



**THE EVALUATION OF SUSTAINABLE TOURISM VILLAGES THROUGH  
MANAGEMENT STRUCTURE AND FRAMEWORK IN SURABAYA CITY**  
DOI: 10.31002/rep.v9i1.1258

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***Abstract***

*Sustainable tourism development has become a positive trend in every region, especially in densely populated urban areas. Surabaya is one of the cities that has shown special attention to the development of sustainable villages through the tourism sector. Since 2005, Surabaya City has implemented a green village policy or program to realize Surabaya Green and Clean. The paper focused on discussing sustainable tourism villages through the existing structure and management framework in Surabaya City. The method used in this paper was descriptive evaluative with triangulation data wetness techniques in tourist villages in Nginden Village, Surabaya. The results of the evaluation of the structure and management framework of Kampong Herbal Nginden Surabaya have an evaluation result of 92% which is oriented as a smart village because it is used as a forum for learning communities.*

**Keywords:** *sustainable tourism; green village; tourism village evaluation*

Received: December 24, 2023

Accepted: March 18, 2024

Published: April 30, 2024

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## INTRODUCTION

The concept of sustainable tourism is a form of development that can meet the needs of the present generation without compromising the needs of future generations in a balanced manner (Sunarta & Arida, 2017). Therefore, the implementation of tourism should be organized based on the principles of sustainability (Republic of Indonesia Law Number 10 of 2009 concerning Tourism, 2009).

Sustainable tourism emphasizes continuity and sustainability, making it a new direction in tourism development (Irawan & Baiquni, 2011). Additionally, as stated by Suansri, (2003), sustainable development encompasses various components, including the environment, culture, community participation, economy, and politics.

Every region is responsible for transforming its area into a beneficial tourist destination in a sustainable manner. Surabaya is one of the cities that believes in the development of sustainable villages through tourism. Since 2005, Surabaya City has been committed to developing its villages in line with sustainable development. This commitment is manifested through the Green Village program, or Surabaya Green and Clean (Rukmana & Sucipto, 2020). The program is supported by the Surabaya city government and various companies such as Jawa Pos and Unilever (Prasetyo, 2019).

The existence of sustainable tourism villages in Surabaya is assessed in terms of the environment, economy, sustainable management, and local potential (Purbadi & Lake, 2019); (Ministry of Tourism and Creative Economy, 2021a). This is done to determine the alignment between theory and practical implementation in the field. Currently, there is a scarcity of literature evaluating sustainable tourism. Therefore, this paper aims to focus on evaluating sustainable tourism by examining the structure and management framework in the Herbal Village Nginden.

Several studies on the evaluation of sustainable tourism are, Salukh et al., (2023) evaluating central and local government tourism policies through five main tourism factors: amenities, attractions, accessibility, awareness (tourism concern), and CBT-based accommodation. The research conducted Neilulfar Alvi et al., (2018) focused on evaluating the level of sustainability of marine tourism on Pahawang Island, to assess the sustainability of marine tourism development on Pahawang Island, the things analyzed include ecology, economy, socio-culture, infrastructure, and technology, as well as institutions as components of sustainability. The "good" and "bad" performance of marine tourism development on Pahawang Island must be evaluated as a whole.

No less interesting is the research Gkoumas, (2019) that failed the failure of the

Mediterranean Standard for Sustainable Tourism (MESST), an EU initiative to create sustainable certification schemes for tourism destinations and local companies in Southeast Europe using ex-post factor analysis based on the opinions of local tourism professionals involved in the creation of MESST in 2007. This study evaluated the credibility and applicability of the standards on the Greek island of Rhodes.

Blancas et al., (2023) propose a dynamic measure for sustainable tourism that assesses the efforts each destination makes to improve its sustainability situation. by combining global indicators over time with multiplicative aggregation. From a cultural and natural perspective, Al shawabkeh et al., (2023) studied how four cities in Jordan developed from 1996 to 2020 and examined how cultural heritage, natural heritage influenced the growth of urban cities, their role in encouraging sustainable tourism.

Two other unique studies are the first to measure sustainable tourism from animal behavior, health and ecology. And the next is research that calculates carrying capacity using TEF theory and models (Li & Hou, 2011; Trave et al., 2017)

## **THEORETICAL BASIS**

### **Sustainable Tourism Development (Case Studies in Villages)**

Sustainable tourism development can be said to be a new direction in tourism development considering that this concept emphasizes sustainability and sustainability

(Irawan and Baiquni, 2011). In addition, it is also mentioned (Suansri, 2003); that sustainable development involves several aspects, namely environment, culture, community participation, economy, and politics. Purbadi & Lake (2019) mentions not only the environment and economy to identify sustainable development but also from aspects of local potential and sustainable management (Minister of Tourism and Creative Economy, 2021a).

This study focuses on small-scale urban locations in tourist villages. In addition, in essence the village is a unity of individuals who gather and have the same goal through social interaction, customs and culture, community rules and norms and distinctive regulations that govern the system of behavior of their community (Kurniaty et al., 2016); (Makhmud et al., 2017). The existence of urban villages with local potential has certain themes with local village characteristics in the form of history, culture, household production and other advantages (Mintorogo et al., 2005) that can support the household economy. According to Junaedi et al., (2017); Syarif & Wijaya, (2019) stated in the study that thematic villages are a village development program with certain characteristics that are the flagship of the village so that it can open new tourist destinations based on local wisdom that highlight the potential of the village through

empowerment to improve community welfare.

So based on this description, this research focuses on villages that have tourist attractions, in accordance with local potential (in the area). From this, it can be seen how the management of tourist villages in the city of Surabaya is seen from the structure and framework of its management.

### **Surabaya City Government Policy**

Kampung is part of tourism. This is because the village has special characteristics and cultures that have potential and can be used as a Village Tourism Attraction. Based on (RIPDA Surabaya, 2017) Surabaya City has 22 villages that have Tourism Attractions (DTW), namely 5 villages from central Surabaya; 4 villages of North Surabaya; 6 East Surabaya Village; 2 South Surabaya Village and 5 West Surabaya Village.

However, since the Covid-19 pandemic, the development of villages in Surabaya City has also decreased, especially in the management of local resources. Based on the results of a survey conducted in January 2022, it is known that the cause of the decline in buyer interest is reduced and the price of raw materials is also expensive. It was conveyed by Widyastuty & Rukmana, (2022) that there were 9 DTW Villages out of 22 villages that experienced a decline, namely Maspati old village, mushroom village, Semanggi village, Paving village, Tempe village, Dolly village, Bratang Binangun green

village, Sewing village, and Fisherman village. So based on these issues, this research focuses on 11 DTW Villages in Surabaya. Furthermore, these 11 DTW villages were scored in accordance with the principles of tourism sustainability (Minister of Tourism and Creative Economy, 2021), namely, social and economic sustainability, cultural sustainability, environmental sustainability.

### **RESEARCH METHODS**

Data collection in this paper was conducted through the following methods:

#### **Interviews**

This method involves gathering data and information by directly posing questions to the interviewees. The questions are directed towards understanding the structure and management framework. The variables used in this study are based on adopting criteria from the Ministry of Tourism and Creative Economy namely, a) have an Organization, b) Have a financial plan and funding sources, c) stakeholder involvement d) have competent human resources, e) Have management guidelines, f) strategy documents and action plans, g) strategies or plans are clear and available online, h) stakeholder cooperation in developing plans, i) the content of the action strategy plan refers to sustainable tourism development, j) the village has specific socio-economic, cultural and environmental indicators and targets that can be quantitatively measured and the results identified, k) Measurement of

indicators and results is carried out and published at least annually, l) the village has evidence of reporting and monitoring of actions and results documented in writing, m) the village conducts a review of the previous monitoring system and schedules for the next review (in the future), n) The current condition of the village.

### Observation and Scoring

This method involves collecting data by recording information as observed by the researcher during fieldwork. Observation in this study was carried out to identify the potential issues in the planning area. Simultaneously, scoring was applied to assess the structure and management framework, adopting criteria from the Ministry of Tourism and Creative Economy.

Compatibility = (Number of Compatibilities)/(Total Compatibilities) =  $\frac{7}{14} \times 100\% = 50\%$

This paper employed both quantitative descriptive and evaluative descriptive approaches. To ensure the validity of the research findings, the researcher employed the triangulation technique. Quantitative descriptive analysis was

conducted using scoring techniques in Herbal Village Nginden. Subsequently, evaluative descriptive analysis was employed using the structural and management approach adopted by the Ministry of Tourism and Creative Economy. The existence of Herbal Village Nginden has persisted during the COVID-19 pandemic. Moreover, its management is carried out by the local community, making it intriguing for further investigation into the structure and management framework of Nginden Tourism Village.

## RESULTS AND DISCUSSION

The evaluation of the Tourism Village (DTW) in this research focused on Herbal Village Nginden, based on scoring analysis in addressing the first research problem. Subsequently, an evaluation process of the village's structure and management is carried out in accordance with sustainable tourism criteria. To ensure the validity of these evaluation results, this research also incorporates research triangulation.

**Table 1.** Evaluation of the Structure and Management Framework of Herbal Village Nginden, Surabaya

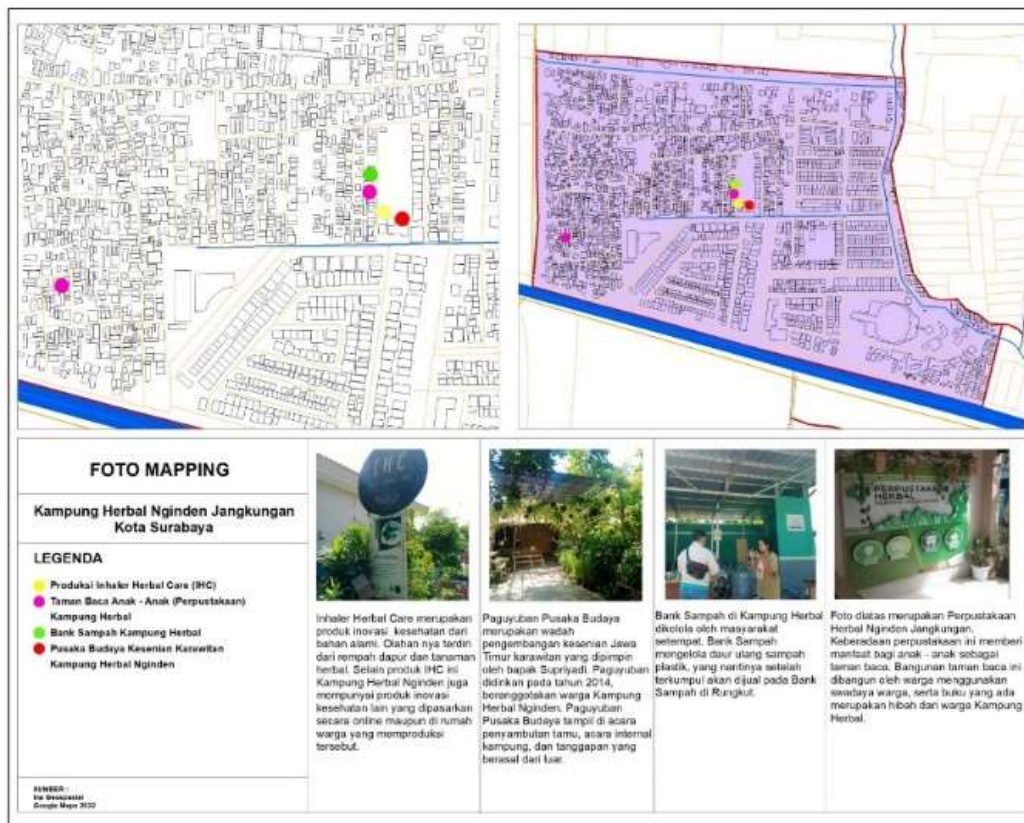
No.	Parameter	Existing Conditions	In accordance	Not in accordance
1.	A destination possesses relevant and accountable organizations or groups.	Herbal Village Nginden in Surabaya has organizations such as waste bank cadres, Micro, Small, and Medium Enterprises (MSME) cadres, and cadres involved in social and cultural activities.	√	
2.	A destination has financial plans, budgets, and sustainable funding sources	The financial plans and budgets for Herbal Village are derived from the community's activities, especially when participating in	√	

No.	Parameter	Existing Conditions	In accordance	Not in accordance
3.	A destination involves various stakeholders and partnerships in various sustainable management activities	thematic village competitions at both the municipal and national levels. Partners involved with Herbal Village Nginden include government agencies and academic institutions (such as Petra University Surabaya, UNIPA Surabaya, etc.).	√	
4.	A destination has human resources with interest, commitment, and relevant experience to manage the organization	The human resources in Herbal Village have an interest and commitment to managing the village, evidenced by achievements at both municipal and national levels.	√	
5.	A destination has governance guidelines and processes that demonstrate compliance and concern for sustainable principles. They are transparently created, socialized, and accessible. This is applied in operational partnership activities that require the formulation of contracts for the commitment to sustainability.	The governance process in Herbal Village is coordinated by Mr. Irwan, involving various activities with the village's PKK (Family Welfare Empowerment) organization. One of its activities includes the collaboration of the waste bank in Herbal Village Nginden with the waste bank in Rungkut.	√	
6.	A destination possesses a strategic document and action plan (Long-term/Medium-term/Short-term) that is accessible.	The strategy and action plans in Herbal Village are managed by the village itself.	√	
7.	The strategy/plan is clear and available online.	The strategy or plan in Herbal Village is not yet available online		X
8.	The destination involves stakeholders in developing plans	Herbal Village involves stakeholders in plan development. For example, there is a waste bank building, a child-friendly library building, and the production of Herbal Care Inhaler (IHC) products	√	
9.	The content of the action plan strategy refers to the principles of sustainable tourism, The study of assets, issues, and risks is documented in the planning document.	The strategy and action plans in Herbal Village Nginden, Surabaya, already adhere to the principles of sustainable tourism.	√	
10.	In addition to sustainable principles, the strategy and action plans must incorporate elements of the Sustainable Development Goals (SDGs) policy	The strategy and action plans in Herbal Village Surabaya have implemented point 11 of the SDGs criteria, creating inclusive, safe, resilient, and sustainable cities and human settlements.	√	
11.	The destination has specific indicators and targets related to social, economic, cultural, and environmental aspects that can be quantitatively measured and identified.	Herbal Village Surabaya already has specific targets in the social-economic field, such as Herbal Village MSME activities, in the cultural field, the existence of a cultural heritage association for the development of East Java karawitan activities, and in the environmental field, the management of the Waste Bank.	√	
12.	Indicator measurement and results are conducted and published at least annually.	Indicator measurement has been conducted and published by Herbal Village Nginden every year.	√	
13.	The destination has evidence of reporting and monitoring	Herbal Village already has evidence of reporting and monitoring that is accountable to the village authorities.	√	

No.	Parameter	Existing Conditions	In accordance	Not in accordance
14.	actions and results documented in writing The destination conducts a review of the previous monitoring system and schedules the next review (in the future)	Herbal Village Nginden has already conducted a review of the previous monitoring system.	√	

Source: Data Processed (adopting criteria from the Ministry of Tourism and Creative Economy) (2023)

**Figure 1.** Photo Mapping of Nginden Herbal Village, Surabaya



Herbal Village Nginden has successfully implemented the structure and management framework of the Tourism Village (DTW) with a commendable 92%, contributing to the realization of sustainable tourism. Several research findings, as presented by various parties involved in the evaluation of the structure and management of Herbal Village Nginden, support this achievement in establishing a sustainable village. In a study by (Wayansari et al, 2019),

activities in Herbal Village Nginden are consolidated into a community-based educational program aimed at creating a learning society. The program encompasses education, health, culture, environment, and economics, making Herbal Village Nginden a recognized platform for community participation and a driving force behind the development of a learning society. Notable examples include the presence of a library as an educational resource for children, waste

management of both organic and non-organic materials, with the proceeds being sold to the Surabaya Waste Bank, and, as highlighted by Hidayatunnikmah, Nuraini, Latifah, and Puspitaningrum (2022), the innovative use of herbal ingredients in the production of products such as the Herbal Care Inhaler (IHC) in the health sector. According to (Purwanti & Rosdiana, 2020), Herbal Village Nginden aims to function as a small lung of the city and a nurturing environment beneficial to the community. The community's activities in Herbal Village Nginden, involving the cultivation of TOGA (Traditional Medicinal Plants), are indicative of the greening efforts in the region (Wayansari et al., 2019). Currently, it can be asserted that the management of Herbal Village Nginden is conducted through the implementation of a sustainable system. This is supported by the community's continuous learning and active participation in regular training sessions organized by various institutions, organizations, and community engagement initiatives led by students in the vicinity of Surabaya (Wayansari et al., 2019).

## CONCLUSIONS AND SUGGESTIONS

Nginden Tourism Village has a high category value in the evaluation of its well-structured management framework, particularly in terms of community participation. This is supported by a management approach that involves human resources from the local community.

According to the evaluation results of the structure and management framework of Kampong Herbal Nginden Surabaya, the village scored 92%, indicating its orientation as a smart village, serving as a platform for community learning.

Despite these positive aspects, the research findings also reveal several shortcomings that need evaluation, particularly concerning the development of sustainable tourism villages. For instance, there is a need to evaluate the role of the Surabaya City government through tangible programs to support sustainable tourism villages. The inclusion of such evaluations can address the deficiencies identified in this paper.

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