

Collaborative Governance in Tourism Development (Study in Karangsalam Banyumas Tourism Village)



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ABSTRACT: This research is aimed at analyzing the collaborative governance process in tourism development, especially in the Karangsalam Tourism Village. Moreover, this research also analyzes the supporting and inhibiting factors in implementing collaborative governance in Karangsalam Village. This research uses a qualitative approach design, where data collection is carried out by interviews, observations, document studies and focus group discussions. Interviews were carried out by interviewing representatives of all stakeholders, namely from the government, private sector/entrepreneurs and the community. The research results show that Karangsalam Village has implemented the concept of collaborative governance in developing its tourism by involving many parties. The parties involved in the collaboration dynamics have been adapted to the existing characteristics, challenges and opportunities. However, it turns out that the existing collaboration is still not optimal and tends to fade, because there are also factors inhibiting collaboration in tourism development, namely the existence of sectoral egos, conflicts of interest, low quality of human resources, and lack of regulation.

KEYWORDS: Collaborative Governance, Tourism Development, Collaborative Dynamics

I. INTRODUCTION

The tourism sector is one of the important sectors in the economy of a country, including Indonesia. The tourism sector makes a sizeable contribution to Indonesia's Gross Domestic Product (GDP) (Mudrikah et al, 2014). Data from the Ministry of Tourism for 2018 shows that since 2013 the contribution of the tourism sector has been in fourth place after oil and gas, coal, and palm oil as the country's foreign exchange earner. Even data on the percentage contribution of the tourism sector from 2017 to 2019 indicate a continuous increase.

Data from the Ministry of Tourism noted that in 2014 the number of foreign tourists was 9.4 million. In 2015 it was recorded at 10.4 million, in 2016 it was recorded at 11.5 million, and in 2017 there was a significant increase to 14.03 million. Furthermore, in 2018 the number of foreign tourists in Indonesia was recorded at 15.8 million (Rencana Strategis Kementerian Kementarian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif 2020-2024). Based on the positive progress of tourist visits, the tourism sector in Indonesia should continue to develop.

In Indonesia, tourism affairs technically in the regions are indeed carried out by the local government with the enactment of a decentralization system. However, Law Number 10 of 2009 concerning tourism states that tourism activities are supported by their management by the community, businessmen, government, and regional governments. This is in line with the concept of Collaborative Governance or collaborative governance. Collaboration is the integration carried out by various actors, both from government and non-government elements who mutually utilize each other's resources (for example; knowledge, expertise and capital) with the aim of maximizing the social and economic contribution of local tourism (Keyim, 2017).

Communities have an important role in the field of tourism. The community is involved in the process of developing tourism as a subject and object of development because one of the goals of tourism development is to improve the welfare of the community and to develop traditional, characteristic, and cultural values so that the community must play a role and become the party receiving the benefits (Herdiana, 2019). The community has contributed to the tourism sector, including initiating local policies, being involved in the management and development of tourism, providing tourist facilities, and enjoying economic benefits from the presence of tourism (Salouw, 2019).

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Entrepreneurs have a role in tourism development, where entrepreneurs/private companies in tourism development are attractions developers, accommodation providers and facilities (Manupassa, 2011). In addition, Cahyo and Nuryanti (2018) state that the role of entrepreneurs in tourism development includes being a builder, provider, and supporter of accommodation facilities and the development of tourist attractions.

In addition to elements of society and entrepreneurs, there is the role of the government in tourism development. The government's role can be seen in the tasks carried out by the Ministry of Tourism and Creative Economy, namely carrying out government affairs in the tourism sector and government tasks in the creative economy sector in accordance with Presidential Regulation Number 96 of 2019 concerning the Ministry of Tourism and Creative Economy. But unfortunately, the 2020-2024 Ministry of Tourism and Creative Economy Strategic Plan Document explains that the Ministry of Tourism and Creative Economy does not have the authority to carry out technical activities down to the regions. Therefore, the Ministry of Tourism and Creative Economy must synergize with local governments so that the development of tourism in Indonesia can run well.

Karangsalam, which is located in Banyumas Regency, is one of the many tourist villages that have good tourism potential. Karangsalam Village is considered successful and successful in organizing tourism, because it has won various awards. The award received was in the category of 7 Best Tourism Villages in the 2019 Archipelago Tourism Village Competition for the advanced tourism village category version of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration. This good achievement from Karangsalam Village aroused interest in further research, namely related to the governance collaboration process that has been implemented so far.

II. METHODS

This research is a research with a qualitative approach. The object of this research is the stakeholders involved in collaborative governance in tourism development in the Karangsalam Tourism Village, Baturraden District, Banyumas Regency. The government, the community, and business/private businesses were involved in this research as informants. Data collection techniques used for this research were observation, interviews, document studies, and focus group discussions. Analysis of research data uses the Miles and Huberman 2004 model (Miles, 2014) because this model is one of the most popular models and is referred to in many books.

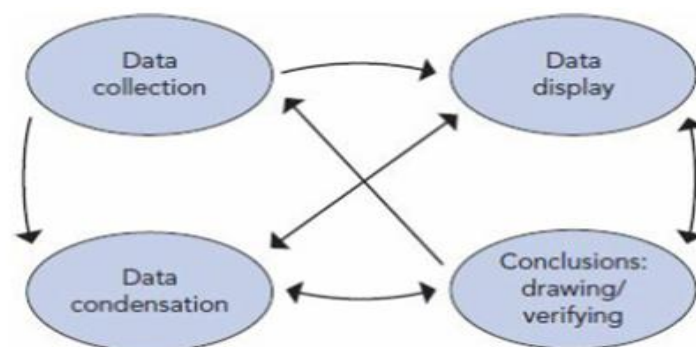


Figure 1. Data Analysis Model

Source: Miles and Huberman, 2004

III. RESULTS AND DISCUSSION

Overview of Research Locations

The research location is Karangsalam Village in the Baturraden District, Banyumas Regency, Central Java Province. Karangsalam Village is located on the slopes of Mount Slamet at an altitude of 500-700 meters above sea level. The Karangsalam village monograph data states that the area of Karangsalam village is 509.06 hectares. Karangsalam village is divided into two hamlets, namely Karangsalam hamlet and Munggangsari hamlet. The total population of Karangsalam village in 2022 is 2,650 people. These residents have various livelihoods ranging from farmers, farm laborers, tourism actors, construction workers, traders, civil servants, and other sectors.

Karangsalam Village was designated as a tourist village through the Decree of the Banyumas Regent Number 556/168/2020 concerning the Designation of Karangsalam Village, Baturraden District, Banyumas Regency as a Tourism Village. Before finally being designated as a tourist village, the following stages have been passed by Karangsalam:

1. Karangsalam Village Development Planning Conference in 2012.
2. Road construction and Curug Telu improvement in 2013.
3. Improvement of the Telu Waterfall in 2014.

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4. Institutional Strengthening I in 2015.
5. Increasing accessibility and Development of Tourism Villages in 2016.
6. Institutional Strengthening II in 2017.
7. Improvement of Amenities, Accessibility, and Development of Tourism Villages in 2018.
8. Increasing Accessibility and Development of Tourism Villages in 2019.
9. Institutional strengthening and development of tourism villages in 2020.

Karangsalam Tourism Village has natural attractions and cultural attractions, restaurant/restaurant accommodation amenities, parking lots and other supporting facilities, as well as quite a lot of location accessibility. Each attraction, amenity and accessibility not only has its own charm, but also has its own advantages and disadvantages.

Tourism development in Karangsalam Tourism Village has involved the government, community and private sector. The following are the parties involved:

1. Government. Consists of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia; Karangsalam Village Government; Department of Youth, Sports, Culture and Tourism of Banyumas Regency; Banyumas Regency Public Works Service; and the Banyumas Regency Regional Disaster Management Agency.
2. Society. Consisting of the Tirta Kamulyan Tourism Awareness Group, Karangsalam Village; Village Owned Enterprises for Advanced Decades in Karangsalam Village; and Karangsalam Village Youth Organization.
3. Private. Consists of tourism business owners, namely hotel, restaurant and tourist attraction businesses.

Driver: collaborative governance

Collaborative governance theory states that collaboration can be formed due to several drivers. The development of the Karangsalam Tourism Village reflects the practice of collaborative governance theory, where there are the following factors:

1. Leadership. The results of information gathering provide clues that the leaders have stated that they are aware of and encourage collaboration in tourism development. This opinion is reinforced by the Banyumas Regency Regional Regulation Number 5 of 2018 concerning the 2018-2023 Banyumas Regency Tourism Development Master Plan which states that synergy is needed between all stakeholders starting from the government, the business world and the community.
2. Interdependence. The results of information gathering provide an indication that the parties are interdependent with other parties so as to create collaboration. The government cannot solve tourism affairs independently because it has various limitations, so the government feels the need to depend on other parties. The government has various limitations so it is necessary to depend on other parties who have other resources to jointly develop tourism.
3. Uncertainty. The results of information gathering provide indications that entrepreneurs feel uncertainty due to external factors. This uncertainty comes because of the development of tourism around Karangsalam village. The Department of Youth, Sports, Culture and Tourism of Banyumas Regency stated that currently there are 17 tourism villages in Banyumas Regency. The website www.dinporabudpar.banyumaskab.go.id states that there are 30 nature tourism destinations, 20 art tours, 5 religious tours, and 8 historical tours. Therefore, Karangsalam tourism village also has the challenge of competition with the increasing number of tourist villages, especially in Banyumas Regency. This uncertainty in the tourism sector ultimately became the driving force for collaboration in developing tourism in the Karangsalam tourist village.
4. Encouragement. The results of information gathering provide an indication that the people of Karangsalam village see the potential for natural resources that are very captivating so that they can be used as tourist destinations. Internal driving factors are problems, interests, opportunities, and resource requirements. While external drivers are threats, or opportunities for collaborative action. The existence of these internal and external factors ultimately encourages all parties to cooperate with one another.

Collaborative Dynamics

Collaborative dynamics consist of principle attachment/involvement, shared motivation, and capacity for joint action (Emerson et al, 2012). The following is an analysis of the dynamics of collaboration found in this study:

1. Principle Engagement/Involvement

This component describes an involvement and attachment from time to time between stakeholders. In a collaborative dynamic, it will be very important to know which parties will be involved in the matter and will enter the collaboration circle. The parties carry out their respective roles in the development of tourism in the Karangsalam tourist village. In the process of involvement, principles have gone through a process starting from discovery, definition, deliberation, and determination. The principle involvement process starts from discovery, definition is done through deliberation.

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The process of discovery in question is when there is an idea of the ideals of the community who see the beautiful natural resources in Karangsalam village that can be utilized as tourism potential. Then the next thing to do is define the problem. Various kinds of obstacles were presented in the deliberations. These obstacles must be solved jointly by various parties. Therefore collaboration with various parties is needed. At first there weren't too many parties who collaborated, namely the Karangsalam Village Government, the Karangsalam village community, and the Banyumas District Prabudpar Tourism Office. With an institution that focuses on managing tourism, more mature strategies have begun to be designed in developing tourism in the Karangsalam tourist village.

1) Government:

a. Karangsalam Village Government

Based on Law Number 6 of 2014 concerning villages, the village government organizes village governance, implements village development, village community development, and empowers village communities. In matters of developing the Karangsalam tourist village, the Karangsalam village government has the following roles:

- Facilitate tourism development planning through the Village Development Plan Meeting
- Establish regulations supporting tourism in Karangsalam village, such as Karangsalam Village Decree Number 11 of 2015 concerning the establishment of the Tirta Kamulyan Tourism Awareness Group, Village Regulation Number 2 of 2017 concerning the establishment of Village-Owned Enterprises.
- Allocating a budget for tourism development in Karangsalam village,
- Empowering the community in tourism development in Karangsalam village
- Carry out other authorities that support tourism development

b. Department of Youth, Sports, Culture and Tourism of Banyumas Regency

Banyumas Regent Regulation Number 67 of 2016 states that the Banyumas Regency Dinporabudpar is an implementing element for government affairs in the Youth, Sports, Culture and Tourism sectors in Banyumas Regency. In matters of developing Karangsalam tourism village, Dinporabudpar Banyumas Regency has the following roles:

- Providing assistance from the start of the creation of a tourism village development plan
- Establish regulations supporting the legality of the Karangsalam tourist village through Banyumas Regent Decree Number 556/168/2020 concerning Designation of Karangsalam Village, Baturraden District, Banyumas Regency as a Tourism Village
- Provide tourism management training

c. Ministry of Villages, Development of Disadvantaged Regions and Transmigration

The Ministry of Villages, Development of Disadvantaged Regions and Transmigration through the Directorate General of Development of Village Facilities and Infrastructure is also collaborating in the development of tourism in Karangsalam Village, Baturraden District. The Directorate General of Village and Rural Development has the task of carrying out the preparation, formulation, and implementation of policies in the field of the Development of Village and Rural Facilities and Infrastructure. Meanwhile, its function is to prepare policy formulation, policy implementation, preparation of norms, standards, procedures and criteria, implementation of technical guidance and supervision, implementation of evaluation and reporting, as well as implementation of the Directorate's administrative affairs. In the context of tourism development in Karangsalam tourist village, the Directorate General of Village and Rural Development has a role, namely providing tourism development advice, allocating budgets for amenity development, monitoring and evaluating budget allocations.

d. Public Works Department of Banyumas Regency

Banyumas Regent Regulation Number 56 of 2016 stipulates that the Public Works Service is an implementing element of government affairs in the field of Public Works and Spatial Planning, sub-affairs of Water Resources, Drinking Water, Drainage, Buildings, Building Arrangement and Environment, Roads and Construction Services in Banyumas Regency. As already explained, access to the Karangsalam tourist village is connected to the provincial, district and village road networks. In matters of developing the Karangsalam tourist village, the Banyumas Regency Public Works Service has a role in providing adequate district road access to support the development of the Karangsalam tourist village. The budget from the Banyumas Regency APBD has been allocated through the Banyumas Regency Public Works Office to improve the district road to the Karangsalam tourist village.

e. Banyumas Regency Regional Disaster Management Agency

Banyumas Regent Regulation Number 49 of 2019 states that it is a directing element and implementing element for implementing mandatory government affairs in the field of Peace, Order and Community Protection which are specific to the disaster sector. Karangsalam Tourism Village which relies on natural tourism creates a lot of potential hazards in the implementation of tourism, besides that it is also located on the slopes of Mount Slamet so disaster aspects need to get great

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attention. In matters of developing Karangsalam tourism village, the Banyumas Regency Regional Disaster Management Agency has the following roles:

- Assistance in the establishment of the Karangsalam Village Disaster Risk Reduction Forum (FPRB).
- Providing disaster training in Karangsalam village
- Disaster response coordination

2) Private

This private element consists of owners/business actors in the Karangsalam tourist village, starting from tour managers, accommodation entrepreneurs, restaurant entrepreneurs. In the context of tourism development in the tourist village of Karangsalam, the private sector plays a role:

- Develop attractions
- Provide advice on the development of tourist villages
- Provide tourism support facilities
- Paying contributions/dues to BUMDes

3) Society

a. Tirta Kamulyan Tourism Awareness Group

Based on Karangsalam Village Decree Number 11 of 2015 concerning the establishment of the Tirta Kamulyan Tourism Awareness Group, it is explained that the Tourism Awareness Group is an institution at the community level whose members consist of tourism actors who have concern and responsibility and play a role as a driving force in supporting the creation of a conducive climate for growth and the development of tourism and the realization of Sapta Pesona in increasing village development through tourism and its benefits for people's welfare. Based on data collection carried out by the author of the role of Pokdarwis in developing tourism in the Karangsalam tourist village:

- Instill Sapta Pesona to all elements in Karangsalam village
- Designing attraction developments
- Developing amenities in Karangsalam tourism village
- Get involved in accessibility development
- Motivate the community to be actively involved in tourism activities
- Coordinate with related parties

b. Village-Owned Enterprises

Village Regulation Number 2 of 2017 concerning the formation of Village-Owned Enterprises states that BUMDes are legal entities established by the village and/or together with the village to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide other types of business for the greatest possible welfare of the village community. One of the businesses managed by BUMDes Karangsalam is the tourism business. Revenue from tourism will be deposited to BUMDes which will then be developed for other types of businesses, and then at the end of the period, the proceeds will be shared among village income. In the context of tourism development in the tourist village of Karangsalam, BUMDes have the following roles:

- Provide opinions on the direction of tourism development
- Manage tourism revenue outcomes
- Manage the results of contributions from business owners

c. Youth Organization Karangsalam Village

Based on the Decree of the Head of Karangsalam Village Number 26 of 2021, Karang Taruna is tasked with the government and community components in handling various social welfare problems, especially those faced by the younger generation, both preventive, rehabilitative and developing the potential of the younger generation in their environment. In addition, it also organizes education and training for the younger generation in accordance with their abilities and conducts collaborative partnerships in other sectors. In matters of developing the Karangsalam tourist village, the Karang Taruna Village of Karangsalam has the following roles:

- Provide opinions on the direction of tourism development
- Responsible for security in the tourist village of Karangsalam
- Setting the access road to the location of the tourist village
- Responsible for environmental order
- Get involved in accessibility development
- Coordination with BUMDes and business owners regarding contributions/fees

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d. Karangsalam village community

The Karangsalam Village community is a very important part in the development of tourism in the Karangsalam tourist village. The creation of success of the Karangsalam tourist village is the accumulation of the contributions of all parties including the community. The community has played a role from the beginning of tourism development in Karangsalam village. The role of the community is as follows:

- Originator of the idea of tourism development
- Provide opinions on the direction of tourism development
- Executing tourism management
- Involved in developing attractions
- Involved in developing amenities
- Involved in providing road access
- Recipients of the impact of tourism development

The collaboration carried out in developing tourism in the Karangsalam tourist village involves many parties. One of the good things that has been done in developing tourism in the Karangsalam tourist village is to do it by looking at the characteristics of Karangsalam village. One of the challenges in Karangsalam village is about road access, so in this case, a collaboration was carried out with the Banyumas Regency Public Works Office. The next challenge is that tourism in Karangsalam is mostly in the form of nature tourism which has a lot of potential for danger and safety. Tourism development cannot be separated from the contribution of the community, then collaboration with the community is carried out for its development. This can be taken as one of a positive things so that in the future collaboration needs to be carried out and adjusted to the characteristics of each region so that it can make it easier to achieve its goals.

2. Shared Motivation

Mutual motivation is a series of self-strengthening of each stakeholder. This shared motivation has four elements, namely mutual trust, commitment, understanding, and internal legitimacy. When shared motivation is owned, it will increase the involvement of principles and strengthen the dynamics of collaboration. In this section, it will be presented that shared motivation has been owned by each party who collaborated in the development of Karangsalam tourist village tourism.

Collaborating parties already have mutual trust in other parties. To maintain the mutual trust of the parties, Pokdarwis emphasizes the aspect of transparency regarding what has been done.

Mutual trust is very important to maintain so that the collaboration dynamics that occur can be maintained properly and can achieve the goals of all parties. Efforts for openness as a form of maintaining accountability are also carried out by the Village Government which shows the use of the Karangsalam Village Revenue and Expenditure Budget in public spaces. The following is documentation of the presentation of the use of APBDes which is displayed using infographics printed on banners and displayed in the Karangsalam village environment.

Efforts to maintain trust through openness are also carried out by BUMDes. BUMDes will report the results of tourist entrance ticket revenue to the village government as a form of accountability. Mutual trust has also been shown by the collaborating parties, both from the village head and community leaders. This mutual trust is always maintained by these parties through regular meetings. One of these regular meetings is to discuss fees or contributions from business owners in tourist villages. Every business owner is required to provide contributions as a form of contribution to the village. The amount of the fee is determined based on deliberation and without coercion. The meeting to determine the amount of this fee is a form of maintaining confidence that the decision is made in a fair and open manner in accordance with the views and considerations of all parties.

Even though mutual trust already exists in Karangsalam village, it cannot be separated from the conflict there. Several conflicts had occurred during the development of Karangsalam tourism village. The most prominent conflict is related to road policy. The existence of conflict shows the fact that there is a dynamic of collaboration which, even though there is mutual trust, it is not impossible that conflict will occur. This mutual trust must be maintained in order to maintain good collaboration dynamics. The next element in shared motivation is commitment. The commitment of each party will be explained below.

Commitment is a very important aspect of collaboration. Commitment can be interpreted as an attitude of sincerity and loyalty in collaboration shown by all stakeholders in carrying out various agreements and achieving common goals. It is an attitude of loyalty shown by individuals and organizations involved in collaboration towards goals and agreements that have been determined together.

Commitment has been owned by the parties involved at the beginning of the collaboration. However, some evidence shows that this commitment is starting to fade after the Karangsalam tourism village is growing rapidly. The commitment possessed by these parties at the beginning can be considered very strong, one of which is shown by the various efforts carried out by the

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Tourism Awareness Group. The Tourism Awareness Group tries to actively socialize Sapta Pesona to the public. As explained in the previous section, the Karangsalam village community before tourism was an agrarian society. To change the culture from an agrarian culture to a tourism culture is something that is not easy. The strong commitment of the community in tourism development can also be seen from their extraordinary contribution by voluntarily giving their land to be used as village roads and access to tourist sites.

Commitment in collaboration must be maintained by all parties involved so that the dynamics of collaboration can run well and can achieve goals optimally. The next aspect of the shared motivation element is understanding. This aspect of understanding describes the parties involved in understanding what their motivations are in collaborating on the development of Karangsalam tourism village tourism. The parties involved already understand that the tourism sector is one of the sectors in improving the community's economy. The shared understanding of the motivations of the parties ultimately drives the dynamics of collaboration in tourism development in the Karangsalam tourist village. This common understanding is carried out to carry out tourism development actions supported by legit existence.

3. Joint Action Capacity

The last component in the dynamics of collaboration is the capacity for collective action. According to Emerson et al (2012) define joint action capacity as an effort to produce a new capacity for joint action that did not exist before and then be maintained and grown continuously to achieve common goals. This collective action capacity has four elements, namely: procedural and institutional arrangements, leadership, knowledge, and resources.

In the context of tourism development in the Karangsalam tourist village, it will be explained as follows:

1) Procedural and institutional arrangements

According to Emerson et al (2012) mentions that in a collaboration an organizational structure is needed to manage a more complex collaborative network. In the development of tourism in Karangsalam tourist village there is no separate organizational structure that regulates the coordination and communication of the collaborating parties. The parties already have the organizational structure needed according to their respective needs and capacities. From the organizational structure, it is then empowered in collaborative tourism development in the Karangsalam tourist village. The following is the organizational structure of each collaborating party:

- a. Karangsalam Village Government
- b. Department of Youth, Sports, Culture and Tourism of Banyumas Regency
- c. Banyumas Regency Regional Disaster Management Agency
- d. Ministry of Villages, Development of Disadvantaged Regions and Transmigration
- e. Public Works Department of Banyumas Regency
- f. Tirta Kamulyan Tourism Awareness Group
- g. Village Owned Enterprises
- h. Youth organization

Each of these parties will then be empowered according to their capacity to collaborate in developing tourism in the Karangsalam tourist village. One obvious example is the tourism sector from the Department of Youth, Sports, Culture and Tourism of Banyumas Regency in contact with the Head of the Tirta Kamulyan Tourism Awareness Group to collaborate together in holding training for Pokdarwis members on tourism management.

2) Leadership

According to Emerson et al (2012), leadership is a very important element and driving force for collaborative governance. Leaders play a very strategic role and their presence in certain circumstances is very vital, for example during critical conditions such as conflicts and so on. In the development of tourism in Karangsalam tourist village, there has been a collaborative leadership which is evident from the collaboration between institutions/organizations. One of the collaborative leadership was shown by the Head of Karangsalam Village who gave wide space to the first Pokdarwis Chair who was a village official to develop tourism.

3) Knowledge

Emerson et al (2012) said that knowledge is one of the important things in collaboration. In order to create collaboration, sufficient knowledge is needed and complement each other between all parties. The existence of limited knowledge needs to be increased in order to achieve a balance of knowledge so that collaboration can be well established. One of the important keys is that collaboration requires clear information so that it can become shared knowledge that will facilitate collaboration. Developing tourism in Karangsalam village, it also begins with limited knowledge. The Tirta Kamulyan Tourism Awareness Group consciously then carried out an increase in knowledge through several trainings.

4) Resource

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The last element in collective action capacity is the availability of resources. Resources are used by the parties as capital in carrying out joint actions. Resources are not only limited to funding resources, but also time resources, administrative assistance, skills/expertise, and so on.

Table 1. Description and Evidence of Resources in Karangsalam Village

Resources	Description	Evidence
Budget	Budget allocation from Karangsalam Village Government, Regency Government, and Business Owners	Budget Allocation for Road construction
Time	Discussion of tourism development started in 2012, tourism development takes quite a long time.	Timeline of tourism development 2012-present
Technical and logistics	Provision of supporting facilities during development activities (Village Hall, computers, office stationery, operational vehicles).	Documentation of the implementation of various activities such as training
Skills	HR skills in various cultural activities support the development of attractions	Documentation of various cultural attractions
Expertise	Expertise in a particular competency that is used to increase the knowledge of the parties.	Training documentation that invites competent resource persons
Authority	The capacity of government institutions so that they can issue various policies that can be utilized in tourism development.	Priority policy for the tourist year proclaimed by the Banyumas Regent

Supporting and Inhibiting Factors of Collaboration

The implementation of collaboration can be influenced by various factors. There are factors that can support its implementation, there are also factors that will hinder the creation of collaboration. These various factors arise because of the concept of collaboration which involves many parties who have different characters, values, culture, and resources. Many studies have conveyed the supporting and inhibiting factors. According to Septiani et al (2021) stated that the factors that can support collaboration are the existence of government interests and social structures, while the inhibiting factors are low awareness and community participation. This section will explain the supporting factors and inhibiting factors of collaboration in the development of tourism in the Karangsalam tourist village.

1. Collaboration Support Factors

Based on data analysis conducted by the author, it shows that the factors that support collaboration in tourism development in the Karangsalam tourist village are:

a. The amount of leadership commitment

We can see the great commitment of the leaders of these parties from the beginning of tourism development in the Karangsalam tourist village. One of them is the commitment of the Head of Karangsalam Village, who has encouraged collaboration with all parties from the start.

b. The amount of community commitment and participation

The amount of commitment and participation from the Karangsalam village community is one of the driving factors for collaboration in developing tourism in the Karangsalam tourist village. This is evidenced by the commitment of the people who are willing to voluntarily give their private land to be made into village roads. Not only stopping by giving away their land, the whole community is also working on village road construction in mutual cooperation. In addition, the community is committed to consciously actively joining various institutions at the village level such as Pokdarwis, BUMDes, Karang Taruna to help develop tourism in Karangsalam.

2. Collaboration Inhibiting Factors

There are various things that can hinder collaboration in the development of the Karangsalam tourist village. Based on the analysis conducted by the author, it shows that the factors that hinder collaboration in tourism development in the Karangsalam tourist village are:

a. Sectoral ego

Based on the data analysis conducted, it shows that in tourism development in the Karangsalam tourist village there are still sectoral egos. One of them can be seen from the sectoral ego owned by Pokdarwis. Pokdarwis is an institution formed by the Karangsalam Village Government through the Decree of the Karangsalam Village Head Number 11 of 2015 (Keputusan Kepala Desa Karangsalam Nomor 11 Tahun 2015 tentang Pembentukan Kelompok Sadar Wisata Desa Karangsalam) concerning the

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Establishment of the Karangsalam Village Tourism Awareness Group which is the party authorized to manage tourism development in Karangsalam village. Pokdarwis Tirta Kamulyan has several times made its own policies without any coordination and discussion with the Karangsalam Village Government and Karangsalam BUMDes.

b. Conflict of interest

In the previous discussion section, it was explained that the Karangsalam tourism village has different characteristics where the tourism there is located on individual land locations. Conflicts arise when landowners in certain locations feel it is unfair because some parts are used as a source of income for the village, whereas currently many other tours have sprung up but there is no profit sharing to the village.

c. Low quality of Human Resources

At the beginning of the development of tourism, the knowledge of the people of Karangsalam village about tourism or *Sapta Pesona* was still relatively limited. There is limited knowledge about *Sapta Pesona* which is very important in tourism development. Therefore, Pokdarwis runs only armed with minimal knowledge so that the collaboration is not optimal.

d. Lack of spatial regulation

Collaborative governance in the Karangsalam tourism village is also due to a lack of regulations related to spatial planning. There are many tourism entrepreneurs in Karangsalam village who have strong resources so they maximize and utilize their resources to build buildings freely. Free development carried out by entrepreneurs has an impact on business owners. The existence of this freedom ultimately makes business owners build buildings with very free materials, shapes, and building heights. In addition, the freedom to construct buildings, the majority of which are permanent buildings on sloping land, will potentially cause natural disasters such as landslides and so on.

CONCLUSION

This research provides evidence that the concept of collaborative governance has been applied in tourism development in the Karangsalam Tourism Village. This is demonstrated by the existence of collaborative governance that exists involving many parties. The parties involved in the collaboration dynamics have been adapted to the characteristics, challenges and opportunities that exist in the Karangsalam Tourism Village. The parties involved in the collaboration in Karangsalam Village consist of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration, Karangsalam Village Government, Banyumas Regency Youth, Sports, Culture and Tourism Service, Banyumas Regency Public Works Service, Regency Regional Disaster Management Agency (BPBD). Banyumas, Entrepreneurs, Tirta Kamulyan Tourism Awareness Group, Karangsalam Village Owned Enterprises, Karang Tarun Karangsalam Village, and Karangsalam Village Community. However, it cannot be denied that the existing collaboration is still not optimal and tends to fade away. It is known that there are factors that support and hinder collaboration in Karangsalam village. Factors that support collaboration are the large commitment from the leaders and also the large commitment and participation from the Karangsalam village community. Meanwhile, factors that hinder collaboration in tourism development in the Karangsalam tourist village are sectoral egos, conflicts of interest, low quality of human resources, and lack of regulation.

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