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#### ***Collaborative Governance In The Development Of Tourist Village In Karangsalam Village, Baturaden District, Banyumas Regency***

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#### **ABSTRACT**

Tourism is one of the important sectors that has great opportunities in the community to be developed. The development of tourism in Indonesia is expected to be able to make a major contribution to the economy in Indonesia. In addition, the existence of tourism in Indonesia can also improve the welfare of the community, where Indonesian tourism is a development of the tourism village-based tourism model. One of the tourism village-based tourism is in Banyumas Regency, namely Karangsalam Tourism Village. This village forms a tourist village with the aim of making the people in it independent. The research method used is descriptive research with a qualitative approach. The focus of the research is the aspect of the collaborative governance model which is focused on the Tourism Village in Karangsalam Village, Baturaden District, Banyumas Regency. The informants of this research were the Head of Karangsalam Village, Director of Tourism Village and Management, Village Supervisory Board, and the environmental community around Karangsalam Village. Data collection techniques are interviews, observation and documentation. The data analysis technique uses the Cresswell analysis model, while the data validity uses triangulation to obtain valid data. The results of this study indicate the form of the collaborative governance process carried out, namely to analyze the development of tourist villages in Karangsalam Village, Baturaden District, with the Tourism Village in Karangsalam Village being able to make the community independent from various community affairs and increase local community income and specifically be able to contribute to the village's original income.

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**Keywords;** Tourism, Tourism Village, Collaborative Governance

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## A. INTRODUCTION

Indonesia is one of the countries that is awarded a lot of natural resource potential. This is because Indonesia is one of the largest archipelagic countries in the world. According to the Central Statistics Agency, Indonesia has more than 16,000 islands, of which only about 7,000 are inhabited. The conditions owned by Indonesia make Indonesia a tourist destination. Tourism is one of the important sectors that has great opportunities to be developed that can make a major contribution to the economy in Indonesia. Tourism in Indonesia is expected to be able to improve the welfare of the community, where Indonesian tourism is a tourism model that is being developed into tourism village-based tourism (Prafitri, 2016). The development of tourist villages in Indonesia began in 2007 when the Indonesian government launched the Visit Indonesia program as an effort to promote the tourism sector in Indonesia to local and foreign tourists.

The basis for developing tourist villages is strengthened by the issuance of Government Regulation of the Republic of Indonesia Number 50 of 2011 concerning the Master Plan of Tourism Development for 2010-2025, which states that one of these developments includes national tourism institutions. Based on data from the Ministry of Culture and Tourism until 2012 there were 978 tourism villages developed in Indonesia. This number increased sharply compared to the previous four years, namely in 2009 which only recorded 144 tourism destination villages. The development of tourist villages is certainly driven by several aspects, namely institutions, tourist attraction objects, and tourism facilities and infrastructure (Prafitri, 2016). Indonesian tourism is tourism that comes from the people, by the people and for the people (Kirana, 2020). Components of the main actors that drive the wheels of tourism development include the government, the business or industrial world, the community (including community leaders, religious leaders, the press, NGOs, and academics). The development of the tourism sector is in dire need of optimal carrying capacity. The carrying capacity in this case is an important point in the development of tourism such as the carrying capacity of the environment and the carrying capacity related to capital, accessibility, public infrastructure and public facilities. Therefore, it takes a cooperation and integrity of the actors or stakeholders in it.

**Table 1. Tourism Village Management Nominations for Advanced Category**

No	Village	Regency
1.	Kertayasa	Pangandaran
2.	Sukalaksana	Garut
3.	Kamiren	Banyuwangi
4.	Taro	Gianyar
5.	Punjulharjo	Rembang
6.	Sambirejo	Sleman
7.	Karangsalam	Banyumas
8.	Tridadi	Sleman
9.	Karangrejo	Magelang
10.	Bawuran	Bantul

(Source: Gatra.com)

Karangsalam Village is one of the tourist villages in Banyumas Regency. Karangsalam Village is a rapidly growing tourist village. This is because Karangsalam Village is the only tourist village in Banyumas Regency which is included in 28 archipelago tourism villages (Bambang, 2019). In 2019, Karangsalam Village successfully won 7th place in the 2019 Archipelago Tourism Village Competition for the Advanced Tourism Village category. The success of Karangsalam Village in achieving this achievement cannot be separated from the role of Mr. Daryono as the Head of Karangsalam Village who is able to motivate the residents of Karangsalam Village to develop the village and optimize the village's potential. There are many potential villages that can be utilized and developed in the tourism sector in Karangsalam Village. With the potential and natural beauty presented by Karangsalam Village, this village has been developed into a tourist village that is visited by many local or domestic tourists and has been recognized at the national level. The purpose of the establishment of the tourism village concept developed by the Karangsalam Village government is to build Karangsalam Village into an independent village through optimizing village potential. Karangsalam village is known for its very high tourist awareness. This Karangsalam village builds a synergy between the potential of nature and the potential of human resources that support each other.

**Table 2. Potential Tourism Villages in Karangsalam Village**

No.	Sector	Village
1.	Sector Agricultural	Karangsalam
2.	Sector Aminimal Husbandary	Karangsalam
3.	Sector Tourism	Karangsalam

(Source: Village Government Karangsalam)

In developing the tourism sector in Karangsalam Village, the government supports the development of the Karangsalam tourist village. The pattern of government in developing the region will have an impact on the progress of the region concerned. In this case, Karangsalam Village applies collaborative governance in developing its tourism sector. According to Jung (2009) Collaborative governance is a process of forming, driving, facilitating, operationalizing and monitoring cross-sectoral organizational arrangements in solving public policy problems that cannot be solved by only one organization or the public alone. In this context, collaborative governance is a model, where in developing an area, the government cannot independently manage its area, so that the role and function of the government is no longer dominant, the roles and functions of other stakeholders are needed to solve problems and accommodate public needs. Collaboration is one of the strengths to build a tourist village. The involvement of non-government parties in collaborative governance will contribute a lot both in terms of budget, innovation and other sides. This is important considering that the involvement of various elements will create synergy so that it can improve the progress of the Karangsalam Tourism Village.

## **B. METHOD**

This research was conducted using a qualitative approach. The purpose of this research is to interpret a symptom about the research subject. Describe the symptoms/phenomena of the research subject in depth from the results of data collection. The method in this research is using a qualitative approach (Bungin, Burhan. 2011). This study uses a descriptive approach based on the process of collaborative governance, which in this case is the management of Tourism Villages in Karangsalam Village, Baturaden District, Banyumas Regency. This research data collection is through

a process of interview, observation and documentation (Morgan, 2017). Informants were selected using a purpose sampling technique (Hektner et al. 2012: Nathan & Scobell. 2012). Data analysis uses interactive analysis (B. Miles et al. 2014) which aims to analyze in the first study and explanatory design to analyze in the interactive second study (Cresswell & Cresswell. 2018a). The target of this research consisted of the Head of Karangsalam Village, the Director of BUMDes and Management, the Village Supervisory Board, and the environmental community around Karangsalam Village. The informants were selected by purpose sampling in accordance with the research objectives (Cresswell & Cresswell. 2018a). The validity of this research data uses triangulation of source data and documents (Cresswell & Cresswell. 2018).

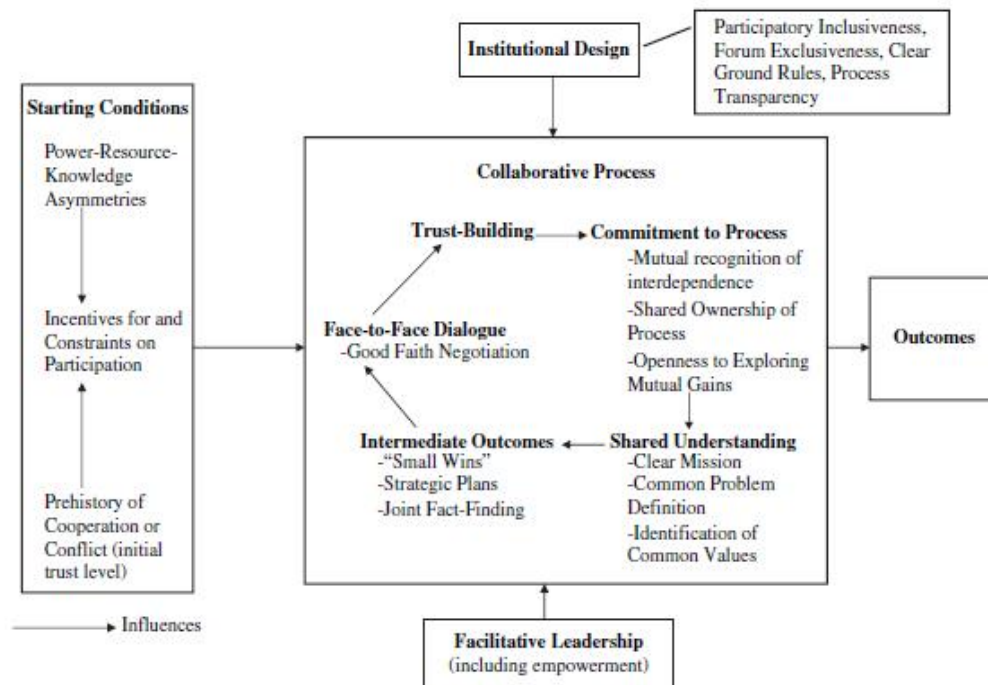
### **C. RESULTS AND DISCUSSION**

Collaborative governance emerged in the era of the governance paradigm where at that time society was growing so that the government faced more complex problems. On the other hand, the government also has limited time to overcome these problems, so it requires collaboration with external actors (Charalabidis., 2012). Ansell and Gash (2008) state that collaborative governance is a new strategy in governance that makes various policy makers gather in the same forum to create a common consensus. Furthermore, Ansell and Gash define collaborative governance as an arrangement of governance in which one or more public institutions directly involve non-governmental actors in a formal, consensus-oriented, and consultative collective policy-making process with the aim of making or implementing public policies. , manage programs or public assets.

According to Emerson et al (2012), collaborative governance is a management process in policy decision making that involves several actors/constructive stakeholders to achieve common goals. Meanwhile, according to Dwiyanto (2011), in collaborative governance there is a delivery of vision, goals and strategies in activities carried out between parties who collaborate to make decisions based on mutual agreement. Collaborative governance is an instrument used to solve a problem. Collaborative governance is the right instrument to confront the problem, because it is able to create "shared ownership" of the problem. Various actors have different perspectives in

viewing a problem. With this, the role of collaborative governance is as a mediator so that actors can formulate a mon understanding on a problem (Ansell, 2014).

**Picture 1. Process Collaborative Governance Chriss Ansell and Alisen Gash**



(Source: Chris Ansell and Alison Gash, *Collaborative Governance in Theory and Practice*. The Author 2007. Published by Oxford University Press on behalf of the Journal of Public Administration Research and Theory, Inc.Hal 8).

In collaborative governance, Ansell and Gash have four dimensions as references, namely initial conditions, institutional design, facilitative leadership and collaboration processes. The core process of collaborative governance is that there is a face to face dialogue, building trust, building commitment, sharing understanding and temporary results (Anshell and Gash in Islamy 2018). Karangsalam Village is one of the villages located in Baturaden District, Banyumas Regency, Central Java Province, which is increasingly known thanks to the very high tourism awareness of its citizens. In Karangsalam Village, synergy is built between the potential of natural resources (SDA) and the potential of human resources (HR) that support each other. This high community initiative to manage the potential that exists in Karangsalam Village is what became the initial spirit of the formation of a tourist village. Through village deliberation,

namely the Musrenbang (Development Plan Deliberation) which was attended by various elements including the village government, village institutions, community leaders, and youth, a decision was made to develop Karangsalam Village into a Tourism Village. To realize the shared hope, in 2014 a POKDARWIS (Tourism Awareness Group) was formed named Tirta Kamulyan. POKDARWIS Tirta Kamulyan has a vision that is to develop a tourism industry based on local wisdom for the sake of creating self-reliance for the people of Karangsalam Village.

POKDARWIS Tirta Kamulyan began to socialize to the community through BKM Rama Semar. The purpose of this socialization is to instill the character of the people of Karangsalam Village so that they are ready to be good hosts. The community is also provided with several trainings to increase their knowledge and skills such as heading, rescue, human resource development as tour guides, cash-intensive work, making knitting bags, making stick plates. Karangsalam Tourism Village is starting to develop, to continue to manage the development of tourism villages, the village government and POKDARWIS have a strategy of developing collaborative governance principles to develop Karangsalam Tourism Village. The involvement of third parties began to be maximized. As is the case in managing CAUB (Camp Area Umbul Bengkok) which is a tourist area managed by the private sector. In this case, the village government benefits from the annual rent for the CAUB land which is used as income for the village's original income (PAD). Five years Karangsalam Tourism Village has been established. With the collaboration between stake holders, the Karangsalam tourism situation will be better. However, it does not rule out the emergence of obstacles faced by stake holders, one of which is that many third parties or investors have come to develop Karangsalam Tourism Village. The disadvantage of this is that there are no special regulations contained in the AD/ART regarding the criteria for third parties who may invest in the tourist village.

The collaborative governance process in Karangsalam Tourism Village is:

1. Initial Condition (Starting Condition)

The head of Karangsalam village explained that in addition to the potential of natural resources and human resources in his village, the beginning of the formation of a tourist village was thanks to the existence of the urban

independent National Community Empowerment Program (PNPM) in 2007 in which Karangsalam village was considered quite good in implementing the program, so that Karangsalam Village received a reward in the form of Poverty Alleviation Program (P2KP) funds. In 2011, Karangsalam Village received the Community Based Settlement Environment (PLBK) program and received a reward of 1 billion which was used to create a tourist village concept and open an access route along 560m to the tourist area in Karangsalam Village. The enthusiasm of the surrounding community is getting higher, there are even some people who give up their land to make a road to the Curug Telu tourist attraction. With this development, the village government together with community leaders have also built parking lots, gates and trails for Curug Telu. Continued in 2014, Karangsalam Village received assistance from the central government in the amount of 300 million which was then allocated to continue the construction of access to Curug Telu. With this, slowly, infrastructure facilities to support tourism to Curug Telu are built. The community began to make tourist visits to Curug Telu, not only local residents but also residents from other villages.

## 2. Institutional Design

The institutional design was formed on the basis of village deliberation, namely the Musrenbang (Development Plan Deliberation) which was attended by various elements of the community including the village government, village institutions, community leaders, and youth, a decision was made to develop Karangsalam Village into a Tourism Village. To realize this shared hope, in 2014 a POKDARWIS (Tourism Awareness Group) was formed named Tirta Kamulyan as a tourism village management forum. POKDARWIS Tirta Kamulyan has a vision that is to develop a tourism industry based on local wisdom in a sustainable manner for the sake of creating community independence in various sectors of community life in Karangsalam Village.

## 3. *Facilitative Leadership*

Facilitative leadership is a factor influencing the success of the collaboration process. This, as stated by Ansell and Gash (2007), requires that the leader of a collaborative governance institution is someone who must have the ability to



facilitate all stakeholders who can commit to achieving common goals. In relation to the management of the Karangsalam tourist village, the head of the Karangsalam village is referred to as a facilitative leader, as a bridge channel in order to establish good communication between stakeholders. Not only related to communication, the village head also facilitates meetings or discussions between stakeholders.

## **1. Collaboration Process**

### *a. Face to Face Dialogue*

Face-to-face dialogue is one of the processes in collaborative governance. From the results of the research, the main process carried out by the Karangsalam Village Government is to conduct dialogue between stakeholders which is carried out directly through the pre-musrenbang (Development Plan Deliberation). This was done with the aim of discussing the concept of forming a Karangsalam Tourism Village. Those involved in this dialogue consisted of the head of the Karangsalam village, the head of planning, the village secretary, community leaders, religious leaders, and the private sector. The face-to-face dialogue carried out by stakeholders is also not only carried out to discuss the concept of forming a tourist village but is also intended to identify opportunities and mutual benefits. Face-to-face dialogue is also a process of building trust, mutual respect, mutual understanding and commitment to the process that will be undertaken by all stakeholders.

### *b. Trust building*

Trust building or building trust is the second stage in the collaborative governance process. In a collaboration it does not only contain negotiations, building trust between stakeholders is one of the collaborative governance processes that can have a positive impact on cooperation carried out by all stakeholders. The results of the research conducted in Karangsalam Tourism Village regarding building trust are related to preparing Curug Telu counter guards which were previously guarded by land owners but with the Karangsalam Tourism Village, Curug Telu has been managed by Pokdarwis

(Tourism Awareness Group). With this, the transparency of funds obtained from the entrance ticket to the waterfall can be managed properly.

*c. Commitment to process*

Commitment to process is one of the important variables in explaining success or failure in collaborative action. Commitment is also an important factor that can foster mutual motivation to be able to actively participate in collaborative governance. Commitment to the process is a form of developing bargaining in good faith for mutual benefit in order to achieve the desired policy and requires a willingness to carry out deliberation. In the research conducted in the Karangsalam Tourism Village, the Head of Karangsalam Village provided information that in this case the village government formed three units that support the development of tourist villages under Bumdes (Village Owned Enterprises), namely Unit I related to waste management, Unit II related to waste management. clean water sources and Unit III is related to POKDARWIS. The three units are interrelated in the development of tourist villages. In addition, the village head also appealed to the community to actively develop MSME products.

*d. Share understanding*

Share understanding or mutual understanding of joint decisions is a collaborative process that functions as an assessment activity to measure the extent of collective action in collaborative governance. With the success achieved by POKDARWIS in the development of tourist villages, namely in 2019 Karangsalam Village successfully won 7th place in the Nusantara Tourism Village Competition for the Advanced Tourism Village category. This success is a blessing and happiness for the people of Karangsalam Village. This shows that the collaborative actions taken by the village government with various stakeholders, especially POKDARWIS, have yielded results.

## **D. CONCLUSION**

Lesson learned from this research activity is to know firsthand the development activities in the Karangsalam Tourism Village, Baturaden District, Banyumas Regency

by using the concept of collaborative governance. With the concept of collaborative governance, the village government is able to form a collaborative governance process for managing tourist villages and can achieve the common goal of making Karangsalam Village an independent village in carrying out village development, namely based on local wisdom by forming a tourist village. Village communities can develop MSMEs simultaneously both around the tourist area and along the road to the tourist village area. This is also what can specifically increase the village's original income and in general can increase the income of the community.

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