

Strategy of Organizational Capacity Building Ecotourism Manage Based On Community through Organizational Capacity Assessment on Ecotourism Wonorejo Rungkut and Wisata Anyar Mangrove Gunung Anyar Surabaya City

SASMITO JATI U

Majoring on Public Administration Science, Hang Tuah University
Surabaya, East Java, Indonesia
Email: andyhardian@gmail.com

SRI UMIYATI

Majoring on Public Administration Science, Hang Tuah University
Surabaya, East Java, Indonesia

SRI WAHYUNI

Majoring on Public Administration Science, Hang Tuah University
Surabaya, East Java, Indonesia

Abstract

Organizational capacity assessment of managing ecotourism based on community is important to do on the organization in determining the capacity enhancement plan, based on a needs assessment of self. Assessment of the capacity of the organization can monitor the effectiveness of previous actions, evaluate progress in increasing capacity and identify areas within the organization managers who need reinforcement. This research aims to examine and assess the conditions existing organizational capacity managing of ecotourism based on community through organizational capacity assessment on Mangrove Ecotourism Wonorejo Rungkut and Wisata Anyar Mangrove Gunung Anyar in Surabaya city. The result of the organizational capacity assessment. Methods in this study is elaborate the assessment capacity of UNDP (2008) and Mwiya Mundia (2009). Indicators of governance which is a combined value at the location of the study there is Incipient level. This is different on the indicators, indicators of management practices and service delivery indicators of External Relations on the level of Emerging. On human resources indicators and indicators of sustainability there is a Mature level.

Key Words: *Organizational Capacity Assessment, Ecotourism.*

Introduction

The city of Surabaya have mangrove forests with condition extents changed significantly in the last three years. Based on the status of the environment (SLHD) Surabaya city 2010-2013 note that extensive mangrove forests Surabaya, a considerable decline. The decline occurred in the year 2011, from widely in 2010 that reaches 1,882.40 ha, 1,257.67 ha or dropped by 201% in 2011 with the condition of broad reach 624.73 ha. This decline also occurred in 2012 of 20.47 ha or 3.39% with extensive mangrove forests in that year reached 604.26 ha. In 2013 the vast mangrove forest reaches 605.71 ha or grow just achieve 1.45 ha or 0.24% from the previous year. (The environmental agency of the city of Surabaya, 2010-2013)

Data from book SLHD Surabaya 2013 mentions, Surabaya has 2 natural tourism objects i.e. Wisata Anyar Mangrove (WAM) Gunung Anyar the village of ponds of Kecamatan Gunung Anyer Sub-district Wonorejo Mangrove Ecotourism and Rungkut.

Both of these attractions there are in the coastal area east of Surabaya. Based on data from the Department of agriculture by 2013, the total area of mangrove forests occupy extensive 1.91% of Surabaya city. This mangrove forest spread across 9 sub district with a total area of 605.71 Ha, where 77.9% of whom are in the coastal area east of Surabaya, and 22.1% located in the northern coast of Surabaya. (The environmental institution of Surabaya city, 2013).

Both these natural attractions is the ecotourism (ecotourism) as a manifestation of the management of community-based ecotourism. The attractions are the Mangrove Ecotourism Wonorejo Rungkut initiated by the head, Camat Rungkut Wonorejo, Forum Partnership along with the police society (FKPM) the Executive as well as Nirvana enacted with the decision of the head of Wonorejo number: 556/157/436.11.15.5/2009 July 1, 2009 and was confirmed by the Mayor of Surabaya Drs. Bambang DH on August 9, 2009. While the Wisata Anyar Mangrove later formed 1 January 2010 by the Mayor of Surabaya, Bambang DH through the launching of the "Wisata Anyar Mangrove", then attended the head of the Surabaya Tourism Board, head of Gunung Anyar, Head of the Gunung Anyar Tambak, an expert on city planning as well as the Chairman of the RW VII of Gunung Anyar Tambak.

Assessment of organizational capacity of managing ecotourism based on community is important to do on the organization in determining the capacity enhancement plan, based on a needs assessment of self. As a process, an assessment of the capacity of the organization is the result of a plan in concrete actions to provide the organization with a clear development road map (USAID, 2012). Assessment of the capacity of the organization can monitor the effectiveness of previous actions, evaluate progress in increasing the capacity and identify areas within the Organization managers who need reinforcement. Pamungkas (2013) confirms that in the management of ecotourism, such the need to increase the capacity of the formal procedures related to running the program management of ecotourism, an increased sense of ownership towards the management of ecotourism, the manufacture of intermediate organizations, the mechanism for sustainable organizations relations, as well as special cooperation.

The question that arises is how the condition of the existing organizational capacity of ecotourism manage based on community reviewed through organizational capacity assessment at both those locations? The objective assessment of organizational capacity of ecotourism manage based on community is to be a guide for the organization and its stakeholders in measuring level of performance and organizational efforts of the organizer thoroughly in order to increase capacity (capacity building), change and decision making. The benefits in this research is expected to contribute to information related to studies about the development of the organization, especially at community-based organizations. In addition, the empirical literature contributions in organizational capacity assessment, especially for researchers regarding research in studies of the same study.

Literature Review

Design research used is descriptive research that examines in a comprehensive and holistic, with a qualitative approach. This study do assessment and create strategies for capacity development of organizations ecotourism manage based on community through organizational capacity assessment on Mangrove Ecotourism Wonorejo Rungkut and Wisata Anyar Mangrove Gunung Anyar the city of Surabaya. The focus of the research used in the assessment of organizational capacity of community-based ecotourism is managing, referring to ' area/dimensions and tools ' organizational capacity assessment of Mwiya Mundia (2009) includes governance, management practices/management, financial resources, human resources, external relations, service delivery and sustainability.

This research in Mangrove Ecotourism Wonorejo Rungkut and Gunung Anyar Tambak the city of Surabaya, the second chosen that location due to the existence of the operations as a managed ecotourism based on community. Special on Mangrove Ecotourism Wonorejo Surabaya became one of two mangrove area in Indonesia, as a pilot project in Mangrove Ecosystem Conservation and Sustainable Use (MECS). Data analysis research is qualitative. This does not mean that the analysis of the data without applying score against each of the indicators in the areas/dimensions rated (Mwiya Mundia, 2009). The results of the score will be able to mengkatagorisasi the condition of the existing capacity of the organization including the ' Incipient ', ' Emerging ', ' Maturing ', ' Mature ' and ' Self – Hurricane '. as indicated in the following table:

Table 1. Analysis of Capacity Assessment Mwiya Mundia (2009)

Capacity Area	Score	Description
Capacity Building	Total Score / Maximum Score (130)	Score the lowest sub sections as priority
Management Practice	Total Score / Maximum Score (125)	
Financial Resources	Total Score / Maximum Score (80)	
Human Resources	Total Score / Maximum Score (80)	
Service Delivery	Total Score / Maximum Score (60)	
Eksternal Relation	Total Score / Maximum Score (110)	
Sustainability	Total Score / Maximum Score (75)	
Total →	Existing conditions the Total capacity of the Organization	

Mangrove Ecotourism Wonorejo

Wonorejo Mangrove Ecotourism in terms of management of the experience of the dynamic development of both physically, as well as the management. The physical condition of the environment is getting better, which is supported by infrastructure that is more adequate. The physical condition of the road, access to the site, the office manager, toilet facilities, places of worship, parking, a meeting hall as well as a jogging track condition is getting better. The interesting thing is the existence of a management transition shift initially more dominant institutions of the Mangrove Forest Ecotourism is the managed of the Forum Police Community Partnerships (FKPM) Nirwana Executive, but currently managing Mangrove Ecotourism Wonorejo are divided into several groups/sections.

Author search results showed that, the Mangrove Forest Ecotourism Manager currently leading sektornya is the apparatus which was commissioned by the Department of agriculture city of Surabaya early in the year 2016, placed as Mangrove Ecotourism Wonorejo Manager. The institution consists of the Neighborhood community Wonorejo totaled 12 people.

Manager of ecotourism is currently serving as the Coordinator, and conduct monitoring against the maintenance and development of the physical infrastructure that supports tourism. Forum Perpolisian Community Partnerships (FKPM) greater Executive Management on the Nirvana tour ship (Dock Ecotourism) and management of street vendors. While the Neighborhood Community Resilience Institute (LKMK) Wonorejo managing parking and security areas of the jogging track. In this area, there is a footpath trails within the mangrove conservation area.

Ecotourism Anyar Mangrove

Ecotourism Anyar Mangrove (WAM) is a tourist area in Gunung Anyar, so the tourist area is also often called the Mangrove Gunung Anyar. This place can be a natural tourism objects, environmental education, as well as being an alternative natural nautical tourism in Surabaya. Wisata Anyar Mangrove inaugurated on 1 January 2010 by the Mayor of Surabaya at that time i.e. Bambang DH.

The condition of facilities and infrastructure at Gunung Anyar Mangrove tourism (WAM) different authors, search results with Mangrove Ecotourism Wonorejo. The main orientation of the management of this tour is a boat rental for travelers exploring the mountain Above the Causeway. Access conditions get tourist sites easier than Mangrove Ecotourism Wonorejo, it just means supporters are still not adequate. The number of manager Wisata Anyar Mangrove (WAM) is 11 people, with the Chairman of the Organizer are the locals. Unlike the Mangrove Ecotourism Wonorejo, jogging track area Wisata Anyar Mangrove (WAM) is thus limited and conditions are broken. Entrance area of the jogging track managed LKMK reached Rp 3,000.00. as for entry to the Tour Later Mangrove (WAM) is not applicable. When visitors to the jogging track are limited in Mangrove Tours Later (WAM) must use the boat, with a price of Rp. 150,000.000 each boat with a capacity for 6-8 people. Less good condition means and infrastructure repair at WAM attractions causes the number of visitors to the tourism is relatively rare. Visitors rarely leads to revenue from boat rentals limited. Results of the study field also indicates the limited aid-aid that can improve the facilities for the management of Ecotourism Anyar Mangrove (WAM).

The Capacity Manager Ecotourism Ecotourism

Manager capacity as an organization is certainly not only reflected on the ability of technocratic managers make program planning/development activities. With respect to the foregoing key management of ecotourism is increasing with an increase in the capacity of organizer of ecotourism.

Aspects of Governance

Dimensions of capacity on aspek governance analyzed include management of the Government apparatus, the mission/objectives, stakeholders – stakeholders, cultural leadership of the organization. Scoring average against the governance aspect with the stewardship of the Government apparatus, the mission/objectives, stakeholders – stakeholders, leadership organizational culture on the location of the study can be seen in the following table:

Tabel 2. The Information of Governance Condition in Location of Study

Governance	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Ecotourism Governnace	2,167	1,000	3,167	0,792
Mision/Goal	1,333	0,500	1,833	0,458
Stakeholder	1,333	0,333	1,667	0,417
Leadership & Organizational Culture	2,429	1,286	3,714	0,929

Description	
Level Kapasitas	Nilai (Interval)
Incipient	0 < x < 1
Emerging	1 < x < 2
Maturing	2 < x < 3
Mature	3 < x < 4
Self-sustained	4 < x < 5

On the governance indicators is the combined value at the location of the study, all of them good indicators of ecotourism, mission manager/goals, stakeholders, leadership and organizational culture there is Incipient

level. Therefore need to be increased on each indicator until Emerging at level. The lowest value on the governance indicators is on the highest ecotourism manager while the apparatus is in the leadership of organizational culture

Aspects of Practice Management (Management)

Average valuation practice management aspects be analyzed includes organizational structure, planning, program development, administration, risk management, information system reporting program on location of study. As for the FGD results with management practices can be seen in the following table:

Table 3. Information of Condition Management Practices at the Location of the study

Management Practise (Management)	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Organizational Structure	0,000	0,000	0,000	0,000
Planning	1,800	1,200	3,000	1,500
Development Program	2,333	1,333	3,667	1,833
Administration Procedur	2,000	0,750	2,750	1,375
Risk Management	2,000	0,250	2,250	1,125
Information System	1,667	0,667	2,333	1,167
Program Report	1,750	0,250	2,000	1,000
Incipient	0 < x < 1			
Emerging	1 < x < 2			
Maturing	2 < x < 3			
Mature	3 < x < 4			
Self-sustained	4 < x < 5			

Indicator on the management practices is the combined value of the location of the study, all of them good indicators of planning, program development, administration, risk management, and information systems exist at the level of Emerging. Therefore need to be increased on each indicator to the level of Maturing

Aspects Of The Human Resources Capacity

The capacity dimensions analyzed include human resources development, human resource management system of incentives. The average assessment of human resources with the aspects analyzed include human resources development, human resource management system of incentives at the location of the study can be seen in the following table:

Table 4. Human Resources Condition Information On The Location Of The Study

Human Resources	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Developing Human Resources	2,200	0,600	2,800	1,400
Human Resources Management	1,444	0,333	1,778	0,889
Incentive System	1,500	0,000	1,500	0,750
Description				
Level Kapasitas		Nilai (Interval)		
Incipient		0 < x < 1		
Emerging		1 < x < 2		
Maturing		2 < x < 3		
Mature		3 < x < 4		
Self-sustained		4 < x < 5		

The Aspect of Financial Resources

The average assessment of financial resources the aspects analyzed include reporting, budgeting, oversight and financing the financial report on the location of the study can be seen in the following table:

Table 5. Financial Resources Condition Information On The Location Of The Study

Financial Resources (Finansial)	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Report	2,500	0,000	2,500	1,250
Budgeting	2,333	0,000	2,333	1,167
Financial Supervising	3,000	0,000	3,000	1,500
Financial Report	3,000	0,000	3,000	1,500

Description	
Level Kapasitas	Nilai (Interval)
Incipient	$0 < x < 1$
Emerging	$1 < x < 2$
Maturing	$2 < x < 3$
Mature	$3 < x < 4$
Self-sustained	$4 < x < 5$

On the indicators of the combined financial resources on site studies, all of which is good indicator reporting, oversight of finance and financial statements there are Emerging on the level. Therefore need to be increased on each indicator to the level of Maturing.

Aspects of Delivery Service

The capacity dimensions analyzed include sectoral expertise-competence, commitment of the stakeholders of the system monitoring and evaluation. The average indicator assessment submission service aspects were analyzed include sectoral expertise-competence, commitment of the stakeholders of the system monitoring and evaluation study on location. can be seen in the following table:

Table 6. Condition Information Delivery Services At The Location of Study

Eksisting Condition	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Sectoral Skill-Kompetency	3,000	1,333	4,333	2,167
Stakeholder Commitment	3,000	1,000	4,000	2,000
Monitoring and Evaluation System	1,800	0,600	2,400	1,200

Deskription	
Level Kapasitas	Nilai (Interval)
Incipient	$0 < x < 1$
Emerging	$1 < x < 2$
Maturing	$2 < x < 3$
Mature	$3 < x < 4$
Self-sustained	$4 < x < 5$

On the combined service delivery Indicators on site studies, all of which are good indicators of sectoral expertise-sub competences, stakeholder commitment monitoring system exist at the level of Emerging. Therefore need to be increased on each indicator to the level of Maturing

The External Relations Aspects

Dimensions of capacity analyzed include stakeholder relationships, collaboration among organizations, collaboration with Government, collaboration with donors, public relations-public relations media relations. The assessment of the average indicator of the external relations aspects be analyzed include stakeholder relationships, collaboration among organizations, collaboration with government, collaboration with donors, public relations-public relations media relations. in the location of the study can be seen in the following table:

Table 7. Information External Relations Conditions On Location of Study

External Relation	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Stakeholder Relationship	2,000	0,667	2,667	1,333
Organizational Collaboration	2,000	0,000	2,000	1,000
Kolaborasi With Government	1,800	0,800	2,600	1,300
Kolaborasi With Charities	2,750	1,000	3,750	1,875
Public Relations	2,333	1,333	3,667	1,833
Media Relation	2,333	1,000	3,333	1,667

Description	
Level Kapasitas	Nilai (Interval)
Incipient	0 < x < 1
Emerging	1 < x < 2
Maturing	2 < x < 3
Mature	3 < x < 4
Self-sustained	4 < x < 5

On the external relations of the Composite Indicators on the location of the study, some indicators such as Stakeholder Relationships, collaboration with Government Public Relations-public relations and Media relations exist at the level of Emerging. Therefore need to be increased on each indicator to the level of Maturing.

The Dimension of Sustainability

Aspects be analyzed include the sustainability of the program benefits, sustainability, sustainability of institutional financing/financial. The average assessment of sustainability, indicators. on the external relations of the indicator sub aspects be analyzed include the sustainability of the program benefits, sustainability, sustainability of institutional financing/financial location for research can be seen in the following table:

Table 8. Sustainability Conditions information on Location of Study

Sustainability	Ecotourism Mangrove Wonorejo	Wisata Anyar Mangrove	Total	Mean
Sustainability Program & Utility	2,000	1,333	3,333	1,667
Institusional Sustainability	2,333	1,333	3,667	1,833
Financial Sustainability	1,750	0,875	2,625	1,313

Description	
Level	Nilai (Interval)
Kapasitas	
Incipient	$0 < x < 1$
Emerging	$1 < x < 2$
Maturing	$2 < x < 3$
Mature	$3 < x < 4$
Self-sustained	$4 < x < 5$

On Indicators of sustainability joint on location of studies, several indicators such as the sustainability of institutional financing/financial sustainability, there is a Mature level. While the program benefits, sustainability indicators are Emerging on the level. Therefore need to be increased on each indicator to the level of Maturing

Conclusion

Mangrove Ecotourism Wonorejo relatively has better organizational capacity compared to Wisata Anyar Mangrove (WAM) on all aspects. Results of the study show that the governance indicators is the combined value at the location of the study there is Incipient level. This is different on the indicators, indicators of management practices and service delivery indicators of External Relations on the level of Emerging. On human resources indicators and indicators of sustainability there is a Mature level. With respect to the matter required more in-depth study about the position of capacity of each manager on site studies, so as to formulate appropriate strategies in improving the capacity of each provider of the ecotourism. In addition it also required coordination of healthy, clear and systematic as well as open between the parties regarding the technical management of the ecosystem so that implementation can proceed in accordance with the management's expectations.

References

- Badan lingkungan Hidup Kota Surabaya (2010). Status Lingkungan Hidup Kota Surabaya.
- Badan Pusat Statistik (2011). Status Lingkungan Hidup Kota Surabaya.
- Badan Pusat Statistik (2012). Status Lingkungan Hidup Kota Surabaya.
- Badan Pusat Statistik (2013). Status Lingkungan Hidup Kota Surabaya.
- Badan Pusat Statistik (BPS), *Neraca Satelit Pariwisata Nasional (Nesparnas)*, Jakarta, 2009.
- Badan Pusat Statistik (BPS), *Kecamatan Rungkut Dalam Angka*, 2014
- Bappeko Surabaya, *Bahan Presentasi Arsitektur Spasial Nusa tentang Rencana Detail Tata Ruang Unit Pengembangan Rungkut*, 2009
- Direktorat Konservasi Kawasan dan Jenis Ikan, *Pedoman Umum Pemanfaatan Kawasan Konservasi Perairan Untuk Pariwisata Alam Perairan*, Jakarta, 2010
- Fanny Lesmana, *Mangrove: Hutan, Wisata dan Ekonomi*, Petra Press, 2014
- Joanne G Carman, *Evaluation practice among community-based organizations: Research into the reality*, *American Journal of Evaluation*, 28(1), 2007
- McNiff, J. and Whitehead, J. *All You Need To Know About Action Research*, Sage Publications, London, Thousand Oaks, New Delhi, 2006
- Mohammed I. Eraqi, *Ecotourism Resources Management As A Way For Sustainable Tourism Development In Egypt*, *Tourism Analysis*, Vol. 12, pp. 39–49, Cognizant Comm. Corp, USA, 2007
- Mwiya Mundia, *Organisational Capacity Assessment An Introduction To A Tool*, Helsinki, Finland, 2009
- Pamungkas, Gilang., *Ekowisata Belum Milik Bersama: Kapasitas Jejaring Stakeholder dalam Pengelolaan Ekowisata (Studi Kasus: Taman Nasional Gunung Gede Pangrango) Jurnal Perencanaan Wilayah dan Kota*, Vol. 24 No. 1, April 2013

Pusat Data dan Informasi, Kementerian Pariwisata dan Ekonomi Kreatif. Data diakses bulan April 2015 pada website [http://www.parekraf.go.id/userfiles/file/A_11% 20Profil%20Wisman%202009%20-%202013.pdf](http://www.parekraf.go.id/userfiles/file/A_11%20Profil%20Wisman%202009%20-%202013.pdf)

Sirakaya, E., Sasidharan V., and S. Sonmez, *Redefining Ecotourism: The Need for a Supply Side View*. Journal of Travel Research, 38(2), 1999

Tonny, Fredian dan Dharmawan Arya Hadi, *Sosiologi untuk Pengembangan Masyarakat*, Departemen Komunikasi dan Pengembangan Masyarakat, Fakultas Ekologi Manusia IPB dan Sekolah Pascasarjana IPB, Bogor, 2006

United State Agency International Development (USAID), *Organizational Capacity Assessment for Community-Based Organizations*, New Partners Initiative Technical Assistance (NuPITA) Project, John Snow, Inc., Boston, USA, 2012.

UNDP, *Capacity Assessment Methodology User's Guide*, New York, USA, 2008

Whittle S., Colgan A. and Rafferty M. *Capacity Building: What the literature tells us*. Dublin: The Centre for Effective Services, 2012

Kanalsatu.Com, *Kemenhut permudah masyarakat kelola wisata alam*, Senin, 10 Maret 2014 - 19:14 WIB, diakses dari : <http://www.whatindonews.com/id/post/19545>

Sistem Informasi Tata Ruang Provinsi Jawa Timur, *Ekowisata Mangrove Wonorejo Dijadikan Percontohan*, 26 Februari 2012, diakses pada <http://sitr.jatimprov.go.id/beranda/berita/detail/2>

