

RISK MANAGEMENT OF BIRDWATCHING SAPORKREN TOURISM DESTINATION, RAJA AMPAT

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Abstract: Raja Ampat is a famous tourism object for diving with hundreds of beautiful spots. However, there is a tourism spot which is specialized for birdwatching at Saporkren in Raja Ampat. Compared to the number of tourists coming for diving, those coming for birdwatching is low. This paper aims to analyze risk management of Saporkren in coping with current issues, specifically, (1) to identify the main current problem with its consequences and causes, and (2) to provide possible solutions. This study employed problem and solution trees (PASTs) analyses. The respondents interviewed include forest group leader who manages the birdwatching area, the staff members of West Papua Natural Resources Conservation Agency, the tour guide leader, the tourist, and the local government officer. This study figured out the main problem is the low number of tourists coming to Saporkren. This is due to the lack of interesting attractions, facility, quality of tour guide and security related to the issues of riots and Covid-19, leading to the root cause of lack of commitment and cooperation between management of Saporkren and its stakeholders. Based on the possible solutions, the birdwatching Saporkren can exploit the potential attractions like exotic wildlife, local cuisine festivals and competitions in Saporkren to develop and prepare the implementation of standard procedures of Covid-19.

Keywords: main problem, problem tree analysis, solution, solution tree analysis

Abstrak: Raja Ampat merupakan obyek wisata selam yang terkenal dengan ratusan spot yang indah. Namun, ada tempat wisata di Saporkren di Raja Ampat yang khusus untuk birdwatching. Dibandingkan dengan jumlah wisatawan yang datang untuk menyelam, wisatawan yang datang untuk birdwatching tergolong rendah. Tulisan ini bertujuan untuk menganalisis manajemen risiko Saporkren dalam menghadapi isu terkini, khususnya (1) mengidentifikasi masalah utama saat ini dengan akibat dan penyebabnya dan (2) memberikan solusi yang memungkinkan. Penelitian ini menggunakan problem and solution trees (PASTs). Beberapa responden yang diwawancarai seperti ketua kelompok tani hutan (KTH) yang mengelola kawasan birdwatching, staf Balai Besar Konservasi Sumber Daya Alam Papua Barat, pemandu wisata, wisatawan, dan pemerintah daerah. Studi ini menemukan masalah utama adalah jumlah wisatawan yang datang ke Saporkren rendah. Penyebab masalah utama adalah kurangnya atraksi yang menarik, fasilitas, kualitas pemandu wisata dan keamanan akibat isu kerusuhan dan Covid-19, menyebabkan akar masalah kurangnya komitmen dan kerjasama antara manajemen Saporkren dan pemangku kepentingannya. Berdasarkan solusi yang mungkin dilakukan, birdwatching Saporkren dapat memanfaatkan potensi atraksi seperti wisata hewan eksotis, festival makanan lokal dan kompetisi untuk mengembangkan dan mempersiapkan penerapan prosedur standar Covid-19.

Kata kunci: masalah utama, problem tree analysis, solusi, solution tree analysis

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INTRODUCTION

West Papua Province in its 2017-2022 Medium-Term Regional Development Plan (RPJMD) has one of its missions to improve the competitiveness of the tourism-based regional economy and investment. In addition, the acceleration of the development of cultural and natural tourism through the development of socio-cultural potential and biodiversity is also included in the theme of the development of the West Papua Province in its 2015-2019 National Medium-Term Development Plan (RPJMN). This illustrates that tourism is a sector that receives attention in the development plan of West Papua Province. The tourism sector in Indonesia has a major contribution to the country's economy (Kusumawardhani, 2019).

West Papua Province has a complete natural resources, both land and water, starting from the vast mountain forests and sea areas with high biodiversity. In addition to natural beauty, community culture can also be used as an attractive tourism destination. The Culture and Tourism Office of West Papua Province intended to make a greater contribution to its Regional Revenue (PAD) from the tourism sector in the area. Now it is time for the tourism potential to be managed in a modern way, for greater contribution to its local economy.

Raja Ampat, a district in the West Papua Province, is famous as a tourism destination not only in Indonesia but also abroad. The number of domestic and foreign tourists has increased from 18,450 visitors in 2014 to 43,910 visitors in 2018 (BPS Raja Ampat Regency, 2019). The majority of tourists visited Raja Ampat for water attractions such as diving and snorkeling, although Raja Ampat also has other attractions such as birdwatching at Saporkren. In 2018 of the total 43,910 tourist coming to Raja Ampat, only 1,100 tourists visited Saporkren, and this figure was lower than the target, i.e. 10 percent of tourists coming to Raja Ampat.

Besides the target is still far achieved, the riot situation that occurred in Papua has caused several countries to issue travel warnings. Yet, the outbreak of the Covid-19 case caused lockdown in many countries, and tourism is the sector that was heavily impacted. This paper aims to analyze the risk management of Saporkren, specifically identifying the main problems with their causes and consequences and analyzing possible solutions This

research uses a qualitative approach, which is carried out by means of interviews, observations, and Focus Group Discussions.

METHODS

Birdwatching of Saporkren is located in Saporkren Village, South Waigeo District which is a part of the West Waigeo Nature Reserve, Raja Ampat District. Saporkren is located under the working area of West Papua Natural Resources Conservation Agency (West Papua BBKSDA). The area is managed by forest farmers group (KTH) of Saporkren (KTH Saporkren) under the guidance of West Papua BBKSDA to become an ecotourism site. The study was conducted from October 2019 to July 2020.

Data collection was done through identification and study of primary data and review of secondary data. The study of primary data was carried out through surveys, interviews, FGDs of respondents such as West Papua BBKSDA, KTH Saporkren, experts, partners, and observers of ecotourism, as well as field observations. Secondary data obtained from a review of various information about ecotourism originating from West Papua Natural Resources Conservation Agency (West Papua BBKSDA) and KTH Saporkren, papers, journals, research results, and other publications related to ecotourism development.

Problems and solution trees (PASTs) analysis were used in this study. PASTs are used to determine the root cause of a major problem and identify effects and also possible solutions (AusAID, 2003). Problem analysis involves identifying what the main problems are and establishing the cause and effect relationships between these problems. The key purpose of this analysis is to try and ensure that 'root causes' are identified and subsequently addressed in the project design, not just the symptoms of the problem. Problem analysis should be undertaken as a group learning activity involving stakeholders, including beneficiaries, who can contribute relevant technical and local knowledge. The application of brainstorming and problem trees allowed the integration of the concept and opinion of the actors objectively, so that problems that affect the tourism could be identified (Martelo et al. 2018). In this case, there are the forest group leader who manages the

birdwatching area, the staff members of West Papua Natural Resources Conservation Agency, the tour guide leader, the tourist, and the local government officer from Department of Tourism. The hypothesis regarding the effect of low number of tourist is constructed based on the data collected by the researchers. PASTs are widely used in research in developing countries (Snowdon et al. 2008). Figure 1 shows the PASTs, starting from the main problem or focal issue with the effects and possible solutions.

RESULTS

Based on ISO 31000: 2018, risk management generally consists of principles, frameworks and risk management processes. This paper only discusses the main problems faced by birdwatching in Saporkren, and then the consequences or effects of those problems which are done qualitatively. Afterwards, an analysis of possible solutions based on the problem at hand is conducted. Thus, based on the FGD and interviews, problem and solution trees are constructed for the birdwatching Saporkren

Main Problem, Cause and Effect

In conducting problem tree analysis, the following steps are taken, (1) identifying and listing the main problems, (2) identifying core problems, (3) identifying cause and effect, (4) checking the logic, (5) drafting the problem

tree diagram, and (6) dealing with overall constraints. After this steps were completed, FGD was conducted in January 2020 to explore the target of 10 percent of Raja Ampat visitors coming to Saporkren could not be achieved. Researchers used this FGD to absorb ideas about what can be done to increase Saporkren visitors. The FGD was held with participants from KTH Saporkren, West Papua BBKSDA, Indonesian Tourism Association (HPI) of Raja Ampat, tourists and the Raja Ampat Regency Tourism Office. The main problem figured out was the lack of tourists coming to Saporkren, still far from the target. . In Figure 2, the problem tree was created based on the brainstorming carried out. Below the focal issue is the causes that cones on the root cause, while above the focal issue is the effects or consequences of the problem. The low number of tourists visiting Saporkern is due to the lack of interesting attractions and the limited tourist facilities as well as the limited ability of tour guides. This is due to the lack of exploitation of tourism potential in Saporkren and guides who have not been trained and certified. On the other hand, the riots caused several countries to issue travel warnings and Covid-19 worsened the problem of security both from the riots and health security related to the spread of Covid-19. This illustrates the lack of good coordination between institutions both local governments with non- governmental institutions as well as the community. The root of the problem is caused by the lack of commitment and cooperation of management of birdwatching Saporkren and its stakeholders.

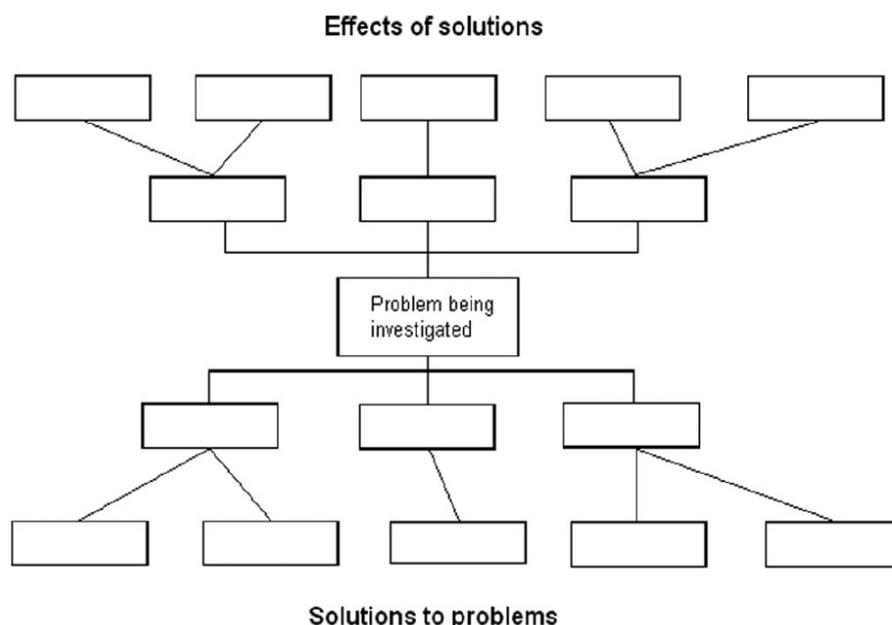


Figure 1. Problem and solution trees (Snowdon et al. 2008)

The focal issue, the lack of tourists coming to Saporkren causes the consequences or effects of limited revenue from tourism. This causes a poor improvement in the performance of tourism and labor force that are absorbed in tourism. Finally, this has led to limited improvement in the local economy from tourism in Saporkren.

Possible Solutions

Based on the problem tree analysis shown in Figure 2, the possible solutions can be seen in Figure 3. Increasing the number of tourists visiting Saporkren can be done by increasing the number of interesting attractions and providing tourism facilities that can be done by exploiting the tourism potential in Saporkren. To improve the ability of tour guides can be done by following the guide certification program of HPI. To improve security related to riots and Covid-19, it is necessary to build good coordination. All of these things require strong commitment and cooperation from the management of birdwatching Saporkren and its stakeholders.

The consequence of the increasing number of tourists coming to Saporkren will be increasing revenues from tourism. This will cause a large improvement in tourism performance and employment which will ultimately improve the local economy. In accordance with the objectives of the government that aims to make the tourism as a leading sector, birdwatching tourism in Saporkren is expected to improve the local economy of the community while preserving the environment.

KTH Saporkren is the Saporkren Village forest management authority that was formed by the Saporkren Village community together with the West Papua BBKSDA in 2017. KTH Saporkren is also an institution managing ecotourism activities in Saporkren Village. The Saporkren village government as a policy maker in the village, grants permits, and provides support for the development of basic infrastructure in the village that can support ecotourism. West Papua BBKSDA as a government authority that manages conservation areas, namely the West Waigeo Nature Reserve which is used for some ecotourism activities. West Papua BBKSDA provides assistance and increases the capacity of human resources in the utilization of environmental services and forest protection, providing assistance in supporting business facilities and ecotourism activities.

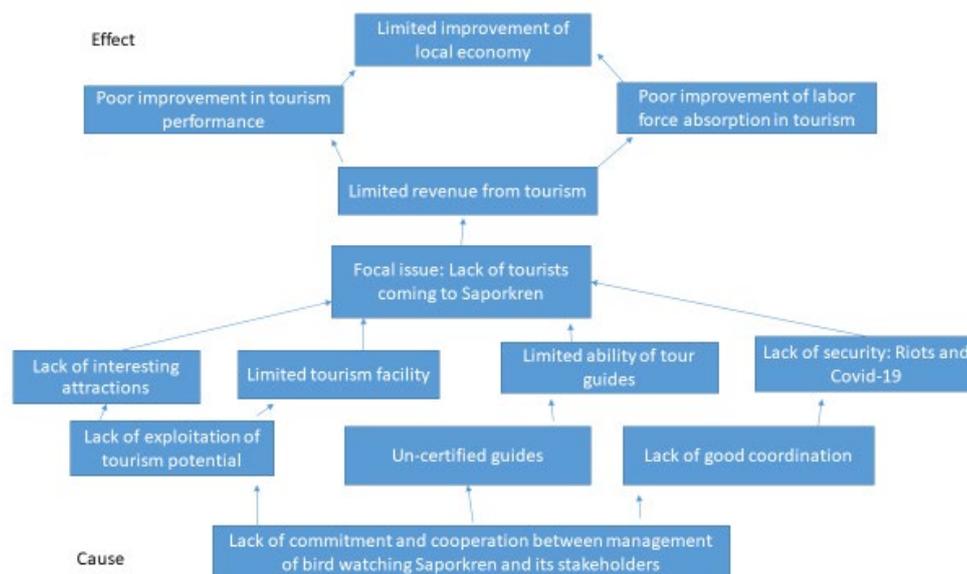


Figure 2. Problem tree analysis

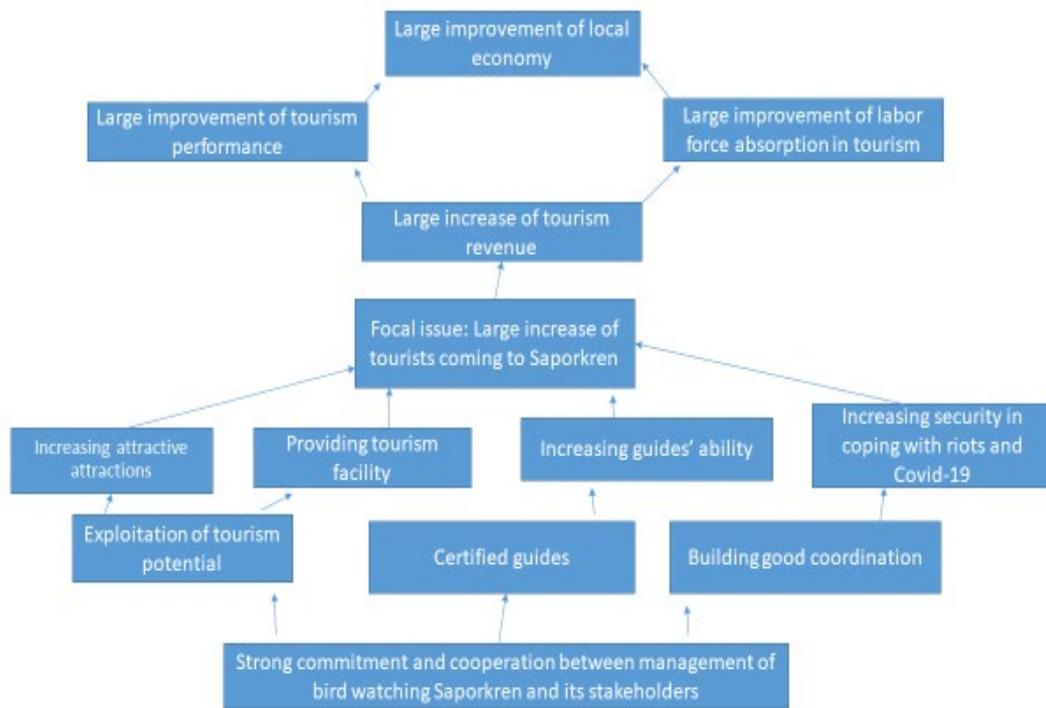


Figure 3. Solution tree analysis

The number of birdwatching tourists at Saporkren, totaling 1,100 people in 2018 is considered to be far from the target and needs to be increased. According to Nikijuluw et al (2017), on average with an area of observation area of 300 m², the maximum number of tourists allowed is 24 people in Saporkren per day, with the frequency of visits 60 times per year. That means, the number of visitors can still be increased to the number of 1,440 visitors per year for 300 m². As there are 13 spots of birdwatching in Saporkren, assuming the observation area is around 300 m² for each spot, a total of 18,720 visitors are allowed to visit Saporkren. In order to achieve the remaining number of visitors expected, it can be obtained from other tourist attractions that can be developed at Saporkren.

In contrast to the amazing tourism potential, Papua is classified as less safe due to some riots. This causes a number of countries to issue travel warnings for their citizens who want to go to Indonesia (Verdiana, 2019). They were especially asked to reconsider if they wanted to travel to Papua. Travel warning was issued by the Government of the United States (US) on December 28, 2019. While the British Government issued a travel warning to Indonesia by stating there were demonstrations in Papua and West Papua. A warning to avoid Papua was also issued by the Canadian Government on 18 December 2019 for the same reason as the United

Kingdom. While Australian travel warnings mentioned the risk of terrorist attacks remains high in Indonesia and Australians have also been warned about riots in a number of cities in Papua and West Papua since August 2019. This travel warning has become very influential amidst the efforts of the Government of the Republic of Indonesia (RI) to reach the target tourist visit.

Besides the travel warning case, with the outbreak of the Covid-19, tourism experienced a great impact. The Australian Government also released travel advice to Indonesia which was categorized as a high degree of caution exercise based on the website of smartraveller.gov.au. Travel advice was issued because Indonesia is considered to have limited facilities to test and control infections, as well as the risk of corona virus transmission.

The emergence of reported case of the Covid-19 in March 2020 in Indonesia, it was immediately responded by the Sorong City Government by quarantining the region. Regional quarantine is done by closing all transportation access to and from Sorong, both the airport and the ship port. This is very influential for tourism activities in Raja Ampat, because transportation access to Raja Ampat must go through Sorong. With the closure of Sorong (lockdown), tourism activities in Raja Ampat stopped. This is very influential for Saporkren

ecotourism, because there are no visitors who come, the homestay business in Saporkren will get a big impact that can even lose 100% due to closed tourist activities. However, this has not been felt until October.

In normal conditions, October - March is the high season in Raja Ampat while between April and September the number of tourists decreases, especially June - September when the number of tourists is low and stagnant, only in October - December there is an increase in the number of tourists. The decline in the number of tourists during March was not recognized because it is currently in a phase of decreasing number of tourists (in normal conditions). If Covid-19 lasts a long time until October when there is an increase in the number of tourists (under normal conditions), the decrease in the number of tourists will be recognized and this is the critical phase.

Problem and solution trees analyses have been conducted as can be seen in Figure 2 and 3. Based on the consultation with stakeholders implementing birdwatching tourism, KTH Saporkren and West Papua BBKSDA, there are two possible solutions that can be done. First, to exploit the potential that exists in Saporkren in addition to birdwatching. This allows the emergence of diversification or other interesting attractions that can increase the interest of tourists to come and stay longer. Management innovation is an important strategic key in developing the potential of this tourism area. The challenge of innovation becomes quite important, especially to ensure and increase the number of visitors (Suroso, 2017). Some possible attractions that can be done are seeing exotic wildlife such as crocodiles and snakes, adding cultural activities such as traditional culinary, bamboo music and dance performances, and trekking. Places that market local cuisine and entertainment will also have a positive impact (Khan, 2003). Saporkren stakeholders should identify representatives of popular local food products to serve as their brands, and this products must be situated in the local culinary culture context for storytelling. Culinary tourism becomes meaningful when it becomes a tourism package (Horng and Tsai, 2011). Training and assistance from West Papua BBKSDA and Fauna & Flora International will be conducted to find out how to deal with exotic animals such as snakes and crocodiles. The desire to see other wildlife is also a concern of tourists who do birdwatching in Australia (Green and Jones, 2010). The Saporkren village government can communicate with the Raja Ampat District government

to create and train a group to perform Papuan dance and bamboo music typical of Papua and present local culinary specialties of Raja Ampat and Papua. Furthermore, the attractions offered are also expected to increase contributions to local economy (Hvenegaard et al. 1989). Along with the development of potential local attractions, tourism facilities also need to be developed. In addition, through the Raja Ampat Indonesian Guides Association (HPI), Saporkren tour guides will be registered as members and receive standard and advanced training as guides.

Second is a good coordination in dealing with security issue from the riots and Covid-19. The Covid-19 pandemic has shown how the unknown risks with increasing elements of uncertainty can impact most companies or organizations in a big way, regardless of the size or industry (Tanjung et al. 2021). It is necessary to coordinate with other parties for the security of tourists who come to Saporkren. Safety and security are one of the pull factors for tourist activities in a tourist destination. The security of tourist attractions not only depends on the government, but also starts from the community or tourist destination (Wicaksono and Pengestuti, 2019). The Raja Ampat local government is aware of the importance of tourism and needs to improve security so that tourists can enjoy tourism with a sense of security (Kakisina, 2018). The task force on handling the Covid-19 West Papua Province pushed Raja Ampat Regency to soon become a Covid-19 free area to revive the tourism sector in the area (papua.bisnis.com, 2020). This shows the seriousness of the local government in anticipating Covid-19, and the management of birdwatching Saporkren needs to prepare new standards and protocols when tourism reopens. Good and sustainable tourism management is expected to be able to provide opportunities for economic growth in a tourism destination (Hutauruk, 2017). In cooperation with the task force, tourists who come must have a free Covid-19 certificate, the local government will provide inspection facilities and make procedures for implementing tours with the new normal

Managerial Implications

This study confirms that the lack of tourist visits is due to the lack of potential exploitation and good coordination. Improvement in tourist visits can be done by utilizing Saporkren's potential beside birdwatching and good coordination among the stakeholders to manage the risk during riots and Covid-19. Risk

control is preventive and anticipates risk (Rifai et al, 2020). The most important process of risk management is risk control efforts (Januarti et al, 2020). To deal with the Covid-19 issue the tourism authority, specifically the Ministry of Environment and Forestry, have carried out control efforts through the West Papua BBKSDA, in cooperation with Fauna & Flora International, Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ) or the Federal Ministry for Economic Cooperation and Development, Oro Verde Die Tropenwaldstiftung, Darwin Initiative, Papua Nazaret Foundation, Indonesian Raja Ampat Geopark, Manfred Hermsen Stiftung für Natur und Umwelt, and Maniambyan Raja Ampat Foundation. Risk management implementation can increase competitiveness for implementer organizations as well as for their members (Priyarsono and Munawar, 2020). There are three stages that have been prepared. First, during the emergency response phase (March - May 2020), what will be done is the provision of assistance in spraying disinfectants and cleaning tools or materials for homestay, lodging, resorts, and hotels. Then, awareness of Covid-19 to tourism actors who are in remote locations, by making education media about Covid-19 appropriately and effectively as well as socialization and facilitating access to health services. Second, in the recovery phase (June - December 2020), what will be done is capacity building through the provision of educational media, such as modules, reading material, and tutorials, afterwards, the preparation of promotional media such as videos, brochures, and publication assistance. There will also be a direct cash or capital assistance and cooperation with the Regional Government (Raja Ampat District and West Papua Province), the private sector, schools, and universities to bring tourists for comparative studies, study tours, and field trips. Finally, at the normalization stage (January - December 2021), what will be done is to increase domestic and foreign promotions through social media, influencers, and exhibitions. Dominant risks in order to get the right attention and action to minimize the negative effects that can be caused so that this planning process can run smoothly (Indraswari PJ et al. 2018). Then, the establishment of festivals and competitions, risk management training for tourism players in the field of finance regarding revenue alternatives and cooperation with tour operators by giving special discounts. It is corresponding to when pandemic occurs, hotels can provide special offers (Ilham, 2020). Providing special rooms for self-isolation is also an important marketing strategy (Kaniyasari et al. 2021).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Saporkren with birdwatching attraction is one of the tourist destinations in Raja Ampat. Saporkren has a major problem with the lack of tourist visits that are far from the target. This is due to the lack of potential exploitation and good coordination which results in a lack of commitment and cooperation between the management of birdwatching Saporkren and its stakeholders. As the consequence or effect of the lack of tourists is the lack of revenue from tourism which causes a limited improvement in the local economy. This is in accordance with the result according to Setyadi et al. (2012) which states that active community participation has an influence on the development and progress of tourist destinations. It means the management of birdwatching Saporkren and its stakeholders have to cooperate better to develop the tourist destination. It is also stated that promoting tourism in rural environments requires concerted action by all parties involved (Albacete-Saez et al. 2007).

Recommendations

The lack of revenue from tourism which causes a limited improvement in the local economy is the main problem to solve. Serving local cuisine and performing dances can be done to elevate the local culture and economy. Based on the problem, there are two possible solutions carried out by the management of birdwatching Saporkren by exploring the existing tourism potential and building good coordination in preparing for the opening of Saporkren. Hopefully these solutions can bring improvement in the local economy.

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