

## Collaborative Governance Towards Development of Eco-Based Tourism Village in Kalipucang Village, Pasuruan Regency

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### Abstract

This Research aims to explain the collaboration to develop eco-based tourism villages in Kalipucang Village, Pasuruan Regency. The research focus consists of three points such as collaborative governance process; collaborative governance results; and obstacle and supporting factors of collaborative governance in the development of eco-based tourism village in Kalipucang Village. Theoretically, collaborative governance theory and principles of ecotourism are used to analyse process and results of tourism village development. This research uses qualitative research methods and interactive data analysis technique models that include data condensation; data display; and verification and conclusion drawing. The results showed that the collaborative governance process was enforced by each stakeholders, but several obstacles happened among the procces, such as the lack role of the Pasuruan Regency government sector and internal conflict among village stakeholders. The results of collaborative governance show that the development of a tourism village has succeeded to establish 6 tourism destinations; homestays; an achievement from regency and provincial level; and benefits in the social, economic, environmental and political aspect. While the implementation of the whole principle of ecotourism only occurs in the tourism destinations of "Omah Kopi" and "Kampung Susu".

**Keywords:** collaborative governance, village tourism, ecotourism

### INTRODUCTION

Indonesia is one of the countries in the world that has a variety of potentials in the tourism sector that can be a catalyst in the context of national and regional development. Therefore, tourism developemnt agenda is not only a responsibility of the central government merely, but also the local government duty, both in the scope of the province and regency or city. This framework is important, because tourism development has several benefits for development such as economic growth, poverty alleviation, increased economic and trade activities, job creation, and can be one of the strategies in local economic development [1]. In other words, tourism development can be an option for the region, especially districts or cities as one of the development priorities.

Pasuruan Regency is one area that has a variety of potentials in tourism sector which consist of nature tourism, special interest tourism, cultural tourism, religious tourism, and agrotourism [2]. These potential should be very strategic, considering the geographical location of the Pasuruan regency that locate between Malang, Surabaya and Jember, which is also on the Surabaya-Bali main route. Furthermore,

according to the Regional Tourism Development Master Plan of Pasuruan Regency in 2014-2024, the Pasuruan Regency Government classified 4 strategic locations of tourism destinations with the following details:

**Tabel 1.** Strategic Tourism Destibation Area in Pasuruan Regency

No	Strategic Destination Area	Description
1	Destination A (Main Road Surabaya - Pasuruan	Kebo Ireng Temple, Gunung Gangsir Temple, Sakerah Mausoleum, Mbah Mbangil Mausoleum, Mbah Ratu Ayu Mausoleum, Shopping Tour .
2	Destination B (Main Road Surabaya - Malang)	Indonesia Safari Park II, Kakek Bodho Waterfall, Jawi Waterfall, Candra Wilwatikta Park, Cheng Ho Mosque , Kaliandra Resort, <i>Finna Golf</i> , Taman dayu
3	Destination C (Bromo Nongkojajar - Purwodadi	Bromo Mountain, Coban Waru Waterfall, Agrotourism of Apple, Dairy farm, Agrotourism of Durian, Agrotourism of Bhakti Alam, Baung Waterfall, Coban Jala Waterfall, Purwodadi Botanical Garden
4	Destination D (Ski Lot - Mangrove)	Banyubiru Swimming Pool, Umbulan Water Sources, Ranu Lake of Grati, Pantai Pasir Panjang, Mangrove Tourism, Ski Lot Tourism, Mbah Semendhi Mausoleum

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**Source:** Regional Tourism Development Master Plan of Pasuruan Regency, 2014-2024

Table 1 explain that in the tourism development master plan document recommend about the development of tourism in strategic areas A, B, and D leads to the development of mass tourism which tends tourism industry and manage by the private sector. Majority of the tourism destination among area A, B, and D owned by private sector. While the strategic area C, which is directed to the development of eco-based tourism destinations. According to the tourism master plan, the government should enforce both mass and eco-based tourism in a balance way. Even Pasuruan Regency government should implement affirmative policy or program towards alternative or eco-based tourism development compared to mass tourism. If the Government of Pasuruan Regency also has concern about alternative tourism, it will develop equity and balance in tourism development scoupe of pasuruan regency.

Alternative tourism per se refers to special tour that has a friendly character to the environment, helps the development of the local economy in agriculture and provides a large enough space for local community participation [3]. It means that alternative tourism is close enough with the concept of eco-based tourism. Accordingly, an appropriate effort for the government to develop eco-based tourism is by managing through the development of tourism villages.

The tourism village refers to a geographical area of tourism that has an original character by consisting of traditional culture, agriculture, inland locations, and the unique lifestyle of the community [4]. So that development of tourism village is suitable with the geographical and sosilogical condition of Pasuruan Regency which is an area of agriculture, weaving, and other natural potential that can be appointed as a tourism destination and the community has its own local wisdom.

The development of tourism villages is also a national agenda of the Ministry of Tourism and the Ministry of Villages and Disadvantaged Regions. In 2018 the Central Statistics Agency recorded that there were around 1,734 tourism villages throughout Indonesia. This number is certainly much increased compared to 2015 where only about 150 tourism villages were established. Thus only 3 years later, there was a very drastic increase in terms of the number of

tourist villages that began to be developed in Indonesia.

If the development of a tourism village is also a concern of the central government, then it should mandat local level that through the regency/city government to support and try to develop tourism village. Therefore, the tourism development master plan 2014-2024 of Pasuruan Regency also has a strategy in developing tourism villages.

**Table 2** Tourism Village in Pasuruan Regency

No	Tourism Village	Tourism Awarness Group
1	Tosari	Adat
2	Wonokitri	Wono Anteng
3	Ngadiwono	Tengger Lestari
4	Ranuklindungan	Angsa Putih
5	Tambaksari	New Arjono
6	Wonosari	Dupasari
7	Ngembal	Gareng
8	Tlogosari	Desa Tlogosari
9	Andonosari	Desa Andosari
10	Tutur	Kusuma
11	Kertosari	Desa Kertosari
12	Puspo	Desa Puspo
13	Baledono	Abadi
14	Mororejo	Abdi Tengger
15	Ngadirejo	Desa Ngadirejo
16	Blarang	Desa Blarang
17	Cowek	Pancar
18	Dawuhan Sengon	Goa Kaneng
19	Wonosunyo	Kahoeripan
20	Kelurahan Ledug	Ringgit Asri
21	Jatirejo	Mata Arjuna
22	Dayurejo	-
23	Pecalukan	-

**Source:** Regional Tourism Development Master Plan of Pasuruan Regency, 2014-2024

Table 2 shows that Pasuruan Regency is consist of 23 Tourism Villages from the total of 341 villages. This number is certainly still very less, compared by many natural potential of Pasuruan Regency which can be utilized for the development of tourism villages. Even in 2017, the number of tourism villages in Pasuruan Regency appears to have remained stable in 2014. In addition, the data above also shows that there are two tourism villages that do not have a Tourism Awareness Group or “Kelompok Sadar Wisata” (Pokdarwis) namely Dayurejo and Pecalukan. The presence of “Pokdarwis” as a tourism institution at the village level is very important, because Pokdarwis’s duty is to manage activities in developing tourism Villages.

Beside it, according to the Pasuruan Regency Tourism and Cultural Department Performance Report of the 2017 and 2018 show that only focuses on tourism development especially on tourism destinations as assets of the Pasuruan

Regency Government, namely the “Banyu Biru” Swimming Pool and the Ranu Grati Lake Tourism. Due to both objects earn the Regional Original Income of Pasuruan Regency.

The development of tourism villages can also contribute directly to the development of the village, both in the context of contributing to the original village income, increasing economic activity, the realization of village community empowerment, and village infrastructure development [5] [6] [7]. Thus, the Pasuruan Regency Government must also have priority on developing tourism villages in the form of exploring the potential of other villages to develop tourism aspects. One of the villages in Pasuruan Regency that has tourism potential and started to develop the village is called Kalipucang Tourism Village, Tukur District, Pasuruan Regency.

The development of Kalipucang Tourism Village is interesting to be observed, because previously the village was known for having a variety of natural potential and agricultural products and was widely known for milk production through dairy farming [8]. Not only that, Kalipucang Village also has natural potential in the form of Sumber Nyonya waterfall, Sumber Telogo waterfall, and Tumang Hill. The diversity of the village's natural potential is the main asset to develop Kalipucang Tourism Village.

Although supported by several natural potentials, Kalipucang Village also has several problems. The natural potential in the agricultural sector is still managed conventionally and has not led to the development of agro-tourism and the lack of infrastructure conditions, either in physical infrastructure or community capacity in tourism development. Even there is a decline in agricultural activity, especially coffee farming where coffee production in Kalipucang Village has been declining since 2011-2014, due to the decreasing coffee land [9].

These various problems indicate the urgency of more optimal development efforts from various natural potentials in Kalipucang Village that can be utilized as tourism attractions. Furthermore, the development of Kalipucang tourism village was also supported by the appointment of the Pasuruan Regency Government that Kalipucang Village was included in a superior Agropolitan area [10]. So it becomes very logical if stakeholders from the Pasuruan Regency Government, Kalipucang Village Government and Local Communities and other stakeholders such as Non-Governmental

Organizations (NGOs) are trying to optimally develop the Kalipucang tourism village. This can be implemented through the application of the concept of collaborative governance which provides a space for the involvement of the non-government sector in the administration of governance, including in the context of developing tourism in general and developing rural tourism specifically.

## **RESEARCH METHOD**

This study uses a qualitative method in which the researcher conducts data gathering with several informants through purposive sampling-based determination. So that the informants are consist of the Head of the Tourism Destination Section of the Department of Tourism and Culture of Pasuruan Regency; Chief of Kalipucang Village; Secretary of Village-Owned Enterprises; 3 Management of Kalipucang Village Pokdarwis; Management of Bukit Tumang Tourism Working Group; Secretary and Field Facilitator of Averroes Community.

While documentation studies include the Strategic Plan of Department of Tourism and Culture in 2018-2023, Regional Tourism Development Master Plan of Pasuruan Regency in 2014-2024, Accountability Performance Report of Government Agencies of Department of Tourism and Culture of Pasuruan Regency in 2017 and 2018, documents planning and reporting on the activities of the Kalipucang Village and Pokdarwis of Kalipucang Village, and the Averroes Community Innovative Village Development Program document.

This study uses interactive model data analysis techniques consisting of aspects of condensation, data display, and conclusions: drawing and verifying [11].

1. Data condensation refers to the process of selecting, focusing, simplifying, abstracting and attempting to transform data arising from written field notes, interview transcripts, documents, and other materials. Data condensation is carried out by conducting a research focus based on 3 predetermined problem formulas namely the collaborative governance process; collaborative governance results; and inhibiting factors and supporting factors in collaborative governance in the development of eco-based Kalipucang tourism villages. Furthermore, data condensation was carried out by writing

interview transcripts from informants and sorting out relevant stakeholder documents such as the department of tourism and culture, Kalipucang Village Government, and Pokdarwis of Kalipucang Village, and Averroes Community NGO.

2. Data display can be in the form of charts, relationships between categories, and with narrative texts. Data Display also intended to strengthen the results of data condensation to be processed further stage. Presentation of data can be designed by creating matrix tables for qualitative data that have clear data condensation implications. In this study the data display consist of quotation of interviews, photo documentation such as photos from Pokdarwis of Kalipucang Village and Community Averroes and results of observation on several attractions in Kalipucang Village, as well as tables from documents or from interviews that can be presented in tabular form.
3. Conclusion: draw and verify refer to the process that reseracher must also verify the results of the conclusions by reviewing the field notes or arguments that have been made so that the stability of the results of drawing conclusions can be realized. This step is also related to the validity of the data and fulfill in drawing the conclusions. So that research involving collaborative governance in the development of ecotourism-based Kalipucang tourism villages can reach appropriate conclusions in terms of theoretical and facts on the field.

## **RESULT AND DISCUSSION**

The development of the Kalipucang tourism village is a new thing, because previously this village was more a village based on agriculture and animal farm. Tourism development is a strategic choice in village development and also to support the vision of the 2014-2024 Pasuruan Regency tourism development masterplan which states that the development of tourism in Pasuruan Regency must also include efforts to develop special tourism through tourism villages.

the development of the Kalipucang tourism village should not only rely on the role of one stakeholder only of Pasuruan Regency Government through the Department of Tourism

and Culture or the Kalipucang Village Government. But it needs to involve and give roles to the private sector, the local community or from (NGO). Therefore the collaborative governance framework of Emerson and Nabatchi which consists of a collaborative process and the results of collaboration becomes an alternative way that can be applied to accommodate collaboration between the government sector and the non-government sector in realizing the development of the Eco-based Kalipucang tourism village. In addition, the results will also explain or identify the supporting and obstacle factors in the collaborative process of developing eco-based Kalipucang tourism villages.

### **1. Collaborative Governance Process in Eco-Based Tourism of Kalipucang Village**

#### **a. Stakeholder Identification**

Eco-based Kalipucang tourism village had been developed since the end of 2017. Practically, collaborative governance in the development of the Kalipucang tourism village involves stakeholders among government or non-governmental organizations. This effort is in accordance with the principle of collaborative governance which states that collaborative governance is a process of decision making and public management that involves human resources across institutional organizations, government, private sector, and the community for specific purposes [12].

Collaborative governance development of the Kalipucang tourism village consist of the Kalipucang Village Government and the Department of Tourism and Culture as a representation of the government sector; Averroes community as a representation of civil society, Pokdarwis Desa Kalipucang as a representation of the local community; and PT HM Sampoerna as a representation of private sector.

These stakeholders certainly have different degrees of role where the stakeholder that have the maximum and overall role, namely the Kalipucang Village Government; Averroes Community; and Kalducang Village Pokdarwis. Village government has a role in several aspects both in the context of village level stakeholder facilitation; budget resource allocation; and implementation of the technical development of tourism villages. Pokdarwis of Kalipucang Village has a role in the implementation of technical development of tourism villages. Averroes Community has a role in the facilitation activities

and training of village stakeholders as a community capacity building.

The Lack role was actually demonstrated by the Department of Tourism and Culture of Pasuruan Regency instead of having a mini role because it only provided guidance to the Pokdarwis and facilitated the making of regulations concerning the Kalipucang tourism village. PT HMSapoerna as a private party only acts as a donor through its Corporate Social Responsibility (CSR) program provided to the Averroes Community.

#### **b. Dialogue and Engagement Among Stakeholder**

Dialogue and engagement among stakeholders in a collaborative process is called the principle engagement. The first aspect of collaboration is to hold meetings face-to-face or virtually, meetings or meetings between different stakeholders. The purpose of this meeting can be as a forum for problem solving, conflict, and common vision with the stakeholders involved.

In the collaborative governance process in developing Kalipucang tourism village include three forms of dialogue and meetings in the form of activities such as (1) initial coordination; (2) coordination between the Tourism and Culture Office of Pasuruan Regency, Kalipucang Village Government, Kalipucang Village Stakeholders, and the Averroes Community; and (3) internal coordination of Pokdarwis Kalipucang Village.

#### **c. Trust and Commitment Among Stakeholder**

The next important aspect in the collaborative process of developing eco-based Kalipucang tourism villages is related to the development of trust. Urgency of trust in collaborative process is very significant. It can increase synergy and solidity between stakeholders and joint commitment among stakeholders can guarantee an optimal and sustainable role in the development process of Kalipucang tourism village.

##### **1) Trust Building**

Trust building is one of the instruments in collaborative governance that can avoid negative views from one stakeholder to other stakeholders, so that collaboration will be carried out on the basis of shared interests. In other word the development of trust can also realize the occurrence of solidity among stakeholders, because each stakeholder will try to reduce the personal interests of the organization, but to achieve objectives goal.

Trust building in the collaborative process of tourism village development is important to be

realized because based on the explanation from the Averroes Community management, at the beginning before the development of the tourism village. It is due to negative views both from the Department of Tourism and Culture of Pasuruan Regency and the Kalipucang Village Government to the Averroes Community as an NGO. This negative view is based on the bad stigma attached to NGO so far. Some local NGO often acts on the basis of personal interests.

However, the Averroes Community as a professional NGO that truly has a goal for the development of the Kalipucang tourism village. On the process, Averroes Community can succeed in convincing both the department and the Kalipucang Village Government. In the context of developing trust with government, Averroes Community always coordinates regularly, through routine meetings every once a month. So that the agency understands that the Averroes Community really work professional and can support the performance of the department in assisting tourism villages in Pasuruan Regency, especially in Kalipucang Village.

Trust building between the Village Government and the Averroes Community as an NGO, can be progressed well considering that the two parties have agreed on a cooperation agreement that includes a collaboration period of 18 months from January 2018 and can be extended according to the agreement. This legal engagement state several principles such as mutual support in the implementation of training activities; the sharing of information between the two stakeholders; agreement to equally allocate budgets through their respective budget sources; and the formulation of the village regulation on the development of tourism villages.

##### **2) Commitment Among Stakeholder**

The next aspect that follows up from the development of trust is the realization of commitment. The commitment from the Department of Tourism and Culture of Pasuruan Regency can be said to be still minimal. Because it has only performed its role as a facilitator by ratifying the legality aspect in the form of a Decree of the Regent of Pasuruan No. 432/294/HK/424.014/2019 concerning the Kalipucang Tourism Village and a Letter of Tourism Decree of the Head of the Department of Tourism and Culture No. 2431/372/PK/242.019/2018 concerning the Pokdarwis of Kalipucang Village. Besides that, the agency also showed its commitment in developing Kalipucang tourism village through the implementation of Pokdarwis

HR development training activities in Pasuruan Regency which also involved Pokdarwis Pasuruan Regency for 3 times in a year.

From the side of the Kalipucang and Pokdarwis Village Governments, the commitment is very high. Due to the village government was the first party to initiate the community to be involved in tourism village development. So after it was officially implemented in 2018, the development of the tourism village was supported by many elements of the community both from youth engaged in Pokdarwis and Working Group, farmer groups involved in "Omah Kopi", and group of dairy farmer. Even, the village government had also increased the budget allocation to support the development of tourism villages as stipulated in each Village Government Annual Performance Planning since 2018 and 2019. High commitment was also demonstrated by the Averroes Community as an NGO that carried out community empowerment programs in the framework of floating the Kalipucang tourism village.

**d. Collaboration Capacity**

Collaborative governance capacity is needed to support the implementation of collaboration in order to achieve the goals of implementing collaboration. This capacity consists of several aspects including procedural, leadership, knowledge and resource aspects [13].

1) Procedure

The procedural aspects of collaboration are embodied in the form of rules, laws which form the basis and guide in the process of implementing collaboration. This aspect can be in the form of rules within the scope of an organization involved in collaboration or rules that are intra-organizational or binding on all stakeholders. Procedural aspects can also consist of formal and informal procedural aspects.

**Table 3** Procedure Aspect in Collaborative Governance in Development of Kalipucang Tourism Village

Rules Name	Type	Organization Scope
Law Number 10 of 2009 about Tourism	Formal	Whole stakeholder
Local Regulation Number 13 of 2018 about Tourism Enforcement in Pasuruan Regency	Formal	Whole stakeholder
Regent Decree of Pasuruan Number 432/294/HK/424.014 /2019 About Kalipucang Tourism Village	Formal	Tourism and Culture Agency and Kalipucang Village Stakeholder

Head of Pasuruan Regency Tourism And Culture Agency Number 2431/372/PK/242.019/2018 About Tourism Awareness Group of Kalipucang Village	Formal	Tourism and Culture Agency and Kalipucang Village Stakeholder
Government Village Planning of 2018 and 2019	Formal	Kalipucang Village Stakeholder
Kalipucang Village Society agrrement to keep the village environmental cleanness and security	Non-Formal	Kalipucang Village Stakeholder

Source: Interview Result, 2019

Table 3 explain that several procedural aspects in the form of regulations or regulations. These regulations are basically not rules that specifically contain guidelines for implementing collaborative tourism village development in Pasuruan Regency including in the Kalipucang Tourism Village. For example, in the context of Law No. 9 of 2009 on Tourism, article 5 and Law No. 13 of 2018 concerning the Implementation of Tourism in Pasuruan Regency which states that one of the principles of the implementation of tourism is the empowerment of local communities which can be realized by carrying out assistance and training the Pokdarwis as the technical implementer of the development of tourist villages, including in Kalipucang Village.

The development of an eco-based Kalipucang tourism village that concerns the Decree of the Pasuruan Regent No. 432/294 / HK / 424,014 /2019 concerning the Kalipucang Tourism Village and the Decree of the Head of the Tourism and Culture Department of Pasuruan Regency No 2431/372 / PK / 242.019 / 2018 concerning the Tourism Awareness Group or Pokdarwis of Kalipucang Village. These two regulations in the realm of collaborative governance are formal procedural aspects, because they have legality in the form of a Decree. In addition, the regulations also bind between the three stakeholders, namely the Government of Pasuruan Regency through the Pasuruan Regency Disparbud, the Kalipucang Village Government, and the Kalipucang Village Pokdarwis.

The regulations are also from the Kalipucang Village scope such as existence of the 2018 and 2019 Village Government Annual Performance Planning which has budget allocations for activities that support the development of rural

tourism through the Kalipucang BUMDesa, particularly in activities in the field of community empowerment. Kalipucang Village stakeholders have rules or values which in the context of collaborative governance are called informal procedural aspects. This refers to the mutual agreement of all village communities to be able to maintain the cleanliness and environmental preservation of the village.

## 2) Leadership

In the area of collaborative governance, leadership is an important aspect in the collaboration process [14]. Collaboration leadership has a role as an initiator. However, for leadership in the collaborative process should represent as an actor that produce significant results, an additional role is needed which is not just being an initiator. Some roles in the domain of additional leadership that can support the implementation of collaborative governance include the role of leaders as those who explore support for collaboration; meeting initiator; mediator fan facilitator; representations of overall collaboration stakeholders, parties who distribute knowledge, encourage the use of technology, conduct public advocacy.

From the side of the government represented by the Head of the Tourism Destination Section of Tourism and Culture Department only shows 3 leadership roles as a representation of actors in collaboration; knowledge distributor; and encouraging the use of technology through the training of Pokdarwis human resource development at Kalipucang Village. In other hand other stakeholders such as Averroes Community, the Chief of Kalipucang Village, and Pokdarwis of Kalipucang Village showed the overall leadership role. In terms of the Averroes Community, for example, this stakeholder was involved in the initial coordination process, initiated the development of a Kalipucang tourism village and conducting various trainings for Kalipucang Village stakeholders.

The village chief becomes the village's main figure because accepting outside involvement to carry out village tourism development and create an initial meeting attended by all village elements in order to prepare for the development of the tourism village. In addition, the village head is able to transfer knowledge to the village apparatus and other village stakeholders in the context of the administration of the village government that supports the development of rural tourism.

In terms of the Pokdarwis of Kalipucang Village, the leadership role of the Pokdarwis leadership is very minimal, because the chairman is only as a symbol while the one who has more roles is one of the administrators of the Public Relations Pokdarwis Kalipucang Village who represents the other Pokdarwis management and working group management in the process of collaboration and is able to initiate a lot of information. Good meetings with the working group, village government and the Averroes Community.

## 3) Knowledge

The next aspect is included in the capacity to collaborate in the form of knowledge. Knowledge is information combined with understanding and ability that can guide in the process of implementing activities. Of the stakeholders involved, only village stakeholders, both the Village Government and the Kalipucang Village Pokdarwis, who at the beginning of the collaboration process did not have the ability in tourism development. Because so far the village of Kalipucang only focuses on dairy farming and coffee farming.

Tourism development is a new thing for Kalipucang Village. Therefore, in the beginning step, some training was conducted for village stakeholders through village asset valuation training, village tourism management training, and Pokdarwis training. Beside it, there are some informal coordination and discussion between village stakeholders and the Averroes Community that become a part of knowledge transfer to create capacity building of village stakeholders. So, it will be a precious experience and knowledge for the sustainability of developing an eco-based Kalipucang tourism village.

## 4) Resource

One of the benefits that can be obtained from the practice of collaboration is potential activity for resource sharing. Meanwhile, the supporting resource can be many things both in terms of financial resources, human resources, facilities, and even resources can also be a cult of an organization and the existence power. However, in the context of the collaborative development process of eco-based tourism villages, the prominent aspect of Resources is in the form of human resources and budgets. Human Resources (HR) can act as a facilitator or assistant or technical implementer with details in the following table.

**Table 3** Implmenetator HR ini Kalipucang Tourism Village

Stakeholder	Detail	Role
Tourism and Culture Department	Employees in Tourism Destination Section	Facilitating pokdarwis training activity, legalizing Devcree Letter about Tourism Village and Pokdarwis of Kalipucang
Kalipucang Village Government	Village chief, village staff, Village Enterprise management, pokdarwis	Facilitating whole activity in tourism village development and supporting pokdarwis activity
Averroes Community	Field facilitator, Training Facilitator, activity or even commitee	Facilitating and guiding village stakeholder

Source: Interview Result, 2019

Table 3 explains that the development of the Kalipucang tourism village is supported by several HR who have their respective roles. Implementing HR who act as a facilitator which includes HR from the Tourism and Culture Department of the Tourism Destination Section Staff in conducting training to Pokdarwis and facilitating the establishment of Tourism Village Decree and Pokdariws Decree. Village chief manages some roles such as facitator, while village enterprise only plays a role in allocating the budget to assist pokdarwis activities. HRs of Averroes Community who have a lot to play in facilitating and assisting in the process of developing tourist villages both from field facilitators and facilitators during training, while the technical implementator is roled by Pokdarwis and Pokja.

The next resource is budget resources. An adequate budget can be an important instrument in realizing the successful implementation of collaboration. Budget resources can be allocated to support a number of joint activities that can achieve the objectives of each stakeholder involved in the collaboration process. Therefore, for more details, it can be explained through the following table:

**Table 4** Budget Resource Allocation of Each Stakeholder

Stakeholder	Budget Alocation	Function
Tourism and Culture Department	Rp 115.500.000	Pokdarwis Training abot Technology based tourism planning
Kalipucang Village Government	Rp 106.357.750 (2018) and Rp	Funding activity of people empowerment

	393.000.000 (2019)	aspect through village enterprise
Averroes Community	Field facilitator, Training Facilitator, activity or even commitee	Funding several activity such as vilage asset identification, management of tourism village, and agrowisata festival

Source: Interview Result, 2019

Table 4 explains that in the collaborative process of developing Kalipucang tourism village, each stakeholder can share budgets in the form of implementing a tourism village development activity, which is very helpful especially from the government perspective. Because of budget support from the Averroes Community through CSR program of PT HM Sampoerna. The Averroes Community allocates budget for very important and substantive activities for Kalipucang Village stakeholders through the implementation of village asset analysis training, village tourism management training, and agrofest events as an event to promote Kalipucang tourism village because it invites many parties both from the side of Pasuruan Regency government, The Provincial Government of Jawa Timur, the Ministry of Villages, the Development of Disadvantaged Regions, and Transmigration, the national and local media and the travel service. While the office allocates a budget for Pokdarwis training activities, in practice it is only an activity that repeats the activities of the previous year.

**e. Type of Collaboration Activity**

Collaborative activities can be carried out both in long-term activities such as the process of formulating certain strategies or policies or short-term activities such as the implementation of certain projects or activities in the form of analyzing information. Collaborative activities can also be carried out collectively involving all stakeholders or activities that are only carried out individually or by one particular stakeholder.

Collaborative process of developing the Kalipucang tourism village which was held between the Disparbud Pasuruan Regency, the Kalipucang Village Government, the Kalipucang Village Community, and the Averroes Community included a number of activities such as village potential analysis training activities, village tourism management training activities, agrofest event activities, and "Gowes Bareng Wisata atau "Gobarwis. This can refer to the following table:

**Table 5** Several Type of Collaboration Activity

Activity	Long Term/Short term	Collective/individual
Training of Identification Village Assets	Long Term	Collective
Training of Tourism Village Management	Long Term	Collective
“Agrowisata Festival”	Short term	Collective
“Gobarwis”	Short Term	Individual

Source: Interview Result, 2019

Based on the table above, two activities are long-term, namely training of identification village assets and training of tourism village management. The other 2 activities are short-term. It can be long-term because of the important reference or consideration for determining the concept of Kalipucang tourism village and several tourism objects that can be developed.

In addition, these activities can be beneficial for the Village Government and Pokdarwis Kalipucang Village in the future in carrying out the development of a tourist village because there are further efforts namely the creation of a tourist business unit in the Kalipucang village enterprises, making the Pokdarwis Decree of Kalipucang Village, and Decree of Kalipucang Tourism Village.

Agrofest festivals and “Gobarwis” even can be called as short-term activities, because they are only carried out within a few days, have short-term impacts such as economic benefits for each tourism attraction and are carried out once a year. In addition, the activity is also more about marketing efforts for the village of Kalipucang to tourists to get to know the new Kalipucang tourism village formed in 2018.

Table 5 also shows that there are 3 activities that are collective type, namely village asset valuation training activities, village tourism management training, and agrofest festivals. Village asset valuation training was carried out by the Averroes Community and the Kalipucang Village Government; Tourism village management training activities are carried out by the Averroes Community, the Kalipucang Village Government, and the Pasuruan Regency Disparbud; and agrofest festival activities carried out by the Averroes Community, the Kalipucang Village Government, and the Pasuruan Regency Disparbud. Gobarwis activities are activities that are purely carried out by village stakeholders.

## 2. Collaborative Governance Result in Eco-Based Tourism of Kalipucang Village

Emerson and Nabatchi (2015: 83) state that the results of collaboration are more temporary and refer to the achievement of the targets and objectives set out. Collaboration results can also be in the form of physical results related to environmental sustainability, social, economic and/or political aspects. In addition, the results of collaborative governance can also create a tourism village that has the concept of ecotourism.

Furthermore, in the context of collaborative governance toward development of the Kalipucang tourism village which consists of several aspects, namely the realization of 6 tourism destinations and several homestays in Kalipucang Village; awards or achievements from provincial and regency government; economic benefits for the community; the capacity building of the Kalipucang Village community; shape community awareness to protect the environment of the village, and building political legitimacy of the community towards the Kalipucang Village Government and Pasuruan Regency Government. Whole collaborative governance result should be improved for future and the goodness of Kalipucang Tourism Village as an alternative tourism in Pasuruan Regency.

Some of the results of this collaboration are the benefits of the implementation of collaborative governance for approximately 2 years. The result occurs a good impact for Kalipucang Tourism Village with details in the following table:

**Table 6** Collaborative Governance Result

Collaboration Result	Eksplanation	Aspect of Collaboration
6 Tourism Destination and homestays	“Omah Kopi”, “Kampung Susu”, “Bukit Tumang”, Sumber Nyonya Water Fall, “7 Sumber Telogo”, “Chrysanthemum Flower park”, and 20 homestays	Physical
Achievement and Award	1 <sup>st</sup> Place Creative Video Contest from East Java Province and 3 <sup>rd</sup> place in Village Tourism Award from Pasuruan Regency Government	achievement
Economy Profit for Society	Earning around Rp 400.000- Rp	economy

	700.000 /month to "Bukit Tumang" staff, earning around Rp 3.000.000 – Rp 5.000.000/month to "Omah Kopi" management, and earning around Rp 50.000/day to "Kampung Susu" staff	
Society Capacity Building	Many training for village stakeholders, knowledge in tourism village management, tourism, marketing by technology tool, social media, and some even	Individual
Buiding society awarness to preserve environment	Ecotourism based and environmental cleannes of waste	Environment
Political legitimation to government	Society support and trust to regent and village chief	Political

Source: Interview Result, 2019

The collaborative process of developing the Kalipucang tourism village which has been carried out since the end of 2017 has been developing 6 tourism objects, namely "Omah Kopi", "Kampung Susu", Tumang Hill, Sumber Nyonya Waterfall, "7 Sumber Telogo", and Chrysanthemum Flower park. These 6 tourism objects, prior to collaboration, were only a village potential that had not been optimized by the village government and the Kalipucang community. Meanwhile, in terms of homestays, in the beginning it was a normal citizen home which was further developed into an inn.

The results of collaborative governance in the development of the Kalipucang Tourism Village have won several awards or awards in the form of the first winner of a creative video contest from the East Java Province and the third place in the village tourism award competition from the Pasuruan Regency government.

The results of this collaboration must be in the form of economic aspects, where local people, especially managers of attractions that obtain income. Working group members who are routinely involved in the management of Bukit Tumang tourism each week earn around Rp. 400,000 - Rp. 700,000 per month. Whereas farmers who take care of coffee-making tours

earn Rp. 3,000,000 - Rp. 5,000,000 per month, while employees in dairy villages earn Rp. 50,000 /day.

The next result is in the form of human resource capacity development in the Kalipucang village community. This is a contribution from the existence of a number of training activities carried out by the Averoes Community and the Kalipucang Village Government such as village asset valuation training and tourism village management training, as well as training for Pokdarwis organized by the Department of tourism and Culture of Pasuruan Regency. From the environmental aspect, the collaborative process of developing the Kalipucang tourism village results in the form of community awareness to protect the environment both in terms of preserving the environment around the tourist sites and creating a Kalipucang Village that is clean from rubbish.

The latest collaboration results are seen from the political aspect. Because the development of a tourism village supported by the Pasuruan Regent and Kalipucang Village chief can be the political legitimacy of the political leaders. Because trust emerged from the community, so it will benefit like the regent and village chief when political contestation such as the Regent Election and village chief election are held. Some of the results realized from the collaborative process of developing the Kalipucang tourism village are indeed temporary results or in the term collaborative governance are referred to as intermediate income. It is because the development of a tourism village that has only been carried out for almost 2 years and still has a long process requires several evaluations so that in the future it can run more optimally.

In addition, the collaborative development of the Kalipucang tourism village certainly seeks to realize a tourist village with the concept of ecotourism. Because it is in line with the mandate of the regional tourism development policy through the 2014-2024 of tourism development master plan. The realization of this eco-based Kalipucang tourism village can be seen from various aspects. There are four elements in ecotourism which include pro active, concern for environmental preservation, the involvement of local residents, and the presence of educational elements in tourism [15]. In addition, when referring to the ecotourism concept developed in the Pasuruan Regency tourism development master plan, the development of eco-based Kalipucang tourism villages must also be able to

create economic activities for the community and optimize local wisdom of Kalipucang Village.

2 tourism destinations, "Omah Kopi" and "Kampung Susu" implement whole aspects of ecotourism, namely preserving the environment, creating economic activities for the community, constituting educational tourism categories, optimizing local wisdom, and involving community participation as closely as possible. While Tumang Hill does not fulfill the educational tourism aspect; Chrysanthemum flower gardens do not fulfill the aspect of creating economic activity for the community; while Sumber Nyonya Waterfall and "7 Sumber Telogo" were unable to fulfill the aspect of creating economic activities for the community and educational tourism.

Meanwhile, in more detail when viewed from the aspect of efforts to preserve the environment, despite utilizing a number of natural attractions such as omah coffee that utilizes coffee farming land, Bukit Tumang tourism that utilizes forests around the village, and other areas such as Sumber Nyonya Waterfall Tourism, and Tourism "7 Sumber Telogo" continues to strive to preserve the environment without causing environmental damage by preserving the nature of the tourist sites.

In terms of community participation, the management of the tourism involves pokdarwis member which are native Kalipucang Village. Even the village chief of Kalipucang stressed to reject the presence of foreign investors as tourism actors in the village of Kalipucang, so that the local community was the main subject in the development of the tourism village. While all tours in Kalipucang also have educative elements that provide learning for students both related to coffee farming in "Omah Kopi", dairy farming in dairy villages, Chrysanthemum Flower Garden, Tumang Hill tourism, Sumber Nyonya Waterfall, and "7 Sumber Telogo" which also provides knowledge related to unique plants of the forest and provides awareness for tourists to be able to preserve nature.

So as a whole, although not exhaustive in applying the ecotourism concept, it can be said that the results of collaborative governance in the development of the Kalipucang tourism village have represented the concept of ecotourism. Because it can be understood that is very difficult for all stakeholder to develop all of tourism destination. It is plausible to focus in main destination.

### **3. Supporting and Obstacle Factors of Collaborative Governance Process in Eco-Based Tourism of kalipucang Village**

#### **a. Supporting Factors**

##### **1) Regulation Support from Pasuruan regency Government**

First supporting factor in the collaborative process of developing the Kalipucang tourism village is about the support of regulations passed by the Pasuruan Regency Regent through the Decree of the Pasuruan Regent No. 432/294 / HK / 424.014 / 2019 concerning the Establishment of the Kalipucang Village Tatur District Pasuruan Regency as the Kalipucang Tourism Village and regulations stipulated by Tourism and Culture Department through the Decree of the Head of the Pasuruan Tourism and Culture Service Number 31/372 / PK / 242.019 / 2018 concerning the Tourism Awareness Group (Pokdarwis) of Kalipucang Village. Both of these regulations are basically too late to be ratified, because of the bureaucratic culture will only make regulations when a program has been implemented.

The Kalipucang tourism village which has begun planning at the end of 2017 and only officially has several tourism objects ready to be visited by tourists in 2018. Both the decree of Pokdarwis and the decree of tourism village only appear in 2018 and 2019. Apart from These two regulations will further strengthen the synergy of the Kalipucang Village Government with the Pasuruan Regency Government, especially the Tourism and Culture Department.

##### **2) Involvement of Kalipucang Village Youth**

The next supporting factor in the collaborative process of developing Kalipucang tourism is the involvement of many Kalipucang Village youths. The league of village youth became the central actors especially as the technical implementers of the development of the Kalipucang tourism village through pokdarwis. The village youth volunteered to return to the village from their activities to be involved in developing the village tourism. However, the role of village enterprise can be masked by the high enthusiasm of youth to be involved as one of the collaborative governance participants in developing the village of Kalipucang tourism, so that it has implications for the development of the village of Kalipucang.

##### **3) Commitment from Kalipucang Village Government**

The thirth supporting factor concerns the high commitment of the Village Government especially from the chief of Kalipucang Village,

Mr. Hariono. From the village government in general, high commitment can be seen from the support from the initial process of developing the tourism village to the implementation process. In addition, the commitment of the village government was also manifested in the increased allocation of the Kalipucang Village Budget in 2018 and 2019, when compared to the allocation of the village budget in the field of community empowerment in 2017. Even the high commitment of the village government can also be seen from the initiation to formulate village policies in form of the Kalipucang Village Regulation on Villages which further emphasizes the rules and guidelines in the management of village tourism in the future.

**b. Obstacle Factors**

1) Lackness Support from Tourism and Culture Agency of Pasuruan regency

Although it has several supporting factors, in practice the collaborative process of developing the village of Kalipucang also has an inhibiting factor namely the lack of support from the Department of Tourism and Culture of Pasuruan Regency. Thos departmentmen is an institution that is in charge of tourism affairs was only involved in organizing the Pokdarwis training activities and some assistance such as agrofest activities and participated by the presenters in the training of tourism village management. Even the form of support that appears to have a large contribution to the course of developing the Kalipucang tourism village is in the form of facilitating the formation of the Tourism Village decree and the Pokdarwis decree. Apart from that, the portion of involvement was greater, namely the Averroes Community, the Kalipucang Village Government, and the Kalipucang Village Pokdarwis.

2) Commitment od Every Working Group

The next obstacle factor in the collaborative process of developing the Kalipucang tourism village is that it begins to decrease the commitment of each Tourism Destination Working Group. This is evidenced by the statement of the Chairperson of the Tumang Hill Working Group, which stated that within only one year the working group members declined by more than 60%. For example in the Tumang Hill Working Group, which at the beginning of the development of the tourist village consisted of 30 members, after one and a half years of running down to only 10 members. This also happens to other tourist destination working groups that tend to have minimal tourist visits such as

Sumber Nyonya Waterfall Working Group and “7 Sumber Telogo” working group. The reduced commitment of some working group members to continue to be involved in developing the Kalipucang tourism village is very detrimental, because these working group members are technical implementers in developing the Kalipucang tourism village, especially in the context of managing tourist destinations

3) Social Friction Among Working Group

The last obstacle factor concerns about social friction that occurs between working group. This condition can occur because each tourism attraction has a different number of tourist visits. The working groups that have many tourist visits such as Bukit Tumang, “Kampung Susu”, and “Omah Kopi” tend to have quite high incomes. While the tourism sites of Sumber Nyonya Waterfall and “7 Sumber Telogo” which is visited by few tourist visits and automatically do not earn revenue. The friction between the working groups can affect the synergy lackness of the scope of work groups and work groups in the Kalipucang Village in carrying out the development of the Kalipucang tourism village going forward.

**CONCLUSION**

Collaboration to develop eco-based Kalipucang tourism village has been in accordance with the framework of collaborative governance. Sseveral aspects of collaborative governance namely, firstly, the collaboration that has been carried out has involved 3 actors from the government, private sector, and community sectors and has applied several aspects to the collaboration process which includes dialogue or meetings between stakeholders; development of trust and commitment; capacity in the collaborative process which includes procedural, leadership, knowledge, and resources; and types of collaborative activities which include village asset training, village tourism management training, pokdarwis training, "Gowes Bareng Wisata", and Agrotourism Festival .

Second, the collaboration results have benefited both physically from the emergence of 6 tourist destinations and 20 homestays, village achievements, economic benefits, environmental and social and political benefits. In addition, the development of a tourist village is also able to realize ecotourism-based tourism objects. However, in practice there are still some problems namely the lack of support from the Department of Education and Culture of

Pasuruan Regency; the commitment of each working group for each tourism destination; and social friction between work groups.

#### SUGGESTION

According to the conclusion of this study, especially concerning the obstacle factors of collaborative governance in the development of ecotourism-based tourism villages in Kalipucang Village. Several suggestion should be practiced by some stakeholders such as first, Regent of Pasuruan as a leader in the scope of the government of Pasuruan Regency must dare to instruct the Head of Department and related fields and sub-sectors to enhance its role in the development of the Kalipucang tourism village, in particular the role of facilitating village tourism development activities and capacity building of Pokdarwis. Second, it must held a facilitation effort from each Kalipucang Village stakeholders involved in the development of the tourism village both the Village Head and the village staff, BUMDesa management, and Pokiparwis of Kalipucang Village.

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