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Abstract

This study aims to analyze the role and contribution of various parties in the implementation of collaborative governance for the development of tourist destinations in Sumberbiru Tourism Village, Jombang Regency. Several issues found in this study include the lack of effectiveness in managing tourist destinations, suboptimal institutions, and limited accessibility. This study uses a qualitative approach with a case study method and SWOT analysis to formulate a tourism development strategy based on field conditions. The results of the study show that the government plays a key role as a driver of collaboration between stakeholders, involving academics, the business sector, local communities, and the media. Each party contributes according to their respective roles and expertise, through various programs such as training, mentoring, provision of capital, and construction of supporting tourism facilities. The tourism development program created through this collaboration has proven effective in overcoming most of the existing challenges, although it has not completely resolved all the problems faced by the tourist village.

Keywords: collaborative governance, tourism village, Sumberbiru

1. Introduction

The tourism sector is one of the sectors that has received significant attention from the Indonesian government, which sees it as a major driver in the development of the national economy (Ministry of Tourism and Creative Economy, 2021). This sector is growing rapidly thanks to the natural wealth of various regions in Indonesia. However, to ensure effective management of the tourism sector, maximum involvement of various stakeholders is needed through the implementation of appropriate strategies and programs by tourism managers and parties responsible for developing tourist destinations (Tuohino & Konnu). In recent years, the Indonesian tourism sector has shown significant development and has made a major contribution to improving the country's economy. For example, the contribution of the tourism sector to Indonesia's Gross Domestic Product (GDP) increased from 4.11% in 2017 to 4.80% in 2019. Now, the tourism sector is not only focused on urban areas, but is also developing in rural areas in order to equalize economic growth throughout Indonesia.

Villages, as part of tourism development, have enormous tourism potential to be developed. Tourism villages are one of the important components in this sector because they emphasize cultural and environmental preservation (Ministry of Tourism and Creative Economy, 2021). The natural and cultural potential of villages provides great opportunities to be developed into tourist destinations that can contribute to the local economy (Nagy & Segui, 2019). The tourism village management program in Indonesia is in line with the 2020-2024 National Medium-Term Development Plan (RPJMN) which aims to accelerate the revival of the tourism sector and increase national economic growth (Ministry of Tourism and Creative Economy, 2021). However, the development of the tourism sector often faces various challenges that require solutions based on collaboration between various parties. One approach that can be used to overcome this problem is collaborative governance, which involves various stakeholders, such as government, community, academics, and the private sector, in designing and implementing policies and programs that can support the development of tourism villages.

One example of the success of utilizing natural potential for tourism development is the Sumberbiru Tourism Village. This village has succeeded in managing its natural potential into a tourism

area that also opens up new economic opportunities for the community. The process of managing this tourism is handed over to the Village-Owned Enterprise (TVE's), which is expected to encourage the development of the Sumberbiru Tourism Village further. Although the development of the Sumberbiru Tourism Village continues, there are still challenges that must be faced, especially in terms of the importance of cooperation between various stakeholders. A collaborative governance approach, which integrates academics, government, community, business sector, and media, is needed to face these challenges. Collaboration between various parties can create a major positive impact on the community and increase the competitiveness of tourism villages at the local and national levels. Through the implementation of collaborative governance, it is hoped that the Sumberbiru Tourism Village can continue to develop by optimizing collaboration between stakeholders, sharing knowledge, and prioritizing innovation that supports sustainable tourism management (Carayannis & Campbell, 2010). This approach is expected to strengthen the sustainability of the Sumberbiru Tourism Village despite facing various problems that arise.

Based on the initial research conducted, it was found that collaborative governance has been implemented by the Jombang Regency government through the Trade and Industry Service to support the development of the Sumberbiru Tourism Village. The government collaborates with various regional apparatus organizations and other stakeholders to encourage the development of tourism businesses in the village, thus providing economic and social benefits to the community. This study aims to explore more deeply the implementation of collaborative governance in tourism development in the Sumberbiru Tourism Village. It is hoped that the results of this study can provide insight into how collaboration between stakeholders can increase the competitiveness of tourism villages and create a sustainable and inclusive tourism management model in the future.

2. Method

This study uses a qualitative approach with a case study method, because the main focus of this study is to explore the implementation of collaborative governance in the development of tourism businesses in Sumberbiru Tourism Village. A qualitative approach is used to explore a deeper understanding of the meaning given by individuals or groups related to social and humanitarian issues that arise in the context of tourism destination management (Creswell, 2011). The case study method was chosen because it allows researchers to conduct in-depth analysis of the processes, events, or activities that occur in one or more research subjects in a specific context (Sugiyono, 2017). This approach is based on the philosophy of postpositivism, which prioritizes research in a natural context, with researchers acting as the main instrument in the data collection and analysis process.

Sampling of data sources was carried out using triangulation techniques, namely by involving various data sources to ensure the validity of the information obtained. Data analysis was carried out inductively, which aims to understand the meaning that emerges from the collected data, without relying on previously determined assumptions or hypotheses (Sugiyono, 2017). Informants in this study consisted of internal and external parties involved in collaborative governance. Internal parties include the Wonomerto Village Government (PEMDES), Village-Owned Enterprises (TVE's), and the managers of the Sumberbiru Tourism Village. While external parties include academics, the business sector, local communities, government, and the media. Data collection methods used in this study include interviews, observations, and documentation. The data collection process was carried out with the aim of limiting the scope of the study and obtaining relevant information through direct observation, structured and unstructured interviews, documentation, and visual materials that support the research. In addition, this study also compiled a systematic protocol to record and record all information relevant to the research topic (Creswell, 2011).

3. Results and Discussion

1. Sumberbiru Tourism Village Development Process

The development process of Sumberbiru Tourism Village is greatly influenced by the involvement of various parties who act as stakeholders. Success in developing a tourist destination is highly dependent on close collaboration between the parties involved, where each can share knowledge,

skills, expertise, and resources they have (Kotler et al., 2006). In this case, the development of Sumberbiru Tourism Village involves stakeholders, namely academics, the business world, communities, government, and the media. Collaboration between these stakeholders, especially between parties involved in managing the tourist village, allows for the achievement of development goals faster and more effectively (Pusparani & Rianto; 2021; Sutrisno & Anitasari, 2021; Nair & Hamzah, 2015). Several collaboration strategies that can increase the competitiveness of tourist destinations include building a shared vision, strong commitment, clear identity, and creating conditions that support tourism development (Wang & Pizam, 2011). The following is a description of the role of each party in the development of Sumberbiru Tourism Village.

a. Academics

In the collaborative governance framework, academics act as conceptors who are tasked with standardizing business processes and certifying tourism products (Ministry of Tourism, 2017). Academics have an important role in providing education and equipping the community with knowledge related to the tourism sector, so that they are ready to be involved in developing tourist destinations (Wang & Pizam, 2011). Brawijaya University (UB) and the Jombang College of Economics (STIE) contributed to the development of the Sumberbiru Tourism Village through educational programs, mentoring for business actors, and the implementation of Thematic Community Service (KKN). The contributions made by academics are very relevant to the Tri Dharma of Higher Education, one of which focuses on community service. The involvement of universities and research institutions plays an important role in building a knowledge-based society, which ultimately supports the development of the tourism sector (Halibas et al., 2017). In addition, student involvement in tourism development projects provides fresh insights and ideas that are useful for local communities (Junaid et al., 2020).

b. Business Party

In collaborative governance, the business sector functions as an enabler that can provide important contributions through the development of facilities and infrastructure, improving infrastructure, and supporting the digitalization of the tourism sector (Ministry of Tourism, 2017.). The business sector also plays a role in creating added value to products and services, and supporting the development of sustainable tourism. Efforts made by various parties to assess the readiness of the community in the tourism sector are a crucial initial step in developing tourist villages (Wang & Pizam, 2011). Several business parties involved in the development of the Sumberbiru Tourism Village, such as PT. Cheil Jedang and PT. PLN, have made significant contributions. PT. Cheil Jedang through its Corporate Social Responsibility (CSR) program helps provide tourism facilities and infrastructure, as well as providing training to business actors and the community, while PT. PLN contributes by increasing electricity capacity and improving the electrical system in tourist areas. Researchers consider these steps to be very appropriate, because they can increase comfort and safety for tourists (Spillane, 1994).

c. Community Side

The community acts as an accelerator in collaborative governance, which accelerates synergy between stakeholders (Ministry of Tourism, 2017). The communities involved in the development of the Sumberbiru Tourism Village include the Tourism Awareness Group (POKDARWIS) and the Farmers Group Association (GAPOKTAN). POKDARWIS has a major role in promoting tourism villages and providing training to the community regarding tourism sector management. In addition, GAPOKTAN contributed by conducting a genetic engineering program on Durian trees to ensure that fruit can be produced throughout the year. Although the results were not entirely successful, this effort reflects the great potential in developing community-based tourism, which not only empowers local communities but also brings greater economic benefits (Dods et al., 2016). Researchers assess that

POKDARWIS's contribution to tourism development is quite optimal, although GAPOKTAN's contribution still needs to be improved in order to provide more optimal results.

d. Government Parties

In collaborative governance, the government acts as a regulator tasked with setting regulations and supporting the implementation of policies that serve to maintain the sustainability of the tourism business (Ministry of Tourism, 2017). The role of the government is very important in supporting local communities through policies and regulations that are appropriate for the development of tourism villages. The Jombang Regency Government, through several OPDs such as DPMD, DISPAR, and DISPERINDAG, plays an active role in the tourism village development program by ensuring that policies and development plans can be implemented effectively and efficiently (Adisasmita, 2006). DPMD focuses on strengthening tourism institutions and TVE's structures, DISPAR manages tourist destinations well, and DISPERINDAG assists businesses so that they can be sustainable. Researchers assess that the government's contribution in initiating and supporting the collaborative governance program has been running well and is very much needed to ensure the smooth development of the tourism sector (Aribowo et al., 2018).

e. Media Parties

The media plays a role as a catalyst in collaborative governance, accelerating changes or events that occur in society (Ministry of Tourism, 2017). The media that play a role in promoting the Sumberbiru Tourism Village are Radar Jombang and Info Jombang. Radar Jombang uses print media to promote tourist destinations, while Info Jombang uses online media to disseminate information related to tourist villages. The media has a very important role in accelerating the process of promoting and publishing tourist destinations, as well as a channel for socializing policies to the community and a liaison between the government and residents (Kurnia, 2005). Researchers assess that the role of the media in terms of promotion is very optimal, providing very useful information for the community and other stakeholders, which can ultimately support the development of the Sumberbiru Tourism Village (Parmawati et al., 2018; Howlett et al., 2018).

2. Impacts of Collaborative Governance Implementation

a. Social Impact

In the framework of Collaborative Governance, social capital serves as one of the key components that strengthen community resilience to collaborate in managing natural resources more effectively. The implementation of collaborative governance in the development of Sumberbiru Tourism Village has a significant social impact, one of which is increasing public awareness of environmental cleanliness. Education provided by academics and the Tourism Office (DISPAR) helps the community to be more disciplined in disposing of waste in its place and implementing the principles of good tourism governance, in accordance with applicable regulations. In addition, the community is also given training on how to serve tourists in a friendly and professional manner, which contributes to improving the quality of the tourist experience. This awareness is an important factor in attracting tourists, because a successful tourist destination requires not only tourist attractions, but also adequate facilities to support visitor comfort and satisfaction.

b. Economic Impact

The Collaborative Governance approach plays a very important role in encouraging joint innovation between various stakeholders to achieve common goals, both in the social and economic sectors. The most visible economic impact is the improvement of the economy of the Sumberbiru Village community. Various programs provided by stakeholders, such as assistance with facilities and infrastructure, business training, and capital provision, increase the Village Original Income (PADes) and, in turn, community welfare. This reflects the principle of developing a tourism village that

prioritizes economic benefits for the local community. With collaboration between stakeholders in developing community-based tourism, both in terms of economic, socio-cultural, and environmental management, the Sumberbiru Tourism Village has succeeded in having a positive impact on the village economy. The tourism sector plays an important role in driving the regional economy as a whole, creating jobs, and increasing community income.

c. Political Impact

Within the framework of Collaborative Governance, the political aspect serves as a tool to formulate policies that support the joint development of tourist destinations. The implementation of collaborative governance can reduce sectoral egos between stakeholders, which has a positive impact on the synergy of tourism development programs. Stakeholders involved can sit together to synergize existing programs and ensure their implementation is more effective and efficient. In this context, the government has a central role in facilitating meetings and communication between stakeholders and providing relevant policy support. However, to achieve sustainability, it is important for each stakeholder to limit their role in the community and provide space for local communities to be more independent in running and planning tourism development programs. Active community participation in the planning and implementation of tourism programs can strengthen the long-term success of this tourist destination.

d. Cultural Impact

The innovative approach in developing Sumberbiru Tourism Village is rooted in charismatic leaders who have an entrepreneurial spirit and sensitivity to local social, cultural, and natural potential. Under the Collaborative Governance framework, community participation is a vital aspect in the success of tourism village development. Mutual cooperation and community involvement in the planning and development process of Sumberbiru Tourism Village reflect the cultural impact that arises from this collaboration. Sumberbiru Tourism Village itself began with a community initiative which was then reported to the Village Government (PEMDES) for further support. In this case, the Village Government has played a good role by providing opportunities for the community to explore local potential to the maximum. Active community involvement in tourism village development is one form of strengthening the culture of participation that strengthens the sense of ownership of tourist destinations and increases collective awareness of the importance of sustainable community-based tourism.

3. Supporting and Inhibiting Factors for the Implementation of Collaborative Governance in the Development of Tourism Villages

a. Supporting Factors

1) Wonosalam Area Priority in Tourism Development Program

The Jombang Regency Government has designated the Wonosalam area as a priority in the tourism development program, with the Sumberbiru Tourism Village located in the area. This decision provides direct support for tourism development, accelerating the process. The role of the government is very important in providing policies that facilitate tourism development and support all stakeholders in the tourism sector. This is in line with the finding that effective and implementable government policies will encourage collaboration between related parties.

2) Alignment of Goals Between Stakeholders

Although each stakeholder has a different program in developing tourism villages, they have the same goal, which is to develop Sumberbiru Tourism Village. Good coordination between stakeholders will encourage the progress and development of tourism destinations. The Jombang Regency Government, which is the initiator of this program, has a major role in determining the success or failure of this program. Good cooperation between the government and various regional apparatus organizations

(OPD), such as DPMD, DISPAR, and DISPERINDAG, as well as other stakeholders, greatly supports the success of tourism development.

b. Inhibiting Factors

1) Lack of Public Education

Lack of education among the community causes limited human resource capacity to understand and implement tourism development programs. This causes delays in the implementation of existing policies. Therefore, the government must increase socialization and assistance efforts so that the community can understand and actively participate in these programs. In addition, the overly dominant role of the government without involving the community optimally can make tourism development less than optimal.

2) Lack of Accessibility and Infrastructure

Inadequate facilities and infrastructure, such as narrow and damaged roads, no telecommunication signals, and lack of supporting tourism facilities, hamper the development of tourism destinations. Better infrastructure is needed to accelerate tourism development, including improving road access and other public facilities. The main priority in the tourism development strategy is improving infrastructure and accessibility.

3) Sectoral Ego Between Hamlets

Jealousy between hamlets due to more attention being given to the Sumberbiru Tourism Village is an inhibiting factor. Although each hamlet has tourism potential that can be developed, not all potential can be made a tourism priority. Poor coordination between stakeholders, both village government and community, causes the tourism industry to be hampered. The development of tourist destinations requires mutual agreement between stakeholders and reduction of sectoral egos for the smooth running of the program.

4) Lack of Coordination between TVE's and its Business Units

TVE's managed by the village government often cannot manage its business units optimally, including the Sumberbiru Tourism Village. This is due to the lack of good relations between TVE's and its business units. Poor coordination between stakeholders, especially between TVE's and tourism business managers, is a significant obstacle in developing tourism villages. A more intensive collaborative role is needed to optimize existing tourism potential.

5) Problems in Financial Management of Tourism Villages

Another challenge faced by Sumberbiru Tourism Village is the problem of financial management faced by the treasurer. Unprofessional bookkeeping and non-transparent reporting lead to inaccuracies in financial reports, which results in low recorded income even though the number of visitors is quite large. Better financial management and stronger coordination between stakeholders are needed to improve the economic sustainability of tourism villages.

4. Sumberbiru Tourism Village Development Strategy from a Collaborative Governance Perspective

The development of tourism villages is one of the strategic efforts to encourage development based on local potential. Collaborative governance is a relevant approach in this context, considering the need to involve various parties in tourism planning, implementation, and management. SWOT analysis is used to formulate a comprehensive development strategy by considering existing strengths, weaknesses, opportunities, and threats.

a. Strengths (Strengths)

1) Location Advantages

Sumberbiru Tourism Village has a strategic advantage because it is located in one area with popular tourist destinations such as Cangar and Pacet. This provides an additional attraction for tourists to visit this village as part of their trip.

2) Active Community Participation

Sumberbiru Tourism Village was developed on the initiative of the community, creating a high sense of ownership of the sustainability of this tourist destination. Active community involvement is a form of collaborative governance implementation, where local communities become an important part of decision making and tourism management.

3) High Social Tolerance

The ability of communities to live side by side despite having different beliefs is a strong social capital to create a harmonious atmosphere in the development of tourist villages.

b. Weaknesses

1) Lack of Public Education

The low level of community education hinders the understanding and implementation of development programs. To overcome this, continuous assistance and training are needed by various parties, including the government, academics, and the private sector.

2) Inter-village Sectoral Ego

Sectoral ego is still a major challenge, where each hamlet wants to be a development priority. A collaborative approach through intensive dialogue between hamlets and facilitation from the government can help create alignment of development vision.

3) Lack of Integrated Governance

The absence of clear regulations regarding the development of tourism facilities results in unplanned development, thereby reducing the aesthetics and tourist appeal.

c. Opportunities

1) Development Priorities from the Government

As a priority tourism of Jombang Regency, Sumberbiru Tourism Village receives direct attention and support from the local government. This creates a great opportunity to access various resources and development programs.

2) Exclusivity as the Only Natural Tourism in the Regency

Sumberbiru Tourism Village has the uniqueness as the only natural tourism destination in Jombang Regency. This provides strong competitiveness in attracting tourists.

3) Potential New Business Units

The existence of this tourist village encourages the emergence of various new business units, such as culinary businesses, tourist equipment rentals, and local crafts, which can improve the economy of the surrounding community.

d. Threats (Threats)

1) Natural Disaster Potential

Located at the foot of the mountain makes Sumberbiru Tourism Village vulnerable to natural disasters such as landslides. Disaster risk mitigation and good environmental management are crucial in developing tourism villages.

2) Competitors from Private Tourism

Competition with privately owned tourist destinations can be a threat if Sumberbiru Tourism Village is unable to improve the quality of its services and attractions.

3) Failure of Governance

The limited understanding of tourism management by local managers and business actors has the potential to hinder the development of this tourist village. Therefore, collaboration with academics and professional business actors can be a strategic solution.

5. Collaborative Governance Based Strategy Recommendations

- a. Building a Multi-Party Communication Forum
Creating regular forums involving government, communities, academics, business actors, and the media to formulate joint policies and evaluate program implementation.
- b. Community Capacity Building
Conducting training and mentoring by academics and professionals to improve management, marketing and risk management skills.
- c. Building Strategic Partnerships
Establish partnerships with the private sector for infrastructure development and tourism promotion, as well as with academics for tourism management research and innovation.
- d. Infrastructure Improvement and Disaster Mitigation
Prioritize the development of basic infrastructure such as road access, telecommunications, and tourism facilities, as well as developing community-based disaster mitigation plans.

4. Conclusion

The development process of Sumberbiru Tourism Village is carried out through a collaborative governance approach involving various key stakeholders, namely academics, business actors, communities, government, and the media. This approach produces various social, economic, political, and cultural impacts, as well as facing supporting and inhibiting factors that can be identified through a SWOT analysis. This analysis facilitates mapping of strengths, weaknesses, opportunities, and threats in order to formulate a more targeted development strategy for Sumberbiru Tourism Village. The development strategy for Sumberbiru Tourism Village that has been mapped needs to be implemented according to field needs, with real support and periodic evaluation from the Regency Government. In addition, all stakeholders are expected to provide further education and assistance related to organizational and tourism management governance so that management runs according to regulations and principles of good governance.

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