

Collaborative Governance Assessment Development of Tourist Villages in Patengan Village, Rancabali District, Bandung Regency

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ABSTRACT

The development of tourism villages in Patengan Village, Rancabali District has become the attention of many parties. This can be seen from the many activities that have been carried out to promote this tourism village. This collaborative governance assessment study aims to evaluate the development of tourism villages in Patengan Village, Rancabali District. This study was conducted by involving various parties, including the government, community, and academics. Based on the results of this study, it can be concluded that the development of tourism villages in Patengan Village, Rancabali District has gone well. This can be seen from the collaboration between various parties involved in the development of this tourism village. In addition, there is also a high awareness from the community about the importance of developing this tourism village. However, there are still several obstacles faced in the development of this tourism village. Some of them are lack of human resources, lack of capital, and lack of public awareness about the importance of developing tourism villages

INTRODUCTION

Tourism development is not only the responsibility of the government, but the private sector or the community can also participate in tourism development. This shows a form of collaboration where one of the goals is to answer the limitations of government capacity in governance, especially in the tourism sector. Therefore, policy actors in cooperation or collaborative governance can constructively fill in the shortcomings and advantages in the policy implementation process. Collaborative Governance has been developed related to "multi-layered system context" including policy and legal frameworks, resource conditions, network characteristics, and power relations (Aswin, A., Ariesmansyah, A., & Indriane, M. 2022).

Optimally developed tourism can be an alternative in solving economic problems that are still faced by various developing countries with large populations, one of which is Indonesia. Tourism development is needed to accommodate the desires of tourists, so that tourists feel satisfied with their visit and will visit again another time or at least, can tell others about their experiences during their visit to Indonesia. Various tourism development concepts can be applied to a tourist attraction object depending on the location, as well as the availability of natural resources (SDA) and human resources (SDM). (Akbar, 2022)

One of the regions in Indonesia that has quite large tourism potential is West Java Province. In the focus group discussion (FGD) forum organized by the Bandung Regency Tourism and Culture Office, it was explained that visits to Patengan Village after the Covid-19 pandemic in 2021 were 1,227,57 people. The great tourism potential of Bandung Regency is emphasized by the determination of the area as one of the areas that has extraordinary tourism potential, especially the Rancabali area as a new tourist attraction that is starting to grow in Bandung Regency.

Carrying out the agenda of developing the regional tourism sector as mentioned in the previous paragraph, Bandung Regency is not only carried out by the local government. On a smaller government scale (village government) many tourist attractions are established based in the Village or commonly known as tourist villages.

Patengan Village is located in Rancabali District, Bandung Regency. Its location in the tea plantation tourism area and the iconic Patenggang Lake has historical value, in addition, coffee tourism in the village of Patengan is an attraction amidst the conditions of the community who Farming in the Rancabali coffee commodity is an interesting thing in the tourist area, however, the death related to Rancabali coffee which can be a supporter for the tourism development ecosystem, the Patengan village community group is still hampered by the issue of cross-institutional commitment that is interrelated in the development.

Initial observations made by researchers when conducting Focus Group Discussions in Patengan Village, which were attended by stakeholders of the Patengan village government and elements of the community in Patengan Village, there were several interesting things for researchers, namely related to the condition of Patengan Village which is currently called a tourist village but

in tourism management there are still problems from across sectors related to the problem of Village Apparatus, BUMDES and the Community still do not understand the potential of the village that can improve the village economy.

The development of tourism villages is still considered not optimal because the condition of the community is a spectator of the current tourism, the functioning of village officials and all elements in Patengan Village must align perceptions related to the potential of Patengan Village and the ability of human resources that must continue to be improved, so that multi-stakeholder collaboration must be present in the midst of Patengan Village problems to answer the hopes of the community.

LITERATURE REVIEW

Basically, researchers who produce a research result are not a new discovery that stands alone but rather something that is interconnected with previous research that has a similar topic of study to share a picture of the front line of knowledge that underlies the research and to strengthen the research being conducted. Here is a brief description of previous research journals:

Table 1. Previous Research

No	Researcher Name	Research Title	Similarities and Differences			
			Theory Used	Approach	Method	Analysis Techniques
1	Robert Akbar (2022)	Collaborative Governance in the Development of Gubugklakah Tourism Village, Malang Regency	Collaborative Governance	Descriptive	Qualitative	Qualitative descriptive
2	Ardhia Mafaza (2020)	<i>Collaborative Governance</i> in the Development of Tourism Villages	Collaborative Governance	Descriptive	Qualitative	Miles and Hiberman interactive analysis
3.	<i>Cintantya Adhita Dara Kirana, Rike Anggun Artisa</i> (2020)	<i>Development of Tourism Villages Based on Collaborative Governance in Batu City</i>	Collaborative Governance	Descriptive	Qualitative	Qualitative descriptive

Collaborative Governance Concept

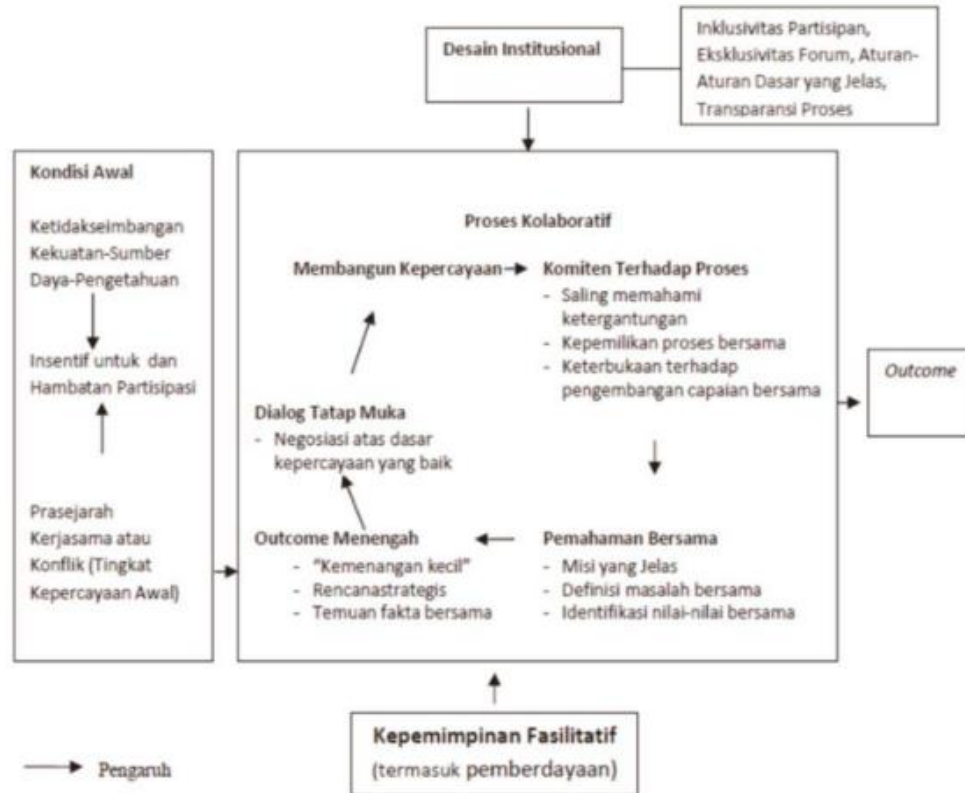
The concept of collaborative governance is an effort by the government to solve complex problems, thus emphasizing the interdependence between the government and other stakeholders outside the government. These problems are complex and dynamic, so it would be very unlikely if they were only solved by one organization, namely the government, but there needs to be collaboration in solving them (Akbar, 2022)

Collaboration is a form of cooperation, interaction, compromise of several related elements, both individuals, institutions and/or parties involved directly and indirectly who receive the consequences and benefits (Haryono, 2012, p.48). Collaboration according to Wanna (2008, p.3) means working together or cooperating with others. This implies individual actors, groups, or organizations working together in some effort.

Emerson and Nabatchi (2015) define Collaborative Governance more broadly as a form of collaborative governance in a series of processes and structures of public policy formulation, decision-making, and public management by involving the role of government actors as public bodies, private sector, elements of society in the public sphere to achieve public goals (welfare) that cannot be achieved if relying on only one party. Collaborative Governance has experienced developments related to "multi-layered system context" including policy and legal frameworks, resource conditions, network characteristics, and power relations (Bryson, John M., Barbara C. Crosby, 2015). Ultimately, the concept of a collaborative context is a direct relationship between the government, private sector and elements of society including partnership pattern and joint arrangement with government in a hybrid manner such as private partnership patterns and also social partnerships as reflected in the public-private partnership pattern in terms of collective resource management.

Collaboration is a process of action cooperation between a government agency and another government to achieve a common goal or as a process of cooperation in solving a problem together. In the American Heritage dictionary (2000), collaboration is defined as the activity of working together, especially in an effort to unify thinking.

Collaborative governance according to Ansell & Gash (2007, p.544-545) is an arrangement where there is one or more public bodies that directly involve non-state actors in a collective, consensus-oriented, and deliberative decision-making process and which aims to create or implement public policies, programs, or assets. Likewise, according to Emerson & Nabatchi (2015, p.2) that the collaboration carried out does not only consist of the government as an actor, but also other parties, with the aim of solving public problems.



Sumber: Ansell & Gash, 2007:550

Figure 1. Collaborative Governance

Collaborative Governance Ansell & Gash (2007) consists of four elements, consisting of three elements that have an impact on collaboration and the collaboration process consisting of five interrelated activities. Starting Condition, The initial condition referred to is the initial condition of stakeholders before collaborating. Initial conditions can support collaboration, or even hinder the collaboration process itself. Institutional Design refers to protocols or basic rules in collaborating. The third element is facilitative leadership which is a leadership style and the leader's ability to move actors.

The previous three elements are factors that influence the creation of collaborative governance, while the fourth element is the collaboration process itself. Ansell & Gash (2007) describe the collaboration process into five indicators, namely as follows:

a) Face to Face Dialogue

Collaboration is built with face-to-face dialogue between actors. Because collaboration itself is consensus-oriented, thick communication or face-to-face dialogue is needed to identify and achieve common goals. This stage is more than just negotiation, this is because in this process there is a fusion of problems in communication. Later, this will affect trust, level of attention, common understanding, and commitment to the collaboration process itself.

b) Trust Building

Building trust between actors is not a different phase from the first phase regarding face to face dialogue. However, a good leader must be able to understand the importance of trust between actors before the actors manipulate the situation. Especially if there is a history of less harmonious between one actor and another, then building trust between actors becomes a determining factor in collaboration.

c) Commitment to the Process

Commitment is closely related to the success of collaboration, commitment is what influences the motivation to participate in collaboration. It is said that sometimes, stakeholders participate because they have their own interests. Such as so that their interests are not ignored, securing a position, or obeying the law. In this case, stakeholders should have a commitment to the same process, namely that negotiating is the best way to get the desired policy together.

d) Shared Understanding

The next phase is shared understanding. Along with the ongoing collaboration, stakeholders must also develop the same perception. The meaning of shared understanding here is a common mission, common goals, clarity of goals, and common ideology.

e) Intermediate Outcomes

Another phase in the collaboration process is intermediate outcomes. Collaboration can occur if the goal of the collaboration is reachable, the benefits to be gained from collaborating are clear, and there are small wins. The small wins that occur can be said to be a sign of successful collaboration and also feedback so that collaboration becomes better. With the existence of small wins, of course stakeholders will feel that the collaboration that is carried out provides benefits.

Development of Tourism Village

Regulation of the Minister of Culture and Tourism Number KM .18/HM.001/MKP/2011 concerning Guidelines for the National Community Empowerment Program (PNPM) Mandiri Pariwisata; a tourist village is a form of integration between attractions, accommodations, and supporting facilities presented in a structure of community life that is integrated with applicable procedures and traditions/cultures. A tourist village is also a rural area that has its own characteristics and attractions as a tourist destination. One way to become a form of ecotourism activity in a particular area that involves the local community is a tourist village.

According to Priasukmana & Mulyadin (2001), a tourist village is a rural area that offers a whole atmosphere that reflects the authenticity of the village, both in terms of socio-economic, social, cultural, customs, daily life, has a unique and interesting economic building architecture and has the potential to develop various tourism components, such as attractions, souvenirs, and other tourism needs. Tourist villages are usually rural areas that have several special characteristics that are worthy of being tourist destinations. In this area, the population still has traditions and cultures that are relatively original. In

addition, several supporting factors such as typical food, agricultural systems and social systems also color a tourist village area. Apart from these factors, natural resources and a natural environment that are still maintained are one of the important factors of a tourist village area.

Efforts to realize tourist villages, in practice, it requires conditions that must be met. These conditions must be met when a village wants to make it a tourist village. This is in line with Hadiwijoyo's view (2012, p.69) which explains that a village must meet certain conditions to become a tourist village, as follows:

- a) Good accessibility, making it easy for tourists to visit using various means of transportation;
- b) Has natural tourist attractions, arts and culture, local food, legends and other objects that can be developed as tourist attractions;
- c) Get support from the community and village government;
- d) Guaranteed village security;
- e) Availability of adequate accommodation, telecommunications and manpower;
- f) Cool or cold climate;
- g) Related to tourist attractions that are already well known to the general public.

Patengan Village is one of the villages designated by the Bandung Regency Government as a tourist village. Patengan Village has diverse tourism potential such as Situ Patengan, glamping, suspension bridge, *camping ground* and coffee tourism which is becoming a pioneering tourism in Patengan village.

The development of tourism villages in Patengan Village still faces obstacles, namely inadequate infrastructure, the ability of village officials' human resources, tourism village facilities such as the lack of understanding related to cross-sector collaboration related to efforts to develop tourism villages.

The development of tourism villages in Patengan Village collaborative governance can be seen from the collaboration between actors, namely the government (Bandung Regency Government through the Tourism Office and the village government), the community (craftsmen, Pokdarwis, tourism village managers, Karangtaruna and associations) and the private sector as partners. The role of the government as a facilitator and the community as tourism actors. While the private sector as a partner to help overcome problems and obstacles in developing tourism villages and as a motivator who mobilizes the community through coaching. There are partners who foster the Patengan Village Tourism Village through various assistance and training for Patengan Village Tourism managers.

However, the existing Collaborative Governance is constrained by the lack of understanding of tourism awareness by the community, the lack of infrastructure to develop tourism villages, the lack of trust between the parties working together and the limitations of the budget and human resources, so an active role is needed from each stakeholder to develop tourism villages. To overcome these problems, collaborative governance is needed in developing tourism villages. With the limitations of each actor, a collaborative effort is

needed with the role of each stakeholder in order to realize the goals and overcome the problems of developing tourist villages in Patengan Village

METHODOLOGY

The research method used is a qualitative research method, with a case study approach. In qualitative analysis, case studies use per-variable analysis tools that have been connected to both and then analyzed based on observations and interviews.

Qualitative Data Analysis Process

- Pre-Field Analysis

Analyses were conducted on data from preliminary studies, or secondary data, related to the research focus.

- Analysis During the Field

This study uses the “interactive analysis” model from Miles and Huberman as visualized in the following figure.2

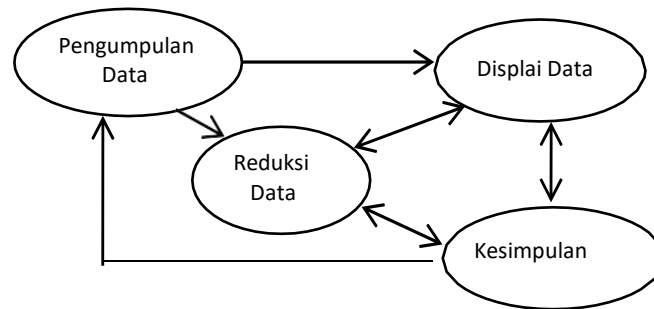


Figure. 2. Interactive Analysis Model of Miles and Huberman1
Matthew B. Miles and Michael Huberman. (1992). *Qualitative Data Analysis*. Jakarta: UI-Press, p.
Source: Data analysis components according to Miles & Huberman
20.

RESULT

Discussion on the implementation of policies on *Collaborative Governance* Assessment Development of Tourism Village in Patengan Village, Rancabali District, Bandung Regency based on the theory put forward by Ansell & Gash (2007), success *Collaborative Governance* Assessment determined by four variables, namely: Face-to-Face Dialogue, Trust Building, Commitment to the Process, Shared Understanding and Intermediate Outcomes.

The results of this study were through data collection from interviews, observations and documentation. The researcher conducted an in-depth interview process with informants who were directly related to *Collaborative Governance* Assessment Development of Tourism Village in Patengan Village, Rancabali District, Bandung Regency.

The results of observations and interviews with other parties found an error that in practice the development of tourism villages in Patengan Village has not been optimal. This was conveyed by one of the village officials, namely Pokdarwis in Patengan Village because there was no clear goal. This was discussed regarding pioneering coffee tourism, seeing the potential of coffee in Patengan Village, and not having a clear concept of how to develop tourism villages in Patengan Village.

Building trust must start from a leader so that a collaborative leadership style in Patengan village is important, which is aware of environmental conditions and focuses on programs that are planned with a clear concept, so that building trust becomes the basic capital in collaboration and there must also be new ideas or solutions that are implemented

Mutual understanding between organizations is still not optimal, the sense of ownership related to the development of tourist villages must be increased so that openness to programs and implementation of all parties follows for village development in Patengan Village and there must also be encouragement of local initiatives and independence of residents in developing village tourism potential.

Patengan village through focus group discussions can be a solution to become a shared space to overcome problems related to village development, this shared understanding is something that must be owned by all actors in the development of Patengan village tourism. And also that all stakeholders move with the same goals and directions. This also helps create an environment that supports the development of sustainable and inclusive tourism villages

DISCUSSION

Developing a tourist village in Patengan Village cannot be done alone, but requires collaboration from various parties such as the Regional Government, Pokdarwis, BUMDES and PT Perkebunan and other Private Parties in Patengan Village.

Some of the special features of Patengan Village as a Tourism Village have given birth to many tourism objects and potentials. Based on the Regional Government Work Plan (RKPD) of Bandung Regency, there are several potentials for tourism development in Kuningan Regency, consisting of:

- a) Patenggang Lake
- b) Coffee Place in the middle of Tea Garden
- c) Suspension bridge
- d) Camping
- e) Glamping
- f) Rengganis Crater
- g) Camping Ground
- h) Hot Spring Pool Bath.

The Kuningan Regency government policy on the Management and Development of Tourism Villages has also been technically outlined in Bandung Regency Regional Regulation No. 7 of 2020. The Development of Tourism Villages aims to:

1. Improving the welfare of rural communities, through the opening of opportunities and employment, new business opportunities and fields, as well as improving existing businesses and services.
2. increasing public awareness in developing Natural Potential and conserving/preserving existing customs, culture and architecture that have been passed down from generation to generation.
3. Increasing public awareness in the conservation of unique animals and plants and the natural environment.
4. Encourage the community to create a clean, tidy and healthy environment.
5. Accelerate the instillation of attitudes and skills that are in accordance with the seven charms of Indonesian tourism.
6. Cultivate community pride in the nature, culture and environment of their village.

Collaborative Governance as a focus on identifying opportunities and assessing needs in developing tourism villages in Patengan Village through collaboration with multiple parties. This is illustrated by the difference between real conditions and expected conditions. Actors (actors). Actors or Human Resources in this case are the Government, Community and Business World. The Central Government prepares the Budget and Empowerment actors, the Regional Government as the Program Controller while the Business World helps provide added value.

The function of the actors of the Third Pillar Program must function well through communication carried out with other related OPD agencies, showing strong support for the Policy Network in tourism development, cross-sector in the policy network is an important part so that in practice CSR support is needed from the private sector to realize sustainable development in the tourism sector.

Based on the results of the author's analysis and monitoring in the field, Bandung Regency has a lot that can be developed into tourism potential in Patengani Village, Bandung Regency. The author found several reasons why it is not optimal, including:

1. The leadership skills of the leaders are thought to be less than optimal, so the leaders must be able to encourage their staff and provide motivation related to the development of tourist villages.
2. Lack of cooperation between government, society, and business actors and building strategic partnerships.
3. Limited training and skills development for local communities in managing and developing tourism potential. Suboptimal tourism marketing and promotion activities.
4. The less than optimal use of digital media and social media to market village tourism potential.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the author's analysis and monitoring in the field, Bandung Regency has a lot that can be developed into tourism potential in Patengani Village, Bandung Regency. The author found several reasons why it is not optimal, including:

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3. Limited training and skills development for local communities in managing and developing tourism potential. Suboptimal tourism marketing and promotion activities.
4. The less than optimal use of digital media and social media to market village tourism potential.

FURTER STUDY

- 1) Measuring the extent to which the Collaborative Governance Assessment is implemented effectively as an evaluation tool in understanding and improving collaboration in the development of Tourism Villages...
- 2) Assessing the extent to which there is effective collaboration between local government, community and private sector in developing Tourism Village in Patengan Village, Bandung Regency.
- 3) Describing Inhibiting Factors in Collaborative Governance Assessment indevelopment of tourist villages in Patengan Village, Bandung Regency.

ACKNOWLEDGEMENT

1. The priority or urgency of this research is based on the empirical findings obtained which can provide academic contributions, especially in the field of governance studies, especially Collaborative Governance which supports the development of tourist villages in Patengan Village, Bandung Regency.
2. This research is expected to provide in-depth insights regarding the effectiveness and efficiency in developing tourist villages in Patengan Village, Bandung Regency.
3. This research is expected to be used as reference material in order to add to and complete studies on governance studies, especially Collaborative Governance in the Development of Tourism Villages in Patengan Village, Bandung Regency.

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