

Multi Stakeholder Collaboration In Development of Mangrove Forest Tourism in the Sontoh Laut Tourism Village, Surabaya City

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Abstract:

The potential of the mangrove area in the North Coast of Surabaya can be developed into a tourist destination. For this reason, collaboration is needed between various parties, both the Surabaya City Government, the private sector and the community, so that it can provide higher benefits for the government and improve community welfare and maintain the sustainability of mangroves and coastal areas. The study used a qualitative research method that aims to describe and analyze multi-stakeholder collaboration in the development of Mangrove Forest Tourism in the Sontoh Laut Tourism Village in Greges Village, Asem Rowo District, Surabaya City. Data were collected through observation, interviews and documentation. The results of the study showed that the success of multi-stakeholder collaboration in the development of mangrove forest ecotourism was supported by the involvement of five actors, namely the Government, PT Pelindo, Community, Academics and Media. However, internal obstacles were still found, in the form of a lack of supporting tourism facilities and external obstacles, namely the lack of socialization, promotion and branding of tourist destinations.

Keywords: Collaboration, Multi - Stakeholder, Mangrove Forest, Sontoh Laut Tourism Village.

Introduction:

The tourism sector has become one of the prospective industries and has a multiplier effect (big impact) for development in a region. In its development, tourism involves supporting sectors from the government and private sector starting from travel agencies, craft/souvenir industries, objects and attractions tourism, hotels, restaurants, and most importantly the available human resources and natural resources.

Indonesia is one of the countries that has very interesting tourist objects, including natural tourism, artificial tourism, historical cultural tourism and marine tourism. Indonesia has seriously considered the development of the tourism sector. The development of the tourism world is expected to have an impact on increasing tourist visits, this needs to be supported by the availability of public facilities supporting the tourism industry, in addition to continuing to

improve the objects and attractions of tourism that will be offered. This certainly requires the role of the Government, Central Government and Regional Government in developing tourism potential in Indonesia.

The role of government in developing and managing tourism in general is to provide infrastructure (not only in physical form), expand various forms of facilities, coordination activities between government officials and the private sector, regulation and general promotion to other regions and abroad. The government has the authority to regulate, provide, and designate various infrastructures related to tourism needs.

Local Governments in Indonesia also continue to develop tourism potential in their regions. One of them is the Surabaya City Government in East Java Province. Surabaya City Regional Regulation Number 23 of 2012 concerning Tourism, in Chapter II, Article 2, states that in organizing tourism development, the Local Government is authorized to provide guidance, including through organizing tourism training, socializing tourism regulations, and organizing community development for tourism awareness. Furthermore, regarding the technical aspects of tourism business, it refers to Surabaya Mayor Regulation Number 25 of 2014 concerning Procedures for Organizing Tourism Businesses, which contains technical instructions for managing tourism businesses in Surabaya City.

Surabaya City has various tourism potentials, including the existence of Mangrove Forests in the

North Coast Area of Surabaya (Panturbaya) and the East Coast Area of Surabaya (Panturbaya). The coastal area of Surabaya City is at coordinates $7^{\circ} 14' - 7^{\circ} 21'$ LS and $112^{\circ} 37' - 112^{\circ} 57'$ BT. Surabaya City has a coastline length of ± 37.5 km, stretching from the east side of the Sidoarjo Regency border point (on the south side) to the north from the Gresik Regency border point (Source: Bappeko Surabaya City, 2019). The coastal area of Surabaya covers 11 (eleven) sub-districts with a city area of 52,087 Ha, a land area of 33,048 Ha while the rest, namely 19,039 Ha, is a sea area. The coastal area of Surabaya city is divided into two, namely East Surabaya Coast (PAMURBAYA) and North Surabaya Coast (PANTURBAYA) (Surabaya City Government, 2019).

The area of mangroves in Surabaya is 363.51 ha or around 2.37% of the area of mangroves in East Java. Mangrove forests in the city of Surabaya are spread around the North Coast of Surabaya City and the East Coast of Surabaya City. The existing area of mangrove forests in the East Coast of Surabaya City is 264.87 ha. While the existing area of mangrove forests in the North Coast of Surabaya City is 98.64 ha. Based on data from the Food Security and Agriculture Service of Surabaya City, 2019 the area of mangrove forests in 2019 in Pamurbaya was 471.15 hectares. While in 2010 the area was around 491.62 hectares. The following is a picture of one of the North Coast Mangrove Forest Areas of Surabaya.



Figure 1. Condition of Mangroves in the Romokalisari Area, Surabaya
Source: Surabaya City Environmental Service, 2019

The potential of the Mangrove area in the North Coast of Surabaya can certainly be developed into an attractive tourist area. To realize this, cooperation or collaboration is needed from various parties, both from the Surabaya City Government, the private sector and the community. The Surabaya City Government has the authority to regulate and manage the North Coast of Surabaya so that it can become a tourist area that attracts visitors so that it can improve the standard of living of the people around the area.

The party outside the Surabaya City Government that plays a role in the development of tourism on the North Coast of Surabaya is PT Pelabuhan Indonesia (Pelindo). This state-owned company continues to be committed to helping the government improve the welfare of the general public, especially the needs of the fishing community around its working area. This is realized by collaborating with local residents through the assistance of Pelindo's Partnership and Community Development Program or PKBL. One form of collaboration between Pelindo and the

fishing community around its working area is the normalization of special channels for fishermen and also the revitalization of the Sotoh Laut Surabaya Tourism Village in the ring 1 area of PT Terminal Teluk Lamong (TTL), a subsidiary of Pelindo to support the program to increase the income of fishing communities in the area .

Pelindo HR Director Edi Priyanto during the symbolic handover of assistance for the Normalization of special channels for fishermen and the revitalization or development of the Surabaya Sotoh Laut Village at the Teluk Lamong Terminal, on Friday (16/10/2020) said that Pelindo is present in the community with a full commitment to provide an impact on the country and society by supporting programs to improve community welfare

(<https://global-news.co.id/2020/10/pelindo-iii-dukung-pengembangan-wisata-pantai-utara-surabaya/>). The following are 2 images of the revitalization of the Surabaya Sontoh Laut Tourism Village.



Figure 2. Revitalization of the Sontoh Laut Tourism Village in Surabaya by PT Pelindo (Persero)
Source: Global News (2020)

PT Pelindo launched the *Corporate Social Responsibility* (CSR) Program or Partnership and Community Development Program (PKBL) for Normalization of Special Fishermen's Channels

aimed at fishermen in the Ring 1 area of Teluk Lamong Terminal with a coastal assistance cost of Rp1.7 billion. The fishing community works with

the company to normalize traditional channels so that the depth and catch are maximized.

PT Pelindo has disbursed funds of 240 million rupiah to support the sustainability of the Sontoh Laut Tourism Village, Tambak Sarioso Village, Surabaya . The Sontoh Laut Tourism Village is located in the middle of a mangrove forest along the northern coast of Surabaya. This location was established independently by the community since 2019 and is supported by the Sontoh Laut Tourism Awareness Group, Tambak Sarioso Village. The environmental and community empowerment program by Pelindo in the ring 1 area of Teluk Lamong Terminal will be carried out sustainably along with the construction and development of the port which will continue until 2030 (<https://global-news.co.id/2020/10/pelindo-iii-dukung-pengembangan-wisata-pantai-utara-surabaya/>).

Based on observations made during the pre-research, it shows that the supporting facilities and infrastructure for Sontoh Laut Marine Tourism activities are still very lacking. Access to the Sontoh Laut Marine Tourism site is also still difficult, marked by narrow and uneven roads. The parking lot provided is not guarded, causing concern for tourists, and there is no waiting room for tourists. Maintenance on the beach and gazebo is very minimal, including peeling and fading paint.

The Surabaya City Government has begun to show its support for tourism development in the region. As in the Surabaya City RKPD regarding the 2023 Regional Development Priorities which include the development of Surabaya City in 2023 prioritized on local economic recovery through the development of product innovation, services, creative industries and tourism. The strategic step to support this priority is by branding Surabaya City as a Tourism City and developing tourist destinations and tourist villages. Sontoh Laut Marine Tourism is still an alternative tourist destination that has begun to be visited by tourists, both local and foreign tourists. However, tourism has not provided significant benefits to the community. There are at least 3 (three) components that must work together for tourism development to

be successful. To achieve a goal, the government, private sector, and community must work together harmoniously (Setiawan & Kurniawan, 2024).

This research takes the locus in the Mangrove Forest Area of the North Coast of Surabaya, that so far several Mangrove Forest Areas on the North Coast of Surabaya have not been widely explored and developed for their tourism potential, as has been developed in the East Coast Area of Surabaya, namely the Wonorejo Mangrove Forest and the Gunung Anyar Mangrove Forest. Therefore, this thesis research takes the theme of how the role of the Surabaya City Government is in developing the potential of Mangrove Forest Tourism on the North Coast of Surabaya (Panturbaya).

Method:

The research on the role of the Surabaya City Government in developing tourism potential in the Sontoh Laut Tourism Village Area uses qualitative research methods. This research focuses on collaboration between the Surabaya City Government, PT Pelindo and the Community, media and universities in developing the Sontoh Laut Tourism Village. Basically, research using qualitative data analysis is carried out on a person's perception of a problem.

The focus of this research uses the Quintuple Helix model proposed by Carayannis and Campbell (2010), visualizing collective interaction and knowledge exchange in sustainable development through five helix systems, namely 1) Higher Education System. 2). Economic System, 3). Political System, 4). Media-based and Culture-based Public, 5). and Natural Environment, Natural Environment of Society.

The subjects of this study are as follows;

1. Head of Coastal Data Management, Marketing, Coastal and Tourism, Surabaya City Tourism Office.
2. Head of Tourism Facilities and Infrastructure, Surabaya City Tourism Office ,
3. Surabaya City Environmental Office,
4. Director of PT Pelindo ,
5. Universities involved, namely UHT,
6. Tourists,

7. Social Media in Surabaya City . In this study, data collection was carried out through observation, interviews, and documentation.

Results and Discussion:

General description of Sontoh Laut Tourism Village

Surabaya City has a coastal area with a fairly long coastline, including mangrove areas, ports, beach tourism and others. The Mangrove area on the coast of Surabaya forms an almost unbroken green belt starting from the Benowo, Asemrowo and Krembangan Districts on the north coast (Panturbaya) and starting from the Kenjeran District to Gununganyar on the East Coast (Pamurbaya). In Surabaya City Regulation Number 12 of 2014 concerning the Surabaya City Spatial Planning Plan for 2014-2034; the coastal border areas in Benowo, Asemrowo, Krembangan and Kenjeran to Gununganyar have been designated as protected areas in the form of local protection areas. Meanwhile, the mangrove forested coastal area is designated as a protected area in the form of a nature conservation area.

The North Coast of Surabaya (Panturbaya) has a coastline length of ± 9 km and an area of ± 1000 ha. The sub-districts that are included in the north coast are:

- a) Benowo District (Romokalisari Village, Tambak Oso Wilangun)
- b) Asemrowo District (Tambak Sarioso Village, Genteng Kalianak)
- c) Krembangan District (Morokrembangan Village, West Perak)

- d) Pabean Cantikan District (North Perak Village)
- e) Semampir District (Ujung Village)

The coastal area in Panturbaya is included in Regional Development Units I and II with the direction of developing coastal boundaries in Asemrowo and Benowo as green open space areas and/or non-green open spaces integrated with water-oriented city development (waterfront city); and the Krembangan, Pabean Cantikan and Semampir areas which are integrated with the port area, national defense and security area, and the shipping industry area. The protection of coastal boundaries in Asemrowo and Benowo is a minimum of 100 meters. The thickness of the mangrove green belt in the Romokalisari and Tambak Osowilangun areas ranges from 30-330 meters while in Tambak Sarioso and Genteng Kalianak it is 30-220 meters and in Morokrembangan between 40-220 meters.

The density of mangrove trees in Benowo to Asemrowo is between 1400-3267 stands/ha or included in the status of 'Good-Dense' and 'Good-Very Dense' (DLH Surabaya, 2018); referring to the Decree of the Minister of Environment No. 201 of 2004 concerning Standard Criteria and Guidelines for Determining Mangrove Damage. The location with the highest mangrove density is around Romokalisari and Tambak Osowilangun Villages, while the lowest is in the Tambak Sarioso Village area. The following is a picture of the location of the Sontoh Laut Village Tourism which is located on the North Coast of Surabaya City:



Figure 3. Location of Sontoh Laut Tourism Village, Surabaya Source: www.surabaya.go.id

The location of Kampung Sontoh Laut is in the coastal border area in Romokalisari to Tambak Sarioso, *mangrove vegetation* is dominated by the species of Mangrove Kurap (*R. stylosa*), Api-api putih (*A. marina*), Api-api (*A. alba*) and also Bogem or Perepat (*S. alba*). In all locations in Panturbaya, there is a fairly large density of Mangrove Kurap seedlings. This is because many locations in Panturbaya are used as mangrove planting locations. Mangrove kurap is a species that is commonly used in the process of rehabilitating mangrove areas. This is because Mangrove kurap seedlings are relatively easy to sow compared to other species and have faster growth. In addition, in general, the condition of the substrate in the form of mud is an ideal substrate for the growth of various *Rhizophora species*.

Stakeholder Collaboration in Encouraging the Realization of the Development of Sontoh Laut Tourism Village

In the management of the Sontoh Laut Tourism Village, it goes hand in hand with other stakeholder drivers. This village cannot run by itself to develop and empower the local community. This village, which prioritizes coastal values, has carried out many coastal development activities but is still less well known among the local population. The Sontoh Lau Tourism Village has collaborated with many other stakeholders, where this village is also under the Surabaya City Tourism Office. In developing this village, we need to know how each actor collaborates and how the role of each actor depends on each other. Therefore, in this section the researcher will describe who the actors are involved in the development of this village.

Government

In this case, the government as the policy holder where the government has the authority over the formation of tourist villages or tourist villages. However, it should be noted that the law governing coastal tourism areas. Not just letting go of its responsibilities, the local government continues to collaborate with related actors. The Department of Culture and Tourism which directly dives in and handles and collaborates with the development of tourist villages in the city of Surabaya, especially the Sontoh Laut Tourist Village, explained that if a village or tourist village wants to hold an event, they only need to submit a proposal so that the relevant Department will help organize the event.

The role of the government as a regulator that has the authority over applicable policies makes the government the main legal instrument. However, once again, the community is the main actor in how this development can be implemented. Based on the results of interviews conducted by the residents of the Sontoh Laut Tourism Village itself, the Surabaya City and City governments were also present in every series of events held by the Sontoh Laut Tourism Village itself. The government actors who also played a role in the development of this village were the Surabaya City Tourism and Culture Office, where in the research they conducted, they stated that the Sontoh Laut Tourism Village itself provided a highlight in the form of a cultural coastline in it.

The Surabaya City Government has also built building facilities in Kampung Sontoh Laut, in the form of a Dock. This building is a multi-function building, which can be used by the fishing community and visitors to Kampung Wisata Sontoh Laut. Here is a photo of the building:



Figure 4. Sontoh Laut anchorage
Source: Researcher Documentation, June 25, 2024

The government is still involved in the management of the Sontoh Lautini Tourism Village, although in the nomenclature, there is no law that regulates tourism villages.

Public

As the main actor in how the village can develop and run according to the goals that have been set, the community has great power. Being on the border, between rural and urban communities, diversity can be formed in such a way. When viewed from the environment, this area is an area that is in an urban area, and when viewed from a community, the suburban area is a community that has rural and urban characteristics. Community groups that when on their journey were static were only limited to administrative village community groups, changed to become dynamic. The dynamics of communication in community groups that were initially only dominated by parents who were native residents of Sontoh Laut Tourism Village. Now the youth in the area through the youth organization provide dynamics of social change in the last ten years.

The emergence of various major activities in the form of celebrating Independence Day, the existence of cultural festivals became a turning point for the community to recognize themselves as villagers. This began with the enthusiasm raised by the residents when enlivening the independence celebration activities. At the event, various types of competition activities were raised, focusing on traditional games. Seeing the very high enthusiasm of the community in carrying out these activities, an idea emerged, namely forming a festival. This activity has developed from year to year until now. The doubts that were had in recognizing themselves as villagers, finally at this time have changed, where the community is increasingly proud to recognize themselves as villagers.

The implementation of this village festival is held directly under the supervision of the community where all needs are directly managed by the community. This can be seen from the economic showcase of the residents of the Sontoh Laut Tourism Village, where what is offered, both

culinary and coastal, is all directly by the community. Talking about village communities, it cannot be separated from the characteristics inherent in this peri-urban community. One of them is the culture of mutual cooperation which is always present in carrying out daily life practices. Not infrequently, the application of the culture of mutual cooperation is also clearly attached to every party activity presented by residents.

The emergence of a party culture in the Greges community is actually also one aspect that indicates that communication can also be carried out with various forms of coastal activities. The Sontoh Laut Tourism Village community is also empowered in developing their own village. One of the impacts is economic empowerment due to the effects of the productive activities of the residents of the Sontoh Laut Tourism Village and has a bargaining value for the personal capacity and collective pride of the Greges residents of the Sontoh Laut Tourism Village. An interesting development in 2020 is that the residents of the Sontoh Laut Tourism Village have begun to form a village business entity that has sub-sectors of business including:

If in most collaborative roles, the private sector has a role as a facilitator where many companies help facilitate all the needs required by the executor. Sontoh Laut Tourism Village collaborates with coastal activist communities in the City and Surabaya City, both small and large groups, to participate as talents in organizing village events. In the implementation of the Sontoh Laut Tourism Village festival, this village can collaborate with several communities. Although prioritizing the coast, it does not rule out the possibility that communities other than the coast can also enter into collaboration in the Sontoh Laut Tourism Village.

The community is the main manager of the establishment of the Sontoh Laut Tourism Village, and is a pillar that carries out all activities of the Sontoh Laut Tourism Village and is assisted by other pillars. Based on the results of the interview above, we all know that the community still cannot stand alone but still needs to be assisted by other parties. Then, in addition to holding a big festival,

the management of the village by the community is also from daily management. This can be in the form of strengthening literacy by exploring the history of the village or village as an *Intangible Asset* (an intangible asset). This intangible asset is very important as part of the form of Eid from a knowledge aspect that aims to strengthen the quality of Human Resources of the Sontoh Laut Tourism Village, especially the role of youth

(Karang Taruna, Community and others). The community also cleans the village every day, the young people also help manage whatever the village needs, it's not that easy, there are those who disagree, but that's where we look for obstacles. " (Interview with Ahmad, a resident, on May 10, 2024). The following is a picture of fishermen in the Sontoh Laut Tourism Village;



Figure 5 Fisherman community in Sontoh Laut Tourism Village
Source: Researcher Documentation, June 25, 2024

Talking about village society, it cannot be separated from the characteristics inherent in this peri-urban society. One of them is the culture of mutual cooperation which is always present in carrying out daily life practices. Not infrequently, the application of the culture of mutual cooperation is also clearly attached to every activity a party presented by the residents.

Private

The non-governmental party involved in the development of Sontoh Laut village tourism is PT Pelindo. The awareness of involving the community in the development of this village, creates a connection between one another, especially the interpersonal interaction of its people, becoming a character possessed by interactions in the village. Mutual cooperation in this case is an effective treatment in strengthening this emotional strengthening aspect. Both

connected from the aspect of blood relations, relatives or kinship relations.

There is something that is thought by the residents of this village, why private actors are not taken from other private or state-owned companies. If the private sector clearly has its own logic. It must be profit-oriented. It is not normal if the private sector is at the forefront of providing benefits without any economic calculations. The wrong approach can actually be stated as an act of deviation.

For that reason, state apparatus in rural areas should be able to facilitate a conducive forum for sharing information, consultation and exploration of collaboration between parties to ensure a joint plan, for example. And the best way is to use a deliberation approach. Indeed, this deliberation pattern involves many parties and many people so it is natural that it requires adequate resources and energy from all parties. Therefore, it is important to

have the role of catalysts who can carry out functions to fulfill these interests. That is what is often not seriously attempted. So in the end, the movers collaborate with communities that can develop local residents without having to wait for

the private sector to become facilitators in all fields. The following is a picture of the location of Kampung Sontoh Laut which shows that the village is a fostered village from PT Pelindo:



Figure 6. Sontoh Laut Culinary Center under the supervision of PT Pelindo Source: Researcher Documentation, June 25, 2024

Collaboration between PT Pelindo and the community has an important role in managing the Sontoh Laut Tourism Village. The existence of several of these communities increases the community's knowledge regarding what can be done for their village, and the community helps organize major village events. "Yes, at that time we also provided music at festivals, so that's how we taught the children too, and continued to contribute to make the event more successful. Well, if not from us, who would we like, then we will teach the people there so that people can... People there can learn too, I see." (Interview with one of the music communities performing at the Kampung Sontoh Laut festival).

Based on this, it can be seen that the relationship between each of these pillars is very related so that cooperation can be carried out well without any overlap. "We also provide some empowerment to the surrounding community. The people there are nice, sis, we are definitely there first if there is an

event, friends with disabilities too, so we are happy to feel that we are considered and we are always there, they are very welcoming." (Interview with Iwan on May 13, 2024). From this statement, it can be seen that the Sontoh Laut Tourism Village has collaborated with communities in Surabaya to collaborate in building the village.

Academics

Collaborating with several students and lecturers makes the Sontoh Laut Tourism Village not lacking in theoretical understanding. Academics who have a role to channel theories regarding both development and knowledge related to community empowerment. Many academics are involved not only from those who have high positions but also students take part in this village. The Greges community began to understand the impact of collaborative behavior, plus because their village already has a Brand Asset that is worthy of being a potential to build their village, both in terms of aspects of human capacity development, or development related to infrastructure or moving

assets. The involvement of UNTAG SURABAYA lecturers and students helps the local community implement and develop the Sontoh Laut Tourism Village.

Academics have an important role in the sustainability of the surrounding community, because with the presence of academics they help develop the community so that they can continue to produce something that can be developed. "From our academics, there are many, from lecturers, who then bring students to participate in events held by the Sontoh Laut Tourism Village, Untag Surabaya. So we are not lacking when it comes to lecturers and students." (Interview with Mr. Budi on May 19, 2024).

In addition, it was also conveyed by students who took part in the development of this village as follows; "Yes, finally we can know, there is the Sontoh Laut Tourism Village, there is a village that is filled with raising the culture of the community. There we learn how the community manages it, we teach them to develop the village too." (Interview with Untag Surabaya Students). Explanation of Untag Surabaya students as academics, In addition to statements from the village managers, the media also explained that every celebration of this village or festival, it must have become a routine agenda for the media to report, because this is considered unique in village celebrations. The following is one of the activities of students of the University of 17 August Surabaya (Untag);



Figure 6. Community Service Activities of the 17 August University of Surabaya

Source: <https://kumparan.com>

Students together with Untag lecturers conducted community service in the Sontoh Laut Surabaya Tourism Village. This activity was carried out on

June 22, 2022 in the Sontoh Laut Surabaya Village. The following is one of the community service activities:



Figure 7. Practical Activities of Cooking Cheese Shrimp by Untag Surabaya

Students Source: <https://kumparan.com>

From the picture above, it can be explained that one of the students of Untag Surabaya is practicing how to cook cheese shrimp to the community. Of course, this activity is very useful especially for mothers in the Sontoh Laut village, Surabaya City.

Media

The dissemination of information related to the Sontoh Lau Tourism Village itself has been widely covered and widely introduced through the media that this village has. Sontoh Laut Tourism Village can be said to be a village with media that is always updated, both from the web to YouTube. Awareness to publish is very much needed. Among them is the importance of creating a narrative or press release for every agenda in the Sontoh Laut Tourism Village. The role of the Media in this case is very influential in strengthening the social branding of the village.

Technically, the form of publication in Sontoh Laut Tourism Village is informed through the information center of Sontoh Laut Village and the social media of Sontoh Laut Tourism Village (FB fanpage, Twitter, Instagram). In the management of publications in Sontoh Laut Tourism Village itself, there is no discrimination, not only large-scale activities are informed but also small things such as activities in villages in general.

The existence of a web domain used to publish

everything related to Kampung Wisata Sontoh Lau is also not free. This domain is paid or premium, with a payment system where each head of the family is charged a fee per year to activate the extension of this domain and various other village needs. This paid domain is used as a strategy, meaning that with this domain it will make it easier to search on Google, so that when a search is carried out, Kampung Wisata Sontoh Laut will be easily found. With the existence of a channel created for any publication that is being carried out, this village can brand the village. Not only does it have its own facilities, but this village also collaborates with several online and offline media.

"The media usually flock here, because they know that this activity is held once a year and is definitely big, so without being asked, they usually ask and come straight away" (Interview with the Manager of the Sontoh Laut Tourism Village). The existence of this village festival agenda makes all corners want to capture the moment that is very important for the continuity of the City of Surabaya. "We as the media are also looking for news, what can be broadcasted, right? The Sontoh Laut Tourism Village has its celebrations, right? That's why we collaborate, we also *upload* them to us like that." (Interview with one of the Surabaya Media, June 23, 2024). One of them is the following Suara Surabaya.net news:



Figure 8. Reporting on Sontoh Laut Village on Suara Surabaya.net Source: <https://www.suarasurabaya.net/kelanakota/2022/>

The results of interviews conducted with the managers, the actors involved in the management of the Sontoh Laut Tourism Village are five, namely the community itself, local government, community or private sector, academics and the media.

Constraining factors in encouraging the realization of the development of the Sontoh Laut Tourism Village in the city of Surabaya

The development of this village did not just run smoothly, but there were several things that became obstacles in its management and development.

a) Internal constraint factors

1) Lack of adequate facilities

The development of this village is almost entirely managed by the community, so that all forms of activities also come from the community. Because this village focuses on coastal matters, all forms of coastal activities are also carried out in this village. The lack of free space or space for expression makes it difficult for this village to develop the coast that they want to develop. The absence of this space is due to the overcrowding of the local village location.

Referring to Ria Asih (2018) facilities can be categorized as physical and non-physical facilities. Facilities exist because of the needs in human life. Facilities must be in harmony with the space where they are located. The spatial form of an area must be arranged properly so that existing facilities can be organized. The lack of good facilities means that it can be caused by very limited space. The venue for the Sontoh Laut Tourism Village Festival is in the school hall. Facilities are indeed needed for village development purposes so that coastal distribution areas can develop optimally.

2) Lack of harmony and good communication between local communities

Lack of understanding from the community resulting in *miscommunication* between local residents. Communication is an important thing in community life both in organizations and in community life in everyday life. Communication

will give birth to good cooperation and collaboration. Communication has several goals, some of which are to change attitudes, change opinions and change behavior. So with good communication an attitude and way of thinking should be able to be controlled, if there is a miscommunication between residents, it means that the communication that is established has not yet achieved its goals and is not good. This can also happen because of an unstructured and unplanned communication pattern. The communication pattern is a description of a plan related to the steps in an activity. The Sontoh Laut Tourism Village Festival was not held once in 2017 because there were residents who did not agree with the management and other villages.

b) External constraint factors

1) The lack of optimal media involvement in promoting the Sontoh Laut Tourism Village

External constraints in the development of this tourism are the lack of understanding of the outside community regarding the Sontoh Laut Tourism Village itself. The Sontoh Laut Tourism Village is known in coastal and general areas outside the region, but local residents rarely know about this village. However, some people still do not know about this village, this is due to the lack of branding and promotion when marketing a tour. Referring to I Gusti Bagus (2017) marketing is not a tool to achieve goals but is a process that is interrelated and integrated. Marketing must also pay attention to what is wanted and the target market that is developing. This marketing is specifically related to tourism strategy, in developing a tourism strategy must involve several stakeholders, this is because in the future the opinions of various stakeholders will create an interest and development of tourism to develop. From the results of the data analysis that has been explained, there is indeed a real collaboration between stakeholders in the *pentahelix concept*.

Conclusion:

There are five actors involved, namely the government, PT Pelindo, the community,

academics and the media. The development and management of the Sontoh Laut Tourism Village is handled directly by the village community itself. The Sontoh Laut Tourism Village cannot carry out all development and empowerment activities by itself, the Sontoh Laut Tourism Village still needs other stakeholders. There are three roles that can be identified in the results of the study above, namely as a regulator, facilitator and publicizer. The role of the government as a regulator in the nomenclature of coastal villages in or cities which will later be assisted in management matters that are delivered directly to the village community. In its development, the Sontoh Laut Tourism Village collaborates with several communities to fill events at village festivals and provide empowerment to the community in other village agendas. Academics and communities carry out their functions as facilitators to provide facilities to the local community both materially and non-materially.

Sontoh Laut Tourism Village, where there are websites, YouTube, and offline and online news. From this, it can be seen that there is good collaboration between the five (5) roles of actors involved in the development of Sontoh Laut Tourism Village. The media acts as a publicizer so that all forms of activities can be conveyed well.

Suggestion:

In the development of mangrove forests in the Sontoh Laut Tourism Village, there are several obstacles faced, therefore a solution is needed so that the development and management of the Sontoh Laut Tourism Village can run optimally. Here are some suggestions that can help optimize the management and development of the Sontoh Laut Tourism Village, namely:

- 1) Collaboration between the Surabaya City Government and stakeholders related to public facilities and infrastructure so that the Sontoh Laut Tourism Village needs to be improved again.
- 2) Further collaboration with the private sector should be further enhanced, not only the community, to increase the diversity in the Sontoh Laut Tourism Village.

- 3) Innovation in the field of promotion should be added to increase personal branding so that the Sontoh Laut Tourism Village can be known to the wider community.
- 4) It would be better to add facilities in the form of a parking area in the Sontoh Laut Tourism Village.

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