutional, human resources, financial and technical indicators.

Finally, the researcher asked about how you measure success in cultural heritage preservation and management efforts. In measuring the success of cultural heritage management, informants highlighted two main aspects. First, success is measured by the establishment of laws related to cultural heritage, indicating official recognition of historical objects. Secondly, community involvement in maintaining and caring for cultural heritage objects, both those that are still intact and those that are not. These actions ensure that cultural heritage is well preserved, with the stories behind each cultural heritage object preserved. Overall, the concreteness of legal support and the active role of the community are the key in assessing the success of cultural heritage management.

E. CONCLUSION

Based on the results of the research that has been conducted, the researcher draws the conclusion that overall, the management of heritage tourism in Sukabumi City can be said to be good and quite effective. However, in practice, it

requires a holistic approach that includes better coordination between institutions, increased promotional efforts and legal improvements, as well as active community involvement to ensure more effective preservation and promotion of cultural heritage. In addition, researchers found that the biggest challenges faced in the management of cultural heritage in Sukabumi City include legal aspects, budgeting, and inter-agency conflicts of interest. The importance of a strong legal stipulation related to cultural heritage was highlighted. Meanwhile, cooperation between institutions such as the Culture Office, Tourism Office, and Archives Office needs to be strengthened to better carry out destination promotion and cultural heritage maintenance.

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