

CHAPTER III

COLLABORATIVE GOVERNANCE IN THE DEVELOPMENT OF TOURISM POTENTIALS IN CANDIREJO VILLAGE, KLATEN REGENCY

A. Collaborative Governance in Development of Tourism Potentials in Candirejo Village, Klaten Regency

Collaboration between Candirejo Village government and Java Reconstruction Fund (JRF) have ran smoothly. Collaborative Governance in the development of tourism potential runs in early 2017, this collaboration began when the Candirejo Village government together with the Private Sector and Java Reconstruction Fund (JRF) made a collaboration. The JRF is an organization that aims to help rebuild and improve the living conditions of Javanese people (Yogyakarta, West Java, and Central Java). In this collaboration intended to begin a tourism potential development program in Candirejo Village, Klaten District where the village has a lot of potential tours that can be developed that will become seeds for tourism villages.

This tourism development is necessary to gain village economy. The Candirejo Village falls into the category of the most impoverished village. This is shown by many low-income families, below-standard houses that are not suitable for residences, widows and dropouts.

In its journey towards the collaboration process, collaboration with the private sector occurred because of the desire of the village government

and the community to have innovations and programs made with the help of Java Reconstruction Fund (JRF). Java reconstruction fund is a Non-Governmental organization appointed by the central government to improve the quality of settlements through the KOTAKU (Clean Slum City) program. The KOTAKU program is a program to prevent and improve the quality of national slums which is a translation of the implementation of the 2015-2019 General Cipta Karya directorate's strategic plan. The target of this program is the achievement of urban slum eradication through the prevention and improvement of the quality of slum areas covering an area of 38,231 Ha. To Increasing access to necessary infrastructure and services in urban slums to support the realization of urban settlements that are livable, productive and sustainable. Implement the prevention and improvement of the quality of slums through the PLPBK (Community Based Settlement Arrangement) pattern implemented in 220 existing villages. KOTAKU program helps the village to apply potential tourism development in Candirejo. Collaborative governance between the village and private governments has the aim to support a program KOTAKU that is proposed directly for the tourism potential development.

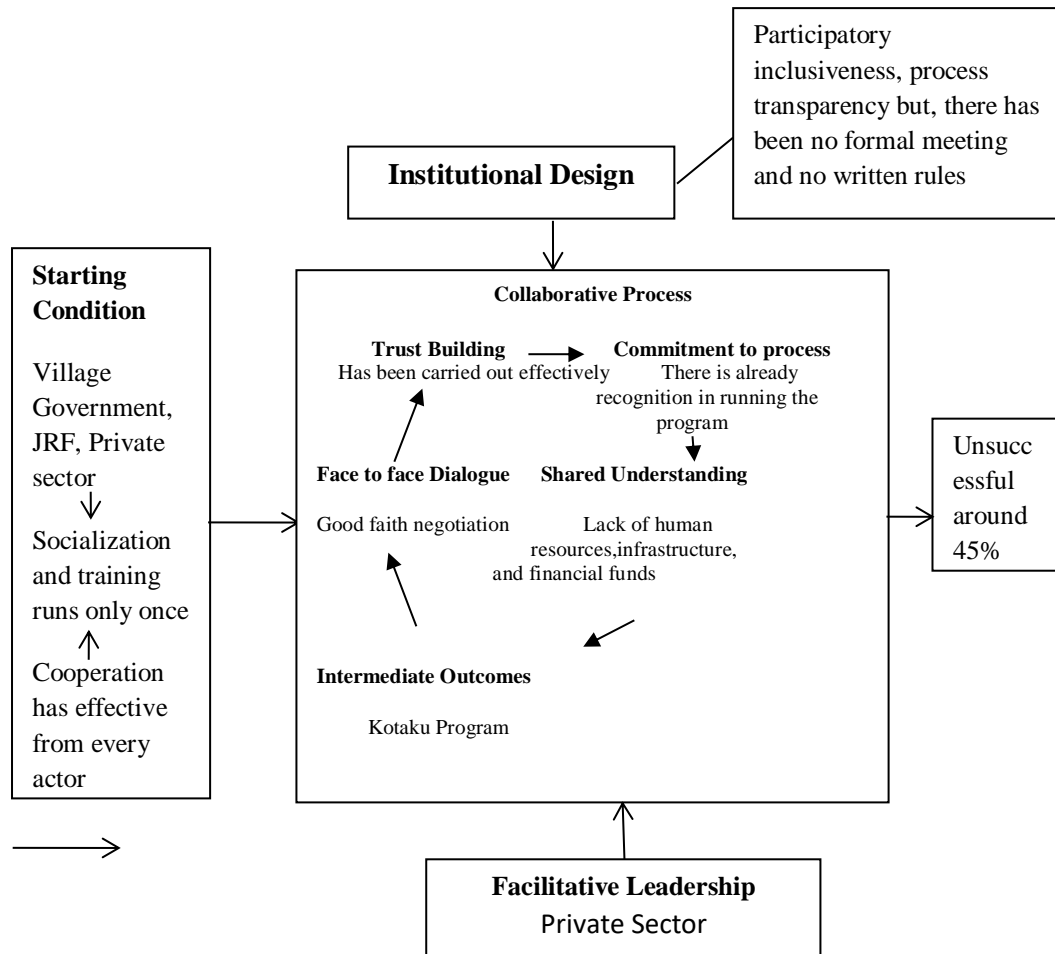
In the implement of Collaborative Governance, the parties involved are three, namely the village government, the community, and the private sector. The role of the Java Reconstruction Fund is to help the village government of Candirejo in designing the form of developing tourism potentials. For the role of the village government, Candirejo is as

an object of the potential development program for tourism to exploit the existing potential. During the implementation, there were several obstacles, one of which was a lack of knowledge of human resources.

The collaboration process between the village government, the private sector, and the Java Reconstruction Fund can be seen from the collaboration model. In this collaboration, a model will explain the initial conditions, facilitative leadership, institutional design, and the collaboration process. In the collaboration of every actor involved in carrying out this collaboration by democracy which is realized in deliberation with a collective agreement. In other words, deliberation must be carried out so that joint decisions are reached in implementing the KOTAKU program.

To find out more clearly how Collaborative Governance in the development of tourism potentials in the village of Candirejo, Klaten Regency can be seen from the explanation in this chapter.

A Model of Collaborative Governance in Candirejo Village



1. Starting Condition

At this stage explain the initial conditions of the first time the village made innovations in developing tourism potentials. The beginning of the existence of a potential tourism development program was that the village government conducts socialization to the community regarding the development of the potential of tourism which is expected to be able to improve the economy of the village to see considerable potential in the village of Candirejo. Based on this, the village government with the private sector cooperates with the Java Reconstruction Fund to create a tourism development potential with

Program KOTAKU. The innovation arises not without reason, but to improve the village economy which will be able to prosper the village of Candirejo.

From these conditions, the village government dreams of making Candirejo Village a tourist village so that it can become a source of income for Candirejo Village. Given the potential contained in the village is quite good as said by Mr. Wahono as Candirejo village secretary:

"In the village of Candirejo, there is a tourism potential that is a pity if it is not utilized properly, for example only the village cash land which can be a fruit garden and fishing pond, not to mention the inheritance of ponds and caves. Plus the arts in this village have the opportunity to be a tourist village. The high intensity of water resources is a potential for tourism villages"

"(Di desa Candirejo ini terdapat potensi wisata yang sayang apabila tidak dimanfaatkan dengan baik, contohnya saja tanah kas desa yang bias menjadi kebun buah dan kolam pemancingan, belum lagi warisan kolam dan goa. Ditambah kesenian-kesenian di desa ini yang sangat memiliki peluang untuk di jadikan desa wisata. Adapun intensitas sumber daya air yang cukup tinggi yang menjadi potensi untuk desa wisata)." (Thursday, August 2, 2018)

According to the statement above, there are several potentials which can be useful for later can be developed. The visions of the government and the community of the village of Candirejo was then conveyed to the Java Reconstruction Fund through socialization in the village office with the private sector. At the same time, the Java Reconstruction Fund is analyzing the potential in the village. Thus, this innovation of tourism village comes from the community which is supported by the village apparatus and facilitated by Java

Reconstruction Fund, in this program Java Reconstruction Fund act as facilitators to realize the expectations of the village.

The facilities intended such as training carried out to realize a tourist village. With the help of the Java Reconstruction fund that helps in terms of design to realize this potential into a tourism village.

After entering into cooperative agreements with the private sector, the village government and Java Reconstruction Fund conduct a survey of places and training to carry out programs to developing potential tourism. Besides, there is also assistance from universities in the form of Community Service Program (KKN) to encourage villages in developing the tourism potentials of Candirejo Village. Candirejo Village starts running a program to develop tourism potential in 2017 starting from socialization between the village government, the community, the private sector and Java Reconstruction Fund that are starting to plan tourism development potential programs. However, as in the interview with Mr. Suparno (2018) as the village head of Candirejo said that not all processes were carried out correctly because they had various constraints such as lack of human resources and infrastructure of infrastructure facilities owned by Candirejo Village.

In this case, the village government is long enough to follow and implement the program because of the lack of local revenue to implement the program and the lack of adequate human resources. Besides, the constraints in the program for developing tourism

potential are that village staff who can use technology are very limited. Therefore, the implementation of tourism potential development programs cannot be optimally optimized.

From the explanation above, it can be concluded that the initial conditions for collaboration between village government and Java Reconstruction Fund are from the community and village government who innovate to make Candirejo village a tourist village which can later improve the economy in Candirejo Village.

Figure 3.1
Socialization and Training Tourism Potentials



Source: Private Document July 27, 2018

Figure 3.2
Socialization and Training Tourism Potentials



Source: Private Document July 27, 2018

2. Facilitative Leadership

The leader is a fundamental aspect of an organization or institution, to direct its members to be able to carry out their duties and authority. A good leader is an honest, supportive, cooperative, responsible, and can guide its members in carrying out their duties and authority to achieve goals. In this collaboration, there are several parties involved in this collaboration for the Candirejo Village Potential Development Program, including the Village Government, Private Sector, Java Reconstruction Fund, and Communities. The parties who assist in supporting this program are from Muhammadiyah University of Yogyakarta students where before running the KKN program.

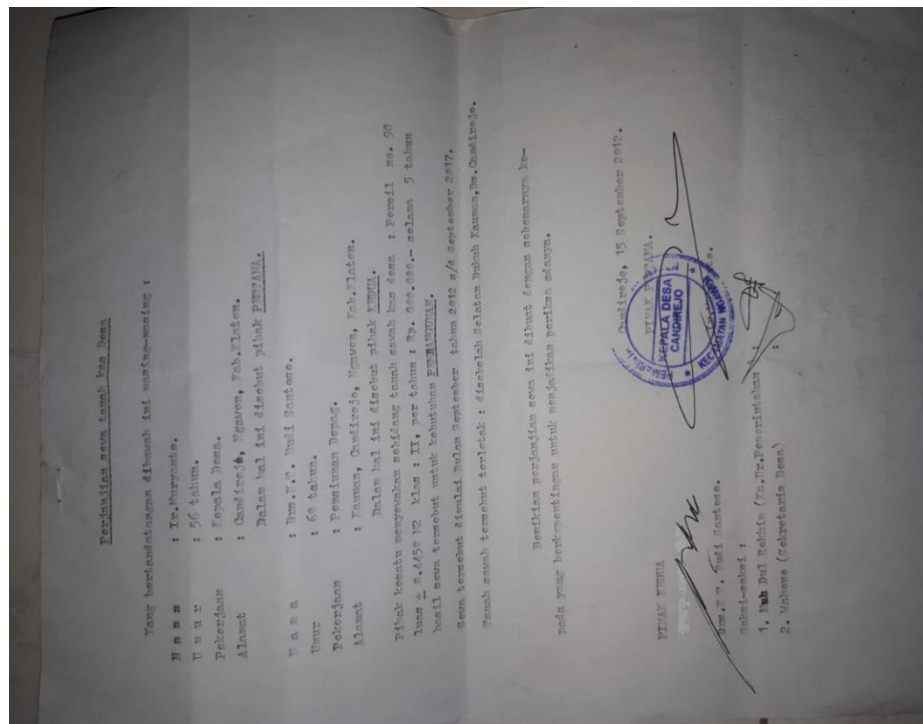
The leader in an organization acts as a container for its members, and strives to solve problems correctly, namely deliberation and discussion with all members until they have decisions that can be

agreed upon by all parties, leadership becomes an essential matter in the potential development program tourism because the individual abilities of each leader have a significant influence on the course of a collaboration process. From the results of the interview with Mr. Budi Santoso (2018) as the private sector explained that:

"So far, those who are responsible for the development of tourism potential programs are still my responsibility and have been discussed with the village apparatus and representatives of community leaders who will later become the responsibility of the BKM or Village Vigilance Agency (*Sejauh ini yang menjadi penanggung jawab dalam program pengembangan potensi-potensi kepariwisataan masih menjadi tanggung jawab saya dan telah di diskusikan dengan perangkat desa dan perwakilan tokoh masyarakat yang nantinya juga akan menjadi tanggung jawab BKM atau Badan Kewaspadaan Desa*)" (Thursday, August 2, 2018)

Figure 3.3

Management Agreement Letter With The Village Government



Source: Private Document August 21, 2018

From the statement above, for the time being, the person in charge of the tourism development potential program has been formatted. In the present time, the responsibility for developing tourism potential is still from the management. In the process of implementing a tourism potential development program, the role of the village government is as a facilitator to support the development of program KOTAKU program. To support the village's program, the government provides facilities in the form of funds that will be used for development. Besides, the role of Java Reconstruction Fund is to provide innovations from the development programs of the potential tourism which initiates an introduction to tourism programs.

In carrying out my city program for the development of tourism potential that comes from the cooperation agreement of the government of the village, JRF and society. The village government through the manager is responsible for carrying out the training organized by the Java Reconstruction Fund.. The training carried out is to train human resources to understand better and be able to implement well. Because from the beginning of the implementation until now of the new Tourism Potential Development Potential program, the only thing that has been implemented is the fishing pond. Mr. Budi Santoso (2018) as the private sector, said that despite training until now, only a few have been done well. Even so, the Java Reconstruction Fund still provide space for conducting training with villages who want to be

advance by utilizing existing facilities. Thus, the result of the study showed that the private sector is the responsible for Facilitative Leadership.

3. Institutional Design

Institutional design refers to the underlying protocol for collaboration and it is very important for the procedural legitimacy of collaborative processes. This institutional design is inseparable from specific organizational forms in collaboration actors related to the Development of Potential Tourism program.

The actors of interest in running a program must be cooperative and open to creating good synergy in the collaboration process. The actors of interest must also be responsive to the problems exist in the environment and to be able to overcome wisely so that collaborations are successful according to the target. Also, in carrying out this collaboration, the actors of interest must be fair, wise and open. These actors are the village government, private sector, community, and Java Reconstruction Fund.

In carrying out the collaboration between the village government and the private sector, institutional design is made to regulate and run the program. In this collaboration, the process has a cooperation agreement that has been implemented in 2017 but has not made articles regarding the rules of the Development of Tourism Potential program. Therefore, the institutional design in collaboration between village government and Java Reconstruction Fund has not fulfilled the

requirements because there should be program rules and how the Collaborative Governance forum is designed, the participation of various parties involved in carrying out the meeting and the process must be open.

From the results of the study, according to Mr. Suparno (2018) as the village head in carrying out the development programs of tourism potential in 2016, he has not held a formal meeting with Java Reconstruction Fund and there is no community participation and clear rules. This is as explained by Mr. Suparno as the village head of Candirejo who said that

"Regarding the implementation of this program, meetings are usually held only during socialization and training (*Mengenai pelaksanaan program ini, pertemuan biasanya diadakan hanya pada saat melakukan sosialisasi dan pelatihan*)".

(Thursday, August 2, 2018)

Therefore, the institutional design in this collaboration process has not been going well yet there are still some things that have not been implemented, thus, the actors need to implement clear rules so that they can work well.

4. Collaborative Process

The collaboration process in the development of tourism potentials begins because Candirejo village, the private sector, and the Java Reconstruction Fund have cooperation. Candirejo village has a dream to become a tourist village such as the Umbul Ponggok tourism village

which has a high village income. In an interview with Mr. Wahyu as the implementing unit at the Java Reconstruction Fund, he stated that:

"Actually the village's ideas are quite good, namely by making Candirejo village a tourist village, in the sense that this village wants to have income not only from the government but also from the tourist village. (*Sebenarnya cita-cita desa ini cukup bagus, yaitu dengan menjadikan desa Candirejo menjadi desa wisata, dalam artian desa ini ingin memiliki pendapatan tidak hanya dari pemerintah namun juga dari desa wisata*)" (Wahyu, Friday, August 3, 2018).

Therefore, with the help of the Java Reconstruction Fund, visions that are desired by the community and village government are expected to be realized. Although having a cooperation agreement between the village government and the private sector in carrying out the program remains flexible where the village government wants to conduct training then the Java Reconstruction Fund provides training. However, as Mr. Wahyu (2018) stated as the implementing unit for the developing of tourism potentials in Java Reconstruction Fund in interviews from the Java Reconstruction Fund. The organization will conduct training if the village government wants to do it, where training is needed.

Mr. Suparno mentioned that people in Candirejo still lacks of potential tourism knowledge, he specified that:

"Candirejo village has a problem in the community where we do not know the process of developing tourism potential program, we continue to strive to socialize with the community so that we can get involved in this program together (*desa Candirejo memiliki kendala di masyarakat yang mana belum mengetahui proses dalam program pengembangan potensi kepariwisataan, kami terus*

berupaya untuk bersosialisasi kepada masyarakat agar dapat bersama-sama terlibat dalam program ini)".
(Thursday, August 2, 2018)

Candirejo village took the initiative to involve the community in the Development of Tourism Potential program. Java Reconstruction Fund is a third party of the tourism potential development program that provides training for the program. Furthermore, to find out whether the program is active or not, it is from the village government through the management of tourism development potential. However, back again like the beginning of the establishment of this program because innovation from the village so that the program runs or not depends on the village apparatus who utilize the program.

From the results of the discussion above, it can be concluded that the collaboration process in the Tourism Development Potential program has not run optimally where there is a lack of synergy between the village government and the Java Reconstruction Fund. The Candirejo village in carrying out the collaboration process only follows the directions from the village government, and to run the program, the Candirejo village has not used it well. The things that become a benchmark in this collaboration process are as follows:

A. Face to Face

Face to face is meaning the direct meeting or dialogue. The dialogue in the collaboration process is essential to do, especially for the Tourism Development Potential program that requires much

communication because there will be much dialogue about training, or other things.

In this face-to-face process that will always coordinate face-to-face meeting directly from several parties, including the village government, private sector, Java Reconstruction Fund and the community. In contrast to Candirejo village, it is scarce to conduct dialogues or direct meetings with parties who run collaborations. This fact is shown during an interview with Mr. Budi Santoso as the manager or private sector who said:

"For direct meetings related to the parties running the program, there is still a lack of coordination, which causes the program to be a little hampered (*Untuk pertemuan langsung terkait pihak-pihak yang menjalankan program masih kurang akan koordinasi sehingga menyebabkan program ini menjadi sedikit terhambat*)" (Budi Santoso, Thursday, August 2, 2018)

From the explanation above, Candirejo Village remains insufficient in conducting face to face with the parties involved in the collaboration process.

B. Trust Building

Trust in collaboration is principal in carrying out a relationship, especially in carrying out work relationships to achieve the same goal. Trust occurs because of all the actors involved in making decisions and making agreements together with the same vision. In the collaboration between the village government and the private sector, trust is significant for all actors

involved, and this is to facilitate the program to be implemented together. In the implementation of the Tourism Potential Development program, it is impossible to run alone, because, in this collaboration, the village government cannot run alone without assistance from Java Reconstruction Fund, also the role of the village community is vital for the success of this program.

In carrying out this program, building trust between actors does not have specific tips and tricks so that trust arises, because this trust arises unconsciously. This trust also occurs because the quality of the results that have been carried out by the private sector to the village government and proves the program has been used and feasible to use. The quality work of Java Reconstruction Fund in the Development of Tourism Potential program as the thinker of the program so far is effective but the lack of follow-up for the time being makes the program obstructed.

So far the Candirejo Village to build trust in the Tourism Potential Development program is to follow the direction of the Java Reconstruction Fund as explained by Mr. suparno as the Village Chief of Candirejo, he said that

"To develop the tourism potential of Candirejo village we have entrusted it to Mr. Wahyu in designing the program. While in carrying out the program we will follow the directions given by the father of Revelation."

"(Untuk pengembangan potensi wisata desa Candirejo kami telah mempercayakannya kepada bapak Wahyu dalam merancang program tersebut. Sedangkan dalam menjalankan program itu kami akan mengikuti arahan yang diberikan oleh bapak Wahyu)". (Thursday, August 2, 2018)

Therefore, Candirejo village here only uses the existing program, by following the program, it has been assessed that the village government, private sector, and Java Reconstruction Fund has built up trust well, so the village of Candirejo lives and uses it.

From the explanation above, in building trust among the village government, the private sector, with Java Reconstruction Fund has been running well. It is shown by the level of trust that has been built among the village, JRF, and Private sector.

C. Commitment of Process

Commitment to the collaboration process is fundamental to run the program. Because commitment will determine the success or failure of collaboration in achieving common goals, commitment is related to the motivation of individuals or groups in participating in formulating and running programs together in achieving a mutually agreed goal. This commitment begins with the formulation of policies or programs members by all parties involved in the collaboration. The members can accommodate all inputs and suggestion which later to be approved.

Commitments carried out by the village government, the private sector, with the Java Reconstruction Fund began with the preparation of a joint agreement in 2017 by the village government through the village office and the Java Reconstruction Fund. Where in the agreement has explained the purpose during the

development of tourism potentials takes place. Even though, this collaboration will possibly to be extended, regarding to development program. In this matter, Mr. Wahyu stated:

"For the actual cooperation agreement, we are flexible, even though the agreement is only one year, but the need for implementation can be extended. Moreover, its development will continue because it will not be completed within a year"

"(Untuk perjanjian kerja sama sebenarnya itu dari kami fleksibel, walaupun itu perjanjian hanya satu tahun tetapiakan kebutuhan untuk implementasi bisa di perpanjang. Apalagi pengembangannya yang akan terus berlanjut karena tidak akan selesai dalam waktu setahun)" (Friday, August 3, 2018)

As stated by Mr. Wahyu has yet to make a renewal of the cooperation agreement between the village government, the private sector, and the Java Reconstruction Fund. Even so, this collaboration will continue to run only to renew and maximize synergy between the parties concerned. The commitment carried out by the village government with the Java Reconstruction Fund in the form of a cooperation agreement, besides that there are no other rules in the development of potential tourism programs. Because the commitment carried out was from the party concerned, the Candirejo Village only carried out the program. From the explanation above, it can be said that the commitment to this process is effectively.

D. Knowledge Sharing

Share understanding means mutual understanding, in collaboration this understanding attitude is to achieve a common goal that has been mutually agreed upon by each actor involved in the process of developing Tourism Potential programs, or can even be interpreted as the agreement regarding relevant and necessary knowledge to overcome a problem.

In sharing understanding, communication is critical to be maintained between the parties involved in the collaboration process. By establishing good communication, the parties involved will share knowledge in overcoming various problems. As stated by Mr. Wahyu as the implementing unit in Java Reconstruction Fund, in the tourism potential development program this mutual understanding attitude occurs when the village government, private sector, and the Java Reconstruction Fund have made cooperation, but in reality, the village has only conducted one training from the beginning of the cooperation. As Mr. Wahyu said:

"for the development we will serve them, the needs of this system are not our needs but this is the needs of the village in the development process (*untuk pengembangan kami akan melayani mereka, kebutuhan system ini bukan kebutuhan kita melainkan ini adalah kebutuhan desa dalam proses pengembangannya*)" (Wahyu, Friday, August 3, 2018)

From the above statement, it can be seen that from the private sector they agreed toward training program proposed by the village government but there must be a real action from the village

government. This mutual understanding attitude is intertwined when the parties concerned understand the conditions of the village who need training. Therefore, from the explanation above, it can be concluded that this mutual understanding occurs after the implementation of tourism potential development programs is not effective.

E. Temporary Result

Temporary results are a form of results that are carried out in a collaborative process that displays real output. In the process, temporary results cannot be generalized as results are achieved. The temporary result of the collaboration process carried out from 2017 until now is still not sufficient. Regarding to the innovation because the innovation of this program originated in the village, the success rate was low as stated by Mr. Wahyu as the implementing unit in the Java Reconstruction Fund:

"Although this program has been planned well in advance, the implementation is still ineffective due to constraints from human resources, facilities, and infrastructure facilities, only the new fishing pond can run but for other potential still not implemented (Meskipun program ini telah direncanakan jauh-jauh hari namun dalam pelaksanaannya masih kurang efektif karena terkendala dari sumber daya manusianya, fasilitas sarana dan prasarana, hanya kolam pemancingan yang baru bias berjalan tapi untuk potensi yang lain masih belum terlaksana)" (Wahyu, Friday, August 3, 2018)

Hence, regarding to the data, the temporary result is still not sufficient. Candirejo Village faces several obstacles in carrying out

the development of tourism potential. The constraints that occur are from infrastructure facilities are less supportive, less human resources in the utilization of existing facilities. From the above explanation, it can be concluded that the Temporary Result to date in the collaboration process for the tourism development potential program has not run optimally.

B. The Enablers and Barriers of Collaborative Governance In Development of Tourism Potentials in Candirejo Village, Klaten Regency

The implementation of Collaborative Governance in the development of tourism potentials certainly has an Enablers and Barriers in the Collaborative Governance process. Enablers and Barriers are divided into several components, as follows

1. Relationship Among Partners

A relationship among partners based on the belief that participants entrust information or efforts of stakeholders in a network to achieve common goals. For government agencies, this element is critical because they must be sure that they can trust other partners in a government and partners outside the government to carry out activities that have been agreed upon. If there is no mutual trust, then that is proof that collaboration has failed.

There is already trust for the relationships among partners in collaboration in developing the potential of tourism in the Candirejo village, Klaten Regency. However, related to the trust regarding to the performance and business of several parties involved, there is still hesitation as Mr. Budi Santoso has explained:

“The obstacle, in this case, is the lack of response from the government to continue implementing the KOTAKU program, the community will not be moving forward if the government is not able to run it, lack of coordination is also a thing that hinders this process”

“(Hambatan dalam hal ini adalah kurangnya respond dari pemerintah untuk tetap melaksanakan program KOTAKU ini, masyarakat tidak akan tergerak apabila pemerintahnya sendiri tidak bergerak untuk menjalankannya, kurangnya koordinasi juga menjadi hal yang menghambat proses ini)”. (Budi Santoso, August 21, 2018)

Based on the statement above, the lack of relationship among the parties involved is a serious obstacle because the program will not run if there is no coordination between the parties concerned

2. Shared Vision

Shared vision refers to the reason why collaboration must exist. The reason why a collaboration must exist is due to attention and commitment to achieving a common goal. The collaboration that has existed so far in Candirejo Village has been fundamental to goals and the same vision and mission. Regarding the commitment of each stakeholder, researchers obtained data that all had full commitment to achieve the above goals. However, there is the problem is that the commitment is directed to the parties who give responsibility or supervise them respectively. For this Mr. Wahono as Secretary of Village said.

The absence of follow-up to this program has become a separate obstacle where the development of tourism potential is hampered, and perhaps it is from the awareness of each party that is still not committed to continue this program.

3. Leadership

Leadership is the availability of one member of the collaboration in providing useful power to implement decisions or carry out their work. In this collaboration, procedures and standards are conveyed in the KOTAKU program. Procedures regarding the parts and roles of each stakeholder are understood and mutually known through socialization. There is already a leader or person in charge of this program, Mr. Budi Santoso. However, like the constraints of the relationship between partners,

the decision making made by Mr. Budi Santoso received a response that was less than the maximum from the village government, consequently, it hampered the program implementation.

4. Resources

Resources are the availability of financial, technical, human, and other resources needed to achieve the objectives in collaboration. In order to achieve the primary objectives of collaboration, the parties concerned already tried to provide the resources needed namely covering financial, human resources related to the development of tourism potential.

Based on what Mr. Wahono as secretary of the village and Mr. Budi Santoso as a private sector said that for financial and human resources it still lacks for this tourism potential development program. For example, human resources that can be used in the field of informatics and communication are still deficient and also for the funds have not been appropriately prepared by the village government and managers.

5. Structure

Structure describes a description of the concept of a relationship between one element with another element that is united together which reflects the physical elements of the relationship in collaboration.

Collaboration is semiformal (there is no written contract) so there are no administrative entities. However, each stakeholder or a related party is involved and participates in the structure. As Mr. said Wahyu as the unit implementing the Java Reconstruction Fund where:

“In the absence of a written agreement, this program is a bit hampered, which is the absence of rules governing the implementation of this program, for example the commitment of each competent stakeholders”

“(Dengan tidak adanya perjanjian tertulis membuat program ini sedikit terhambat yang mana tidak adanya aturan-aturan yang mengatur tentang pelaksanaan program ini, contohnya saja komitmen tiap stakeholders yang kurang kompeten)” (Wahyu, August 3, 2018)

6. Process

In the collaboration process, there must be mutual trust among the actors, and there are limits to who is allowed to be involved and who should not be involved, clear agreed-upon rules of collaboration and freedom to determine how collaboration is carried out.

The firmness of who is a member and who is not yet clearly illustrated considering that collaboration has not yet existed. Written agreement or cooperation contract. However,

based on the collected data, the development of tourism potential is still carried out and for the only temporary results is the fishing pond. Barriers in the collaboration process are also from human, financial, and commitment of each of the actors involved so that the program is not implemented optimally.