

## Collaborative Governance Process for Tourism Village Development in Semen Gandusari Village, Blitar Regency

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Article Info	ABSTRACT
<b>Keywords:</b> Collaborative Governance, Development, Tourism Village	The research entitled "Collaborative Governance Process in Tourism Village Development in Semen Gandusari Village, Blitar Regency" aims to describe and analyze a collaborative process that occurs. The type of research used in this research is descriptive qualitative research, namely to provide an overview of collaborative governance in the process of developing a tourist village in Semen Village. Data collected through in-depth interviews, observation and documentation studies. Informants are people who are trusted and know and understand the topic being researched. Next, the data obtained was analyzed using data condensation, data presentation and drawing conclusions and verification. The research result uses the theory from Kirk Emerson and Tina Nabatchi (2015) which consists of indicators of collaboration dynamics theory, collaboration actions, impact and adaptation of the collaboration process, which is very good and has a positive impact on each party involved. Institutionally, the role played by the parties involved is very active in developing the tourist village in Semen Village and the communication relationship between the village government and the parties involved is also very good, as well as the trust built in the collaboration for the development of the tourist village in Semen Village is good. Then, their sense of trust is built, so the commitment between the village government and the parties involved is very strong, especially when collaborating is guided by the District Regulation Decree, Village Decree, and AD/ART as well as cooperation agreements.
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## INTRODUCTION

Tourism is one of the sectors that contributes greatly to the economy, especially for developing countries such as Indonesia. Data from the Central Statistics Agency (BPS) shows that in 2021-2022, the tourism sector contributed USD 7.03 billion in foreign exchange. The existence of tourism not only increases regional income but also plays a role in improving people's welfare both in

urban and rural areas. Therefore, the development of this sector is an important part of the national development strategy, as stipulated in Law No. 10 of 2009 concerning Tourism.

One of the approaches in the sustainable development of the tourism sector is the concept of tourist villages. Tourism villages exist as an effort to reduce the economic gap between urban and rural communities while preserving the environment and local culture. Law No. 6 of 2014 concerning Villages emphasizes that villages have the authority to manage their local potential to improve the welfare of their communities. In the era of globalization, tourism villages are also part of the service trade strategy in the tourism sector which is increasingly developing at the national and international levels.

Semen Tourism Village in Gandusari District, Blitar Regency, is one example of a tourism village that has successfully developed through a collaborative governance strategy. By utilizing local potential, Semen Tourism Village has won various national awards, including in the 2022 Indonesian Tourism Village Award (ADWI) as 1st place in the Advanced Tourism Village category. This success is inseparable from the collaboration between the government, the community, and the private sector in the management and development of tourist destinations.

Based on this background, this study aims to examine more deeply the collaborative governance process in the development of Semen Tourism Village in Gandusari District, Blitar Regency. This study will explore how the various actors involved work together to build sustainable tourism villages as well as the challenges faced in the collaborative process. Thus, this research is expected to provide insights and recommendations for the management of tourism villages in Indonesia so that they can develop more optimally in the future.

## METHOD

This study uses a descriptive qualitative method that aims to provide an in-depth overview of the collaborative governance process in the development of Semen Tourism Village, Gandusari District, Blitar Regency. This method was chosen because it can comprehensively describe how collaboration between the government, the community, and the private sector contributes to the management and development of tourist villages. Descriptive qualitative research focuses on understanding phenomena naturally by exploring information through observation, interviews, and documentation studies.

The focus of this research is the collaborative governance process in the management of tourism villages using the theories of Kirk Emerson and Tina Nabatchi (2015). There are three main indicators on which this research is based, namely collaboration dynamics, collaboration actions, and

the impact and adaptation of the collaboration process. The dynamics of collaboration include principled engagement, shared motivation, and the capacity to act collectively. Meanwhile, the collaborative action reflects concrete steps taken by various parties in supporting the management of tourist villages. Finally, the impact and adaptation of the collaboration process describes how this collaboration affects the development of tourism villages and how the parties involved adjust to the changes that occur.

This research was conducted in Semen Tourism Village, Gandusari District, Blitar Regency. The selection of this location is based on the village's success in developing the tourism sector based on collaborative governance, which has been proven through various awards, including 1st place in the Advanced Tourism Village category in the 2022 Indonesian Tourism Village Award (ADWI). This success shows the existence of a collaboration model that can be an example for the development of other tourist villages in Indonesia.

In this study, informants were selected by purposive sampling, namely based on their involvement in the collaborative governance process in Semen Tourism Village. The main informant in this study is the Chairman of Semen Tourism Village, who has a strategic role in the management and development of tourist villages. In addition, this research also involved key informants, consisting of the Head of Semen Village, Semen Village Youth Organization, as well as representatives of the private sector, such as Bank BCA, who have contributed to funding and assistance for tourism villages.

Data collection in this study was carried out with three main techniques, namely participatory observation, in-depth interviews, and documentation studies. Participatory observation is carried out by directly observing how the management of tourism villages takes place, including tourism activities, interactions between actors, and development strategies implemented. In-depth interviews were conducted with informants who have direct involvement in collaborative governance, with the aim of exploring information about the roles, experiences, and strategies applied in the management of tourism villages. Meanwhile, documentation studies are carried out by collecting various archives, documents, and literature related to tourism village policies and regulations that support their development.

After the data is collected, the analysis is carried out using the Miles and Huberman technique, which consists of three main stages, namely data condensation, data presentation, and conclusion drawing and verification. In the data condensation stage, researchers summarize, select, and focus data relevant to the research, then group them based on indicators of collaboration dynamics, collaboration actions, and collaboration impacts and adaptations. Furthermore, at the data presentation stage, the information that has been categorized is arranged in the form of a descriptive narrative so that it can be analyzed more systematically. Then, at the conclusion drawing and verification stage, the results of

the analysis are used to draw conclusions that are based on the patterns found in the research. To ensure the validity of the data, this study uses data triangulation, which is carried out by comparing the results of interviews, observations, and documentation.

With this systematic descriptive qualitative approach, this study is expected to provide a deeper understanding of how collaborative governance can support the sustainable development of tourism villages, as well as how this model can be applied to other tourism villages in Indonesia.

## RESULTS AND DISCUSSION

This research reveals that the collaborative governance process in the development of the Cement Tourism Village in Gandusari District, Blitar Regency, has been running very well. Collaboration between the village government, the community, and the private sector, especially Bank BCA, has created synergies that have a positive impact on the development of this tourism village. Through a strategy based on participation and togetherness, various parties actively contribute to the management and promotion of tourism in Semen Village.

The dynamics of collaboration in this village are based on the principles of active involvement, collective motivation, and shared capacity in action. The village government plays the role of the main facilitator in building a sustainable tourism ecosystem, while the community and the private sector participate in the provision of tourism services and infrastructure development. The success of this collaboration is supported by clear regulations, such as the Decree (SK) of the Regent Regulation, the Decree of Village Regulation (Perdes), and AD/ART, which ensure the existence of standard rules in village tourism management.

One of the main factors in the success of this village is the high trust between the actors involved. Open communication and involvement in decision-making through village deliberations make all parties have a sense of belonging to this tourist village. With the existence of regular village meetings, every stakeholder can convey their aspirations and actively contribute to designing innovative and sustainable tourism programs.

In practice, collaborative governance in Semen Tourism Village is realized through various concrete actions. One tangible form of this collaboration is the training and mentoring program organized by Bank BCA in the "Bakti BCA" program. This program includes tourism management training, tourism village financial management, and digital marketing strategies. In addition, Karang Taruna and Pokdarwis are also actively organizing entrepreneurship workshops to improve people's skills in making tourism products, such as souvenirs and souvenirs typical of Semen Village.

In addition to increasing community capacity, infrastructure development is also the main focus in this collaborative action. The village government collaborates with the private sector in improving

road access to tourist attractions, building homestays based on local wisdom, and providing supporting facilities such as information centers, parking areas, and public toilets. All of these efforts aim to improve the comfort of tourists while supporting local economic growth.

Not only that, Semen Tourism Village also actively implements a digital marketing strategy. The use of social media, official websites, and other digital platforms has succeeded in increasing the popularity of this village as a leading tourist destination. To expand the reach of promotion, the management also collaborates with tourism influencers and travel bloggers to attract more tourists, both from within the country and abroad.

The results of this intensive collaboration have had a significant impact on various aspects of this tourist village. Public awareness and participation in tourism management is increasing, which is reflected in the increasing number of residents who are active in various tourism sectors, ranging from tour guides, culinary businesses, to handicraft production. In addition, awareness of the importance of environmental conservation has also increased, which can be seen from community initiatives in maintaining cleanliness and conserving nature around tourist attractions.

In the economic aspect, people's income has increased in line with the development of the tourism sector. The creation of new business opportunities, such as the provision of homestays, local restaurants, and souvenir centers, has helped improve the welfare of the village community. In addition, the Cement Tourism Village is also increasingly widely known and has received various awards, one of which is 1st place in the Advanced Tourism Village category in the 2022 Indonesian Tourism Village Award (ADWI). This achievement proves that effective collaboration between various parties can have a real positive impact on the development of tourist villages.

However, even though collaborative governance in Semen Tourism Village has been running well, there are several challenges that are still faced. One of the main challenges is the complexity of coordination between controllers. With so many parties involved, equalizing vision and strategy is often an obstacle. To overcome this, the village regularly holds meetings and communication forums to build closer synergy between the government, the community, and the private sector.

In addition, the village's dependence on external support, especially from the private sector, is also a challenge. So far, many tourism development initiatives still rely on assistance from companies such as Bank BCA. Therefore, the village government seeks to increase independence through diversification of income sources, one of which is by developing a more sustainable community-based eco-tourism program.

The readiness of human resources (HR) in managing tourism is also a factor that needs to be continuously improved. Although training and mentoring have been carried out, there are still some aspects that need to be improved, especially in terms of professionalism and tourism management. To

overcome this, the village plans to continue the training program on an ongoing basis and form a learning community for the village community.

Another challenge is competition with other tourist destinations. With the development of tourist villages in various regions, the competition in attracting tourists has become tighter. Therefore, Semen Tourism Village continues to innovate by highlighting the uniqueness of local culture, educational tour packages, and community-based tourism experiences as the main attraction.

Overall, this study shows that the collaborative governance process in the development of Semen Tourism Village has succeeded in bringing a wide positive impact to the village and its community. The success of collaboration between the government, the community, and the private sector proves that the management of tourism villages based on togetherness can run well if supported by effective communication, strong trust, and a structured strategy.

The success of the Semen Tourism Village can be a model for other tourism villages in Indonesia who want to apply a collaborative governance approach in their tourism management. Although there are still challenges in its implementation, the right solutions can be implemented to ensure the sustainability and competitiveness of tourism villages in the future. By maintaining and improving the existing collaboration model, Semen Tourism Village has the potential to continue to develop as one of the leading tourist destinations in Indonesia.

## CONCLUSION

The results of this study show that the collaborative governance process in the development of Cement Tourism Village in Gandusari District, Blitar Regency, has been running effectively and has had a significant impact. Strong collaboration between village governments, communities, and the private sector, especially through support from Bank BCA, has created a sustainable tourism ecosystem and economically empowered the community. The success of this collaboration is marked by clear regulations, open communication, and active participation from various actors in village tourism planning and management. Trust and commitment between actors are also key factors in the success of this governance model, where each party has a clear and responsible role for the sustainability of the tourism village.

In addition, this research also reveals that the collaborative actions carried out, such as community training, tourism infrastructure development, digital marketing, and local economic empowerment, have provided great benefits for the development of the Cement Tourism Village. This community-based approach not only increases public awareness of the importance of maintaining and managing tourism potential, but also succeeds in creating new economic opportunities for villagers. With the increase in the capacity of human resources and the strengthening of the local economy, the

community is increasingly independent in managing village tourism, which ultimately contributes to regional economic growth. This success is evidenced by the various awards won by the Cement Tourism Village, including 1st place in the Advanced Tourism Village category in the 2022 Indonesian Tourism Village Award (ADWI), which makes it a model of a sustainable tourism village in Indonesia.

However, even though collaborative governance in Semen Tourism Village has been running well, there are still challenges that need to be overcome, such as the complexity of coordination between operators, dependence on external support, readiness of human resources in tourism management, and competition with other tourist destinations. To ensure the sustainability of this tourism village, a more innovative strategy is needed in developing local potential, strengthening village independence, and continuing to increase community capacity in managing and promoting community-based tourism. By maintaining the existing collaboration model and continuing to make improvements, Semen Tourism Village has great potential to develop further as a leading tourist destination that is able to compete nationally and internationally.

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