Management of Tourism Villages with Collaborative Governance in Kebumen District

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Abstract

Development in the tourism sector aims to manage natural resources in the region and requires inter-sectoral participation, by both government and society and the private sector in tourism management. The success of tourism development is the development that involves community participation and can provide benefits to local communities in terms of economic, social, and cultural. The involvement of various parties has the potential to advance the region by collaborating on the resources owned by the local government, the community, and the private sector. This study aims to find out how collaboration is carried out by actors in the framework of building a tourism village in Kebumen Regency to develop regional tourism. This study uses exploratory research methods using a qualitative approach. Through this research, an analysis is carried out regarding the development of collaborative governance-based tourism villages in Kebumen Regency. The research location in this study was in Kebumen Regency and the research sites were in six Tourism Villages in Kebumen Regency. The focus of this research is on issues related to the realization of collaborative governance in the management of tourism villages to develop regional tourism potential in Kebumen Regency. Management of tourism villages requires the involvement of various parties consisting of local government, village government, tourism awareness groups, and the private sector and is carried out optimally.

Keywords: Collaborative Governance; Inter-Sectoral Participation; Tourism Villages

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INTRODUCTION

Tourism development requires the involvement of local communities by maintaining environmental stability in tourism management and of course aims to fulfill economic, social and aesthetic aspects as well as maintaining ecological integrity, biodiversity, culture and living systems. In addition, development in the tourism sector also aims to manage natural resources in the region. This fact requires inter-sectoral participation, both government and society and the private sector in tourism management.

Tourism is an important sector for a country’s economy because it can make a large contribution to gross domestic product and create jobs. Tourism is also the main/leading sector in earning foreign exchange, economic growth, creating jobs, alleviating poverty, and preserving culture. (Hidayah & Wahyunengseh, 2021)

Regional development is an embodiment of national development directed at developing regional potential through local resources. Villages that are part of the region have a major contribution to the progress of an area. By exploring the potential that the village has, it will provide to develop and progress the village, the community will be optimal in developing their potential. One of the economic potentials that can be developed is tourism.

The tourism sector is one sector that contributes to regional income. (Mirza et al., 2017). Tourism is important because it can be a significant source of income and create new jobs for local people. Revenue from the tourism sector has the potential to make a significant contribution to society.

One way to introduce regional culture is to promote and present regional culture in tourism activities. Through these activities tourists can know and understand the uniqueness and cultural richness of an area. This can also be an effort to preserve regional culture and have a positive impact on society. Tourism as a means of preserving culture can play an active role in preserving and introducing regional cultural products. (Kirana & Artisa, 2020)

Community participation in tourism development is very important. The success of tourism development is development that is able to involve community participation, because this can provide benefits for local communities both in terms of economic, social and cultural (Tongkotow et al., 2021).

Tourism village is one of the government programs to accelerate the revival of tourism. The program simultaneously drives and grows the economy of rural communities evenly throughout Indonesia. However, not all villages can be made into tourist villages, because at least three components are needed to build them, namely tourism potential, the community’s interest and readiness for the development of local tourist destinations, and the concept of a tourist village must unique.

Development in the tourism sector is also used to manage natural resources in the area. Therefore, there is a need for inter-sectoral participation, both government, community, and private in tourism management. (Surya, 2021)

The development of the tourism sector in Kebumen Regency needs optimal carrying capacity. Carrying capacity in this case is an important point in tourism development, not only the carrying capacity of the environment but also the carrying capacity related to capital, accessibility, public infrastructure, and public facilities. Kebumen Regency cannot optimally develop its tourism sector without the cooperation and integrity of the actors in it. The availability of this carrying capacity cannot be carried out by just one actor but must involve actors who can support the development of a tourist village.
For the development of the tourism sector in Kebumen Regency, the government’s role is the main key. How the pattern of government in developing the area will have an impact on the progress of the area concerned. For this reason, Collaborative Governance is needed in developing the tourism sector in Kebumen Regency.

The governance paradigm is a phenomenon that appears in developed and developing countries to respond to the limited role of the government. (Arrozaaq, 2016). This study emphasizes in detail the description between stakeholders by describing the process collaboration between stakeholders, forms of collaboration, effectiveness of collaboration and factors that hinder collaboration.

Collaborative Governance is the process of forming, driving, facilitating, operationalizing, and monitoring cross-sectoral organizational arrangements in solving public policy problems that cannot be solved by just one organization or the public alone. In this context, Collaborative Governance is a model, in which in developing an area, the government cannot independently manage its area, so the role and function of the government are no longer dominant, the roles and functions of other stakeholders are needed to solve problems and accommodate public needs.

Collaboration is a general term that is often used to describe a pattern of cooperative relations carried out by more than one party. (Edward M Marshall, 2016). A good cooperative relationship in the form of collaboration is shown by mutual understanding that is mutually beneficial between all parties involved, as well as open communication and well-organized cooperation to achieve mutually agreed goals.

According to Ansell dan Gash “A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets.” (Ppm et al., 2021). The management of tourism in the region requires the involvement of stakeholders and this is a contribution as well as an effort to determine, manage and implement local government policies.

Collaborative Governance is cooperation between stakeholders based on shared principles to achieve certain goals including the development of the tourism sector which is also the duty of the government (Wawo, 2020). Although the development of the tourism sector is the government's task, the participation of the community is also needed in tourism development efforts because the successful development of the tourism sector must be supported by the realization of cooperation between stakeholders.

The roles of the actors involved include the role of the government, the private sector, and the community. The government plays an important role in making regulations, as well as monitoring and evaluating development. The role of the community is to contribute through active participation in terms of voicing the wishes and needs of the community, this can be done through the formation of community groups that can be synergized with government programs so that activities carried out by a community group are a form of actualization of government programs.

Collaborative governance requires the participation of various parties including local governments, the private sector and the community with their respective important roles. Various parties involved in collaborative governance including the local government through the Kebumen Regency tourism and culture
office, the private sector which includes private companies engaged in tourism such as travel agencies, village governments in tourist villages and the community through tourism awareness groups (pokdarwis). Based on these considerations, it is the background for researchers to analyze how collaboration is carried out by actors in the context of building a tourism village in Kebumen Regency as an effort to develop regional tourism.

Collaborative Governance is one way to respond to the wishes of the stakeholders involved in implementing development and respond to limited government funding that cannot keep up with developments in community demands for better government performance to obtain resources to carry out development according to the expectations of these stakeholders. The collaborative governance perspective has been widely used to solve local regional problems due to local government limitations in running governance in their regions with collaborative governance which are pores that involve many policy actors to realize good governance.

Collaborative Governance has the meaning of a process that in its implementation involves various agencies in achieving common goals. (Indriani et al., 2021). The collaboration process does not only require the involvement of one party but requires the involvement of various parties who are related and have an interest in a common goal. In the management of tourist villages, a collaboration between the government, the community, and the private sector is needed to achieve the goal of developing regional tourism potential.

Tourism villages are one form of implementing sustainable community-based tourism development, with the development of tourist villages expected to be equitable following the concept of sustainable tourism development. Therefore, the existence of a tourist village can make tourism products that have more rural cultural value so that the development of a tourism village has cultural value without destroying the surrounding nature.

Based on previous research by Amad Saeroji, Deria Adi Wijaya, it was found that Logede Village has great potential to be developed into a tourism village based on local wisdom. This cannot be separated from the uniqueness of the way of life (living culture) and the culture of the community so that it becomes a tourist attraction. Based on previous research by Fitri Aulia, Herijanto Bektii, Elisa Susanti (2021) it was found that collaboration in tourism development in the Kubu Gadang Tourism Village has been going well. Of the six determining factors for the success of collaboration, there is only one factor that has not been able to run well, namely Collaboration Resources, while the other five factors, namely the Collaboration Environment, Collaborative Member Characteristics, Collaborative Process, Collaborative Communication, and Collaboration Objectives have been going well (Aulia et al., 2021).

The purpose of this study was to find out how collaborative governance forms in managing tourism villages to develop tourism potential in Kebumen Regency, and what are the problems faced in realizing collaborative governance in managing tourism villages to develop tourism potential in Kebumen Regency.

**RESEARCH METHODS**

This research uses a qualitative approach, namely trying to get the as complete information as possible about how to implement collaborative

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governance in the development of tourist villages which is explored through in-depth interviews with informants consisting of elements of the local government (Kebumen Regency Tourism and Culture Office), village government, Pokdarwis, community in tourist villages, and private. Source of data obtained from primary data and secondary data. Primary data were obtained from interviews with informants, direct field observations and documentation. Secondary data were obtained from previous research, journals and scientific articles relevant to this research. Data analysis is carried out interactively and continues continuously until complete, so that the data is saturated. Activities in data analysis go through several stages, namely data reduction, data display and data conclusion drawing/verification.

In this study, the approach taken is qualitative. This means that the data collected is not in the form of numbers, but the data comes from interview scripts, field notes, personal documents, memo notes, and other official documents. So that this qualitative research aims to describe the empirical reality behind the phenomenon in depth, detail, and thoroughly. Therefore, the use of a qualitative approach in this study is to match the empirical reality with the prevailing theory by using a descriptive method. (Prasetyo, 2020)

This research, writing is focused on issues related to the embodiment of collaborative governance in the management of tourism villages as an effort to develop regional tourism potential in Kebumen Regency. Collaborative governance that involves many parties will also raise various problems in managing and unifying the diverse interests and needs of each of the parties involved. In addition, there needs to be good communication and coordination between the parties involved, so that effective collaborative governance is realized.

The locus of this research was in 6 (six) Tourism Villages in Kebumen Regency, which included Karangsambung Tourism Village, Karangsambung District, Peniron Tourism Village, Pejagoan District, Adiluhur Tourism Village, Adimulyo District, Candirenggo Tourism Village, Ayah District, Jemur Tourism Village, Kebumen District, Sikayu Tourism Village, Buayan District. These six tourist villages were determined to represent 22 (twenty two) tourist village areas in Kebumen Regency. There are quite a number of tourist villages in Kebumen district which are potentials that can be developed to promote tourism.

RESULTS AND DISCUSSION

This research, writing is focused on the implementation of collaborative governance in the management of tourism villages as an effort to develop regional tourism potential in Kebumen Regency. Data collection uses three data sources, namely direct observation/observation, documentation, and interviews. Observation/direct observation was carried out by observing the condition of the tourist villages in Kebumen Regency and this study was limited to 6 Tourism Villages consisting of the Karanggulung Tourism Village, Karanggulung District, Peniron Tourism Village, Pejagoan District, Adiluhur Tourism Village, Adimulyo District, Candirenggo Tourism Village, District Ayah, Jemur Tourism Village, Kebumen District, Sikayu Tourism Village, Buayan District. Documentation is done by examining administrative documents owned by public service agencies that support public service activities. Meanwhile, interviews were conducted by researchers with informants consisting of local government officials (Tourism and Culture Office) in Kebumen Regency, village government, and tourism village
managers/Pokdarwis, who were taken as a random sample.

The tourism sector is one of the sectors that can be developed to reduce poverty is the tourism sector. The tourism sector makes a real contribution to improving the economy, especially in increasing employment opportunities and opening up new business opportunities for the community. The development of tourism villages is one of the efforts of the Kebumen Regency government to alleviate poverty through the tourism sector. The development of this tourist village is expected to be able to increase tourism in Kebumen Regency so that it can reach village communities to get involved it will create new business opportunities. The tourist village itself is a rural area that has various special characteristics and characteristics that can become a tourist destination.

As tourism for recreation, tourism villages provide a comfortable and quiet place that is perfect for recovering physical and spiritual freshness. Then the tourist village is also included in the type of cultural tourism where the tourist village provides various cultural attractions and customs that exist in the village to provide new experiences and knowledge about culture for tourists. The development of this tourist village is following the tourism concept based on community empowerment, namely tourism that allows the community to be involved in its management, either directly or indirectly. Through community involvement in tourism management, it is hoped that it will be able to achieve one of the goals of tourism, namely being able to eradicate poverty. Community involvement in the development of this tourist village can be seen in its management which is all handed over to the community through tourism awareness groups (pokdarwis) where the members of the pokdarwis are members of the tourism village community itself. There are two formations of pokdarwis, namely pokdarwis which were formed by the awareness of the community itself and which were formed at the initiation of Disporawisata.

The development of the Tourism Village was initiated by the Kebumen Regency Government starting in 2011 with the Jembangan Tourism Village as the pioneer. At that time the Department of Tourism and Culture (now Disporawisata) viewed the Jembangan area as having promising tourism potential because there was a fairly large dam, the atmosphere was calm and the air was cool. Therefore there is an intention from the local government to make water tourism in the Jembangan area. However, due to budget constraints, the Kebumen Regional Government then invited the people of Jembangan Village to open water tourism and form a Pokdarwis for the management of Jembangan water tourism objects.

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<td>12</td>
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Based on the results of the research conducted, Collaborative Governance has been carried out between the Regional Government of Kebumen Regency (Tourism and Culture Office), village governments in tourist villages, tourism village managers/Pokdarwis, and communities around tourist villages. Local government involvement in the management of tourist villages can be carried out by guiding tourism village actors/managers related to the direction of tourism village development. This coaching activity is carried out routinely to determine the direction of developing a tourist village. The direction of developing a tourist village in the form of tourism. From the research conducted, it can be seen that the coaching efforts carried out by the local government in managing tourist villages are a form of collaborative governance.

One form of local government involvement in the management of tourist villages is by guiding actors or managers of tourist villages. The participation of local government in the management of tourist villages, one of which is to provide guidance. The manifestation of the coaching carried out is through counseling and training for managers of tourist villages. The Regional Government provides financial assistance, as well as coaching in the form of counseling, as well as training which is held two or three times a year.

The form of collaborative governance in terms of local government involvement through the Tourism and Culture Office is carried out by holding regular meetings organized by the Tourism and Culture Office. Routine meetings are held involving various elements ranging from local government, village government, and tourism awareness groups/Pokdarwis. The development of a tourist village can be carried out by utilizing the potential that exists in a tourist village, the potential in question is a potential other than the tourism object itself. Village potential besides tourism objects can be in the form of cultural potentials such as dance, customs, potential local food sources, and other products that utilize village resources. The development of a tourist village can be carried out by utilizing the potential that exists in a tourist village, the potential in question is potential other than the tourist object itself. Village potential other than tourism objects will encourage community empowerment by utilizing productive resources other than tourist objects as an effort to increase community welfare following local potential and resources.

In addition to the main destinations, other potentials can be developed such as

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<td>Wagirpandan Tourism Village</td>
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Source: Kebumen Regency Youth and Sport and Tourism Office 19 May 2017
dances such as the "Cepetan" dance, the kuda lumping dance, or "Ebeg", which are village potentials and can be developed from cultural elements. In addition, there is also the potential for food or other community production products such as lanting, and sugar and others

The potential for village tourism through the realization of a tourism village can be developed through funding supported by the local government, especially for tourist villages that have already been registered through a Regent's Decree. To obtain financial assistance from the government in the management of a tourism village, an institution for managing a tourism village must be prepared. Submission of a proposal is of course needed to provide an overview of tourist visits, tourist destinations being developed, and another potential. The proposal is then evaluated by the Department of Tourism and Culture to then be considered for financial assistance from the local government. If you don't have a Tourism Village Decree yet, the financing needed for the development of a tourist village can be done through community self-help.

To obtain financial support from the local government for the management of a tourist village, it is necessary to submit a proposal that describes the tourist destinations and the potential that can be developed. If after being evaluated it does not meet the criteria, financing for management can be through community self-help. In the effort to develop tourist villages, other alternatives are needed besides focusing on developing existing tourism objects. Management of tourist villages must also provide opportunities for the emergence of opportunities for other activities that can support the improvement of the community's economy.

The development of a tourist village requires the participation of the local government and the managing community, as well as the participation of the private sector. One way that can be done and get support from the local government is to invite the manager of a tourist village to the local government to conduct a presentation on the tourism potential in a managed tourism village before the private sector. One of the roles of the private sector in supporting collaborative governance in the management of tourist villages is to include tourist village tourist destinations in tour packages managed by the private sector. Thus there will be information that can be received by the public, especially tourists through destination information provided by travel agents managed by the private sector.

The management of the tourist village is of course the responsibility of the tourism village manager/Pokdarwis and the village government. There is no direct involvement of the private sector in the management of tourist villages, although the role of the private sector in supporting progress and as a means of informing tourism potential to the wider community is needed to provide and organize tourist travel services and respond to tourist needs.

Collaborative governance is one of the current concepts become an important and interesting study in the context of the study of government science. The complexity of developments, conditions, and challenges experienced by the government requires the implementation of a concept that is adequate for the integration of several stakeholders who jointly cooperate or collaborate in administering government (Ulfa, 2018).

With the collaboration of the local government and village government in the management of tourist villages, villages can make contributions to the government, and tourist villages can also lift the economy of the community. The existence of collaborative governance will have a real impact on the development of tourist villages. The involvement of various
elements will encourage the sustainability of the tourism village to survive. The tourist village will be a driving force in improving the economy of the community, especially in the tourist village area.

The impact of collaboration in the management of a tourist village can be concluded that from the collaboration, impact may not be so visible, but with tourist destinations that can develop, the tourism village will be able to live and become a driving force for the economy in the village area.

Collaborative governance in the management of tourist villages will have an impact on the economy of the community members, although not as a whole, at least it can help the community, especially the people around village tourism objects, to earn income from the tourism village. Communities can sell around village tourism objects, and of course, this activity, even though it is still on a small scale, will contribute to improving the economy of the surrounding community.

CONCLUSION

The principles of Collaborative Governance in the management of Tourism Villages have been carried out by the Regional Government of Kebumen Regency through the Tourism and Culture Office with community participation through tourism awareness groups and local government, but the role of the private sector is still not optimal. The management of a tourism village through collaborative governance will have an impact on the economy of residents around the tourist village, even though this is still minimal, it cannot be said to be the main means of poverty alleviation.

The potential for tourism villages in Kebumen Regency after coaching. The collaboration/collaboration of the local government with the village government and the community (pokdarwis) all depends on the actors, it cannot be predicted that village tourism will die or progress depending on the perpetrators/managers. The local government through the Tourism Office has prepared a way to encourage the progress of tourism villages. If it is not prepared, it is likely that it will not develop and what is often caused by human resource problems at the village level has moved places/out of town, got married, focused on other issues, and there has been no management reorganization.

The government is the mover/regulator, not the actor managing the tourism village directly, so the function of the local government is to connect existing parties (village tourism actors, travel agencies, and so on), the government helps promote if there are regulations The necessary documents will be prepared by the tourism office.

Collaborative Governance in the management of tourism villages in Kebumen Regency can be said to have not been fully effective. It is said that it is not yet fully effective because in collaborative governance in the management of tourist villages in Kebumen Regency, the role of the private sector is still not optimal, not all tourist villages receive support from the private sector, both funding and facilities. In addition, even though it has an impact on the economy of residents around the tourist village, it cannot be said to be a basic means of poverty alleviation. There are still several obstacles in collaborative efforts between local governments and tourism village managers and local governments. The problems that arise are mainly in the aspect of human resources. Often the management of tourist villages is neglected due to the limited human resources of the managers. These limitations include limited capacity, limited number of managing resources, as well as the sustainability of the managing organization.
Even though there have been efforts to foster, monitor, and evaluate from the regional government of Kebumen Regency through the Tourism and Culture Office as well as collaborative efforts from various parties. The implementation of collaborative governance in the management of tourist villages can be used as a solution to problems that arise in the management of tourist villages, which are operationally fully the responsibility of the management of tourist villages so that to further strengthen their role, more intense collaboration is needed in improving the quality of resources managers, programs, and innovations in the utilization of existing resources.

Collaborative Governance in the management of tourist villages can be used as an effort to develop regional tourism potential. Cooperation from various parties in the management of tourist villages is important because collaboration from various parties will facilitate the development efforts carried out.

REFERENCES


