

## **COMMUNITY TOURISM COLLABORATIVE GOVERNANCE (CTCG) IN MARON VILLAGE GARUNG WONOSOBO**

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### **Abstract**

The concept of Collaborative Governance is used in various sectors of government both central and regional in order to maximize service and solving problems in the government sector. In the tourism sector, for example, the concept of collaborative governance is considered able to solve various problem. This is due to the dynamic nature of the tourism industry in line with the concept owned by the private sector which become a partner of the government in collaborative governance. In Maron Village, Wonosobo has implemented the concept of Community Tourism Collaborative Governance (CTCG) and has socio-economic impacts for the community, but there are still problems in this application such as the unequal role of each stakeholder. This study aims to find out and to analyze what are the causes of the unequal Community Tourism Collaborative Governance (CTCG) in Maron Village. The research method is qualitative with a descriptive approach that understands deeply about the object under study. The data obtained in this study are primary and secondary data obtained from in-depth interviews and Focus Group Discussion (FGD) with various stakeholders involved in CTCG. The results show that the causes of the unequal CTCG in Maron Village is that there was still a tug of interest both from government agencies and the community in one of the Menjer Lake tourism object. In addition, the competency of the human resources also caused the unequal implementation of collaborative governance. The findings in the research show that the involvement of stakeholders from the government, private sector and the community has been fulfilled, but the inequality of competencies that still depends on several stakeholders.

**Keyword: Collaborative Governance, Community Tourism, Stakeholders**

## **1. Introduction**

Community-based tourism in rural areas can be a solution to overcome the problems that exist in the area. Tourism as a village development mechanism is intended to provide socio-economic contributions to rural communities such as creating jobs, contributing facilities and services also helping to conserve local resources (Keyim, 2015). The nature of the tourism industry which currently has high fragmentation and interdependence across geographical spaces causes a situation where governance and regulation are not only handed over by the state but also by many different actors and groups. As a result, there is a new focus on the need for coordination and collaboration between different actors (public and private) in tourism governance and regulation (Waayers, et al., 2011).

Wonosobo regency is one of the districts included in KSPN along with Borobudur and Dieng Plateau creates a community-based eco-tourism development strategy to optimize the tourism potential of the village. Maron Village that contains Menjer Lake which is one of the leading tourism areas in Wonosobo Regency had already started the development of community-based tourism. The management of tourism in Maron Village is carried out by the Maron Village Government, PT. Indonesia Power also the Local Community. Tourism management there are still various problems such as; Unequal management among stakeholders; Supporting facilities in some tourism objects are still private property; Supporting facilities in some tourism objects are still not optimal.

This research was conducted with the aim of analyzing and describing about the uneven distribution of collaboration of tourism collaboration in Maron Village, Garung District, Wonosobo Regency. In addition, it also describe the factors that caused the unequal tourism collaborative governance carried out between the Department of Tourism and Culture of Wonosobo Regency, Maron Village Government, PT. Indonesia Power and several Local Communities.

## **2. Literature Review**

Agranoff & McGuire, 2003 state collaborative governance has put a lot of emphasis on voluntary collaboration and horizontal linkages multisectoral participants. This is due to the demands of the clients that are often beyond the

capacity and role of a single public organization and requires the interaction among the various organizations of the best and engage in public activities. Collaborative governance is driven by pragmatism as an efforts to resolve this issue that has not been resolved through the application of conventional theories that had been believed to be able to overcome the problem. In the village of Maron, tourism management involves multiple stakeholders including government multi-partner which covers the partnership between the state, private sector, and local people.

Collaborative governance in the tourism sector is not just about the coordination of public-private-civil society, but rather involves the coordination between public agencies that have the authority affecting the tourism sector (Emmanuel, 2012). Jamal & Getz, 1999 in his research in the Canmore Mountains suggested that the existence of community-based collaborative efforts between stakeholders can improve inter-organizational relations and be able to develop the capacity of individual and stakeholder interests as well as the community in planning and solving problems in tourism development. Richard & Hall, 2000 suggest that the development of sustainable tourism in a community can not be achieved without the sustainability of the community itself. This means that the community needs to be managed sustainably from the start because the community provides tourism and cultural resources that can attract tourists.

Sharpley 2010 stated that sustainable tourism must have principles that include the encouragement and expectations of local communities in tourism (for example, planning, development, and control) with government and industry support and guarantees an equitable distribution of tourism benefits to each stakeholder. Thus, the sustainable development of rural communities through tourism can be increased if the policies and practices of community-based tourism development are in line with collaborative criteria and governance. Keyim, 2015 states that the Community Tourism Collaborative Governance (CTCG) can be formulated through a collaborative effort that cohesion of government and non-government actors inside and outside the community in different geographical scales.

The establishment of Community Tourism Collaborative Governance (CTCG) requires socio-economic and institutional arrangements that can protect the community's own resources (eg, nature and culture), promote private ownership, the

involvement of civil society in decision-making processes, and the existence of regulations that protect the development of tourism that is community-based. Keyim, 2017 mentioned that there are several points that can be used as indicators of the success of Community Tourism Collaborative Governance (CTCG). The indicators used in this study are as follows:

### **2.1 Board and Fair Collaboration**

Tourism in rural communities can become an industry that involves many actors from the public sector, the business community and the community on the village itself. Broad and equitable collaboration is the integration that occurs between government and non-government actors in utilizing their respective resources (for example, knowledge, expertise and capital) with the aim of maximizing the socio- economic contribution of local tourism (Keyim, 2017).

### **2.2 Legitimate and Skilled Operators**

Collaboration and partnership in tourism will be more successful when an inventor/ originator is considered legitimate in this case the power/authority and skillful directing them (Parker, 2000). Originators can come from government and non government that have a clear goal to reflect the greater public interest. The ability to facilitate meetings, propose and control discussions; organizing ideas; mediate conflict; creating a neutral playing field; keep participants informed and involved; keep the discussion relevant; encouraging collective progress and showing a resolution is also important for collaborative innovation (Sudarmo, 2011).

### **2.3 Enabling Resources**

Availability of financial resources, technical, human and other resources are needed to achieve the objectives of the collaborative governance. The collaborative governance process itself requires investment to build and improve social capital eg, leadership and other skills, organizational, physical infrastructure, networking, entrepreneurship and trust (Keyim, 2017).

### **2.4 Accountability and Transparency of Information Dissemination**

Sharing of accountability/ responsibility in collaborative governance that is sharing governance (structuring, management, management together with other

stakeholders) and sharing a number of decision among all members are needed, thereby sharing responsibility for achieving the desire result. If stakeholders are not involved in determining the goals of the network and there is no desire to bring authority resource into the network, then the possibility of collaboration will fail to achieve the goal.

### **3. Research Methodology**

This study used a qualitative descriptive approach, data collection is done for approximately two months. Data obtained from interviews and observations directly with actors of tourism collaboration in the Maron Village and the parties involved. The interviews were conducted with several stakeholders involved in tourism collaboration including; Wonosobo Regency Tourism and Culture Office, Maron Village Government, Karang Taruna Karya Persada, Maron Village Awareness Group, BUMDes Sumber Lancar Maron, PT Indonesia Power and the people of Maron Village.

Researchers do not limit the number of informants available but rely on the information obtained. During the two-month study period, researcher were only able to interview ten informants. These informants are tour operators and managers involved in collaborative governance in Maron Village. In addition to using interviews, the study also using Focus Group Discussion (FGD) that were conducted with researchers of the Indonesian Institute of Sciences (LIPI), PT. Indonesia Power, several SKPD of Wonosobo Regency, Maron Village Government and Local Communities in Maron Village.

The information that the researchers gathered was information related to Community Tourism Collaborative Governance (CTCG) in Maron Village. The question that the researchers asked was related to the tasks, functions, abilities, programs, obstacles faced by some of organizations involved CTCG in Maron Village. The information search that researches carried out for two months was more intense from the management around the Maron Village tourism object.

### **4. Result and Discussion**

The concept of collaborative governance is widely used in various government sectors both central and regional in order to maximize services to the community and

overcome problems in the government sector. In the tourism sector, for example, the concept of collaborative governance is able to solve a variety of existing problems. This is due to the dynamic nature of the tourism industry in line with the concept owned by the private sector which is a partner of the government in collaborative governance. Wonosobo Regency government policy related to the development of rural community-based tourism in order to increase public participation in decision making and public policymaking.

Rural community-based tourism development can contribute to local income and job creation, local facilities and maintenance of services and conservation of charitable resources (Fredricsson, 2013). Collaborative governance is needed to achieve the goals of rural tourism development which has the same goal of sustainable tourism with several stakeholders whose contributions can contribute to the community and community welfare (Saarinen, 2013). In addition, the form of management as above can improve the democratic process broadly related to the development of sustainable tourism. This study uses four indicators to analyze why the collaborative governance that occurs in Maron Village has not been evenly distributed. The indicators used are as follows; Broad and fair collaboration; Legitimate and skilled organizers; Adequate resources; Accountability and transparency of information dissemination.

#### 4.1 Broad and Fair Collaboration

Stakeholders in the management of Community Tourism Collaborative Governance (CTCG) in Maron Village consist of various layers from the government, private sector and the community itself. The community which is one of the important stakeholders in the management of rural-based tourism is present through various local communities in the Maron Village. The following is a mapping of stakeholders in managing and developing Community Tourism Collaborative Governance in Maron Village as follows;

**Tabel 1. Stakeholder Mapping CTCG Maron Village**

	HIGH INTEREST	LOW INTEREST
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HIGH POWER	<ul style="list-style-type: none"> <li>• Karang Taruna Karya Persada</li> <li>• Pemerintah Desa</li> <li>• Badan Usaha Milik Desa Sumber Lancar</li> </ul>	<ul style="list-style-type: none"> <li>• PT. Indonesia Power</li> <li>• Masyarakat Desa Maron</li> </ul>
LOW POWER	<ul style="list-style-type: none"> <li>• Kelompok Sadar Wisata</li> <li>• Dinas Pariwisata dan Kabupaten Wonosobo</li> </ul>	

Source: Researcher 2019

In the management and development of Community Tourism Collaborative Governance (CTCG) in Maron Village, there are three stakeholders who have significant influence and importance, namely; Karang Taruna Karya Persada, Maron Village Government, Badan Usaha Milik Desa Sumber Lancar Maron. Karang Taruna Karya Persada has a great influence on the development of tourism in Maron Village because many activities were initiated and are still ongoing. Activities such as cleaning water hyacinth and trash around tourism objects, Friday sharing activities, tree planting, stocking of fish seeds, management of karamba, boat rental, planting coffee seeds, collaboration with third parties. This activity raises the trust of the community to the local community and runs the principle of sustainable tourism.

The Office of Tourism and Culture and the Tourism Awareness Group have a low influence, even though the Office of Tourism and Culture has full authority over the management of attractions. This is due to a conflict that occurs in one of the attractions that cause dualism in the management of attractions. Besides that, the tug of war of interests in the management of the Menjer Lake causes the Tourism Awareness Group not to manage the tourism object. The Tourism Awareness Group is concerned that if they take part in managing, it will cause conflicts between communities. This is because POKDARWIS is under the auspices of the Department of Tourism and Culture of Wonosobo Regency.



## **4.2 Legitimate and Skilled Operators**

In the context of Community Tourism Collaborative Governance (CTCG) in Maron Village, the originator of the collaboration came from the local community namely Karang Taruna Karya Persada. From the action of cleaning up trash directly in the Menjer Lake Tourism Object area is able to encourage young people in Maron Village to participate in cleaning and managing one of the village's potentials. In addition, there are also a number of activities initiated by Karang Taruna Karya Persada that can increase community motivation in tourism management in Maron Village. The collaboration carried out by Youth Organization in 2013 with PT. Indonesia Power is also able to generate trust from the community to the local community. The persuasive ability possessed by the Chairman of Karang Taruna Karya Pesada is able to empower the people in Maron Village so that they want to contribute to the development of tourism.

This is different from previous research conducted by Parhard Keyim in 2017 at Vounislahti which states that local authority still dominates in Community Tourism Collaborative Governance (CTCG). Whereas in Maron Village, it was found that one of the local communities that had more autonomy was dominant in influencing the community and decision making. So that this also causes the unequal role of stakeholders involved in Community Tourism Collaborative Governance (CTCG) in Maron Village.

## **4.3 Enabling Resources**

Sufficient resources including expertise, time and money are needed to process and implement collaboration in the development of community-based tourism. Resources in Community Tourism Collaborative Governance (CTCG) in Maron Village itself can be classified into four types; namely natural resources, human resources, infrastructure resources, and budget resources. In general, the resources owned by Maron Village in the context of Community Tourism Collaborative Governance (CTCG) have not been maximized and causing tourism management to be uneven, especially from local human resources.



Local human resources have a very important role in satisfying, maintaining, sustaining the function of tourism. In addition, a professional tourist guide is able to create a destination image while also playing a role as the spearhead of the promotion of tourism products. Maron Village which has local resources that are incorporated in various local communities is still low, although motivated and high commitment is evidenced by participation in tourism activities. However, in terms of competency, especially communication is still not optimal, they still depend on the chairman of Youth Organization if there are foreign tourists visiting.

Other resources such as natural and cultural tourism owned by Maron Village itself are very potential to be developed, besides opening artificial tourism objects are able to attract tourists to visit. In terms of budget resources, it is still not maximal, although there is cooperation with the private sector, but from the Village Government, it has not prioritized the budget for tourism development. In addition, funds obtained from tourism activities and cooperation are not only used for the tourism sector but are also used for social activities to improve the welfare of the community. Infrastructure resources owned are also not maximal, there are still a number of supporting facilities for tourism that have not been maximized.

#### **4.4 Accountability and Transparency of Information Dissemination**

In the implementation of Community Tourism Collaborative Governance (CTCG) in Maron Village which involves many stakeholders, accountability, transparency and information dissemination among actors are very important so that there is no difference of views in the development of existing tourism. Coordination between stakeholders is conveyed in the form of a forum conducted with all stakeholders involved in the development of existing tourism. Reporting and transparency activities through meetings that are held at the end of each activity, in addition, it is also poured through accountability reports both in terms of activities and budget.

Accountability and transparency of information dissemination carried out in Community Tourism Collaborative Governance (CTCG) in Maron Village has been going well. The existence of clear and direct coordination between stakeholders through the forum is considered capable of establishing effective communication related to the roles and responsibilities in the development of existing tourism.

Besides that, in each stakeholder such as the local community, the village government and the private sector have their own internal coordination which discusses the work program plan so that information is well absorbed.

## **5. Conclusions**

### **5.1 Conclusions**

Based on the above analysis, Maron Village is proven to be a village that apply Community Tourism Collaborative Governance (CTCG). As for some of these things are explained as follows; There is a conflict of interests among stakeholders, especially from the Department of Tourism and Culture of Wonosobo Regency with several local communities related to the management of Menjer Lake Tourism Objects which causes some communities to not be able to help and manage Menjer Lake. The local community involved does not yet have strong legality. The loss of public trust in the local government has caused the Department of Tourism and Culture unable to optimize its role and function in Maron Village. Local human resource competencies are not optimal, there is still a dependency on initiators which causes uneven collaboration.

### **5.2 Suggestions**

Research on Community Tourism Collaborative Governance (CTCG) in Maron Village still has various problems. So as to overcome the existing problems, it needs some suggestions so that collaborative governance can run optimally. Some of the recommendations made for several stakeholders are as follows; Strengthening every institution/community involved in Community Tourism Collaborative Governance (CTCG) is done to increase the motivation and commitment of local communities in the development of local tourism. Local Government must provide full support both from regulations and facilities for tourism management in the Village as an effort to achieve the strategy and restore public confidence in the Village of Maron to attract tourists to come to the Village Maron.

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