

Collaborative Governance Approach for Community-Based Agritourism: A Case Study of Villa Ternak Cikerei Cilegon

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Abstract—Nowadays, community-based agritourism with strong community participation, as well as collaborative governance has gaining wider attention. And yet, few research had been conducted on community based agritourism by using collaborative governance approach. This paper aims to analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerei Cilegon, Province of Banten as it provides unique nature of private and public partnership, to be explored further. This is qualitative research conducted in 2018. This paper reveals that the Collaborative Governance approach has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies in realizing Cikerei Tourism Village. However, the Collaborative Governance process has not gone well because commitment process dominated by private sector and shared understanding has not been carried out in joint planning and processes in achieving agritourism goals.

Keywords: Agritourism, collaborative governance, community based tourism, empowerment

I. INTRODUCTION

Collaborative governance has been widely applied in various countries in various good sectors which provide many benefits (Powell, 1990). The application of collaborative governance gives the opportunity to manage the government with one or more public institutions directly involving non-state stakeholders in formal, consensus-oriented and deliberative collective decision-making processes and aims to create or implement public policies or manage programs or public assets[1]

Collaborative governance has been applied to many fields, eg infrastructure and transportation[2] [3][4], socio-economic fields [5][6][7][8], as well as the field of environment and resources [9][10][11]; [12][13].

In addition, several researchers have applied the concept of collaborative governance in the field of tourism, eg about tourism planning in islands [14], Power in tourism stakeholder collaborations [15], tourism governance in

protected areas:[16], dan Tourism Collaborative Governance and Rural Community Development in Finland [17]. Even though collaborative governance practices have been widely applied in various fields including tourism. However, few still use it as an approach in realizing community based agritourism.

One of the interesting tourist destinations to be analyzed using collaborative governance approaches is *Villa Ternak Cikerei*, a local ecotourism, located in the industrial city of Cilegon in the Province of Banten, is a unique tourist destination that develops the concept of agricultural tourism that gives attention to the empowerment of surrounding communities. There is not much agriculture-based tourism in the industrial cities, because usually agriculture-based tourism is in rural areas. In addition, community-based agritourism is even more interesting because it involves several stakeholders forming collaborative governance

This paper aims to analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerei Cilegon, Province of Banten as it provides unique nature of private and public partnership, to be explored further.

This study finding is a good example in the development of community based agritourism through collaborative governance approaches and is the finding of a new concept of local collaborative governance in rural areas.

II. METHOD

The study was conducted in 2018 at *Villa Ternak Cikerei*, a tourism destination located at Cikerei Village in Cilegon City in the Province of Banten. The tourist destination location is 6 km from downtown of Cilegon and 28 km from the provincial capital of Banten.

This study used qualitative research approach was applied to study about individual or community and incident with took into account the relevant context and aims to understand the social phenomenon through a holistic view and reproduce deep understanding [18]. The study focused to

analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerei Cilegon, Province of Banten as it provides unique nature of private and public partnership, to be explored further.

Data was collected through direct observation, in-depth interviews, printed and electronic library resources. Furthermore, the data was analyzed by a hierarchical linear approach by several steps: data preparation, read the entire data, data organization (coding), description, narration, and interpretation.

The questions used to obtain information were submitted to respondents using purposive sampling. In total, five individuals were interviewed (Table 3) and data were also collected through participant observations during a guided tour of informal discussion with workers and community.

TABLE 1. DESCRIPTION OF INFORMANTS

Informant Number	Informants
1	Man; owner of Villa Ternak Cikerei who are also as daily managers of villa operations
2	Man; Livestock keeper, in charge of maintaining cleanliness, feeding and supervising livestock welfare
3	Woman; Agro-edutourism guide, delivering visitors, giving directions and explanations about animal husbandry and agriculture education
4	Woman; food court waiter; keep local food and other snacks
5	Man; cleaning employees; maintain the cleanliness of the environment of tourist sites and others

III. RESULTS AND DISCUSSION

A. Description of the Research Site: Villa Ternak Cikerei

Villa Ternak Cikerei has an area of 7,000 m², located in Cikerei Village which in the Cibeber Sub-District of Cilegon City. At first Cikerei Livestock Villa was only a farm and fattening 'qurban' animals. But then it was developed into a place to learn for the visitors who came from kindergarten and elementary school. From that on, it became a Livestock Park.

Livestock Park offers a hilly panorama, the highest contour of the land parallel to the main road, while the lowest is the river. With the presence of lush trees makes the atmosphere of this place shady and cooler. Cikerei Livestock Villa is a tourist destination that attracts visitors because it has several advantages such as beautiful natural scenery, a place to study in the field of animal husbandry and agriculture, as well as the availability of a variety of culinary.

Farms that are tourist attractions are: cows, goats, ducks, chickens, pigeons, and fish. In addition there are also reptile animals such as iguanas, turtles, cobra snakes and other snakes. Meanwhile, for agriculture, peanut gardens, melon gardens, pumpkins, grapes, and others. Tourist attractions are also equipped with local excellent culinary, such as local curry goat called "rabeg", gnetum crackers snacks, as well as other common culinary, both inside the Villa's location and around the parking.

Villa Ternak Cikerei Management sets the entry ticket price of IDR 75,000 for cars and IDR 50,000 for motorcycle. Each visitor's ticket gets a facility of 1 cup of pure milk or mineral water, animal feed, free parking, horse riding tickets, and learns how to milk milk well and feed animals and get to know the natural environment.

The agricultural tourism activities will provide knowledge about the types of fruit plants and other agricultural crops (cognitive). Meanwhile, the attitude that is expected to emerge is caring about plants and their environment, motivated to plant fruit, vegetables, and others. The psychomotor aspects that appear are expected to be the skill of planting, watering plants. Agritourism activities at Cikerei Livestock Villa can be summarized in Table 3.

Table III shows the ideal goals to be achieved in developing agro-edutourism in Cikerei Livestock Villa. Almost all education facilities in agriculture and animal husbandry have been developed, but for education facilities in environmental field, only several things have been done, such as: making manure and its use, maintaining environmental cleanliness. Environmental education that has not been implemented will be the next 1-year plan.

TABLE II. AGRITOURISM ACTIVITY OF VILLA TERNAK CIKEREI

Subject	Animal Husbandry	Agricultural	Supporting facilities
Villa Ternak Cikerei	<ul style="list-style-type: none"> • Livestock cultivation of cows, goats, rabbits, poultry and birds • Riding horse care • Fish cultivation • Reptile care 	<ul style="list-style-type: none"> • Cultivation of vegetable and fruit • fruit plants in pots 	<ul style="list-style-type: none"> • Villa resto & cafe • gazebo • supply of qurban animals • seminar room • archery • multipurpose room • office
Visitor	<ul style="list-style-type: none"> • Feed livestock and fish • Give milk to livestock • Livestock watchinriding horse 	<ul style="list-style-type: none"> • harvest vegetables and fruit 	<ul style="list-style-type: none"> •

Source: Data from observations

B. Community Based Agrotourism in Villa Ternak Cikerei

Community empowerment applied at Cikerei Villa Ternak is carried out through three steps : 1) Pilot project for community empowerment through agro-edutourism; 2) Supporting Cikerei Tourism Village through Empowerment; and 3) Farming Bussines through Farming Bussines School [19].

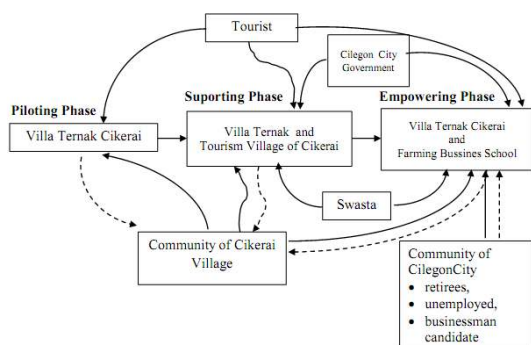


Fig 1. The Stage of Empowerment in Villa Ternak Cikerei
Source: Muhlisin (2018)

The piloting stage is the preparation period for livestock Villa towards community-based, community-based agrotourism. Supporting Phase, the stage to support of society partnered with Villa Ternak Cikerei through Cikerei Tourism Village program. The program was appointed formally through Cilegon City Regulation No. 12 Year 2017 on Regional Tourism Development Master Plan. Stage of Empowering (Community Empowerment) to meet the increasing needs of the livestock business, there needs to be a place to improve the competency of the business actors. These requirements include those intended for: retired state-owned enterprises and the State Civil Apparatus (ASN), surrounding, and companies in Cilegon City that will discuss CSR in the fields of agriculture and animal husbandry.

Through these three stages, livestock villas will be able to realize agricultural education tourism (agro-edutourism) based on community empowerment with an environmental perspective. Cikerei's livestock is an agent of change in pushing for a change in the community mindset which originally assumed that businesses in agriculture and animal husbandry were trivial and non-productive jobs, then realized that business in agriculture and animal husbandry if managed professionally would result in large profits. In addition, because the professional management also requires good environmental management, the community will be encouraged in the implementation of environmentally sound business through efforts to maintain waste, waste management, and 3R principles in managing agriculture and livestock towards organic farming and livestock.

C. Collaborative Governance for Enhancing Community Based Agro-tourism

Ansell & Gash define about collaborative governance as governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets[1]

The criteria for a partnership to be called collaborative governance are: the forum is initiated by public institutions, participants are nonstate actors and engage directly in decision making, the forum is formally organized and meets collectively to make decisions by consensus, and the focus of collaboration is on public policy or public management.

Based on the collaborative governance criteria, the partnership in managing the livestock villa includes collaborative governance.

Some of the stakeholders involved in managing Villa Ternak Cikerei are presented in the following table III.

TABLE III. THE ROLE OF STAKEHOLDERS IN COLLABORATIVE GOVERNANCE IN CREATING COMMUNITY BASED AGRITOURISM AT VILLA TERNAK CIKERAI

Stakeholders	Role
Government	<ul style="list-style-type: none"> Policy: Regional Regulation of Cilegon City, Perda Kota Cilegon No. 12 Year 2017 about the Regional Tourism Development Master Plan which sets Cikerei Village as a city-based agricultural tourism village (Article 17) and community empowerment through tourism (Article 28). Infrastructure: road access to Villa Ternak Cikerei
Privat/bussines entity	<ul style="list-style-type: none"> Privat: Villa ternak Cikerei develop the concept of agrotourism, provides labor, shares knowledge and skills, and charity NGO and bussines entity: transfer funding
Local Community	<ul style="list-style-type: none"> labor, visitors, supporting tourism activities
University & Research Institution	<ul style="list-style-type: none"> Researcher and Trainer

Source: Data from observations

Collaborative Governance at Villa Ternak Cikerei ' is important to support community empowerment, as agreed by Haribowo below.

"Because we automatically want to raise the economic empowerment of the Cikerei community, so that it is the basis of our vision. We don't take many employees from outside, we empower all employees from the Cikerei community,"

"Almost all employees from the Cikerei village, there are only a few expert teams, timber workers, civilians, maybe the foremen of my people. So our subordinates are from the Cikerei people,"

Source: //dispar.bantenprov.go.id/read/news/436/Wisata-Edukatif-di-Vila-Ternak-Cikerei.html

The Cilegon City Office of Tourism and Culture (Dinas Pariwisata dan Budaya) appointed Cikerei Urban Village to become a Tourism Village. Cikerei Village is one of the kelurahan that is included in Cibebur Subdistrict, the potential of paddy fields and extensive fields can be offered to play, unwind and study. Through the scenery offered, we can also take lessons to appreciate the hard work of local farmers who used to feed their livestock in the fields [20]

Based on observations, the Collaborative Governance process at Villa Ternak Cikerei is presented in the following table IV.

TABLE IV. COLLABORATIVE GOVERNANCE PROCESS FOUND IN VILLA TERNAK CIKERAI

Variable of Collaboration Governance Process	Availability
Face-to-Face Dialogue;	Dialogue between the private government and the community is still limited to formal meetings without being planned together in the meantime the dialogue between the community and 'Villa Ternak Cikerei' happened mostly informally
Trust-Building	Trust in the concept of agritourism applied in 'Villa Ternak Cikerei' emerged because of the commitment of managers in developing these tourist destinations. The community supports because of the many benefits obtained from the existence of these tourist destinations. The government also gave credence to the evidence of Villa Ternak's Cikerei hard work.
Commitment to Process	Commitment in the collaboration process is dominated by Villa Ternak Cikerei as a private sector that has a direct interest in business development
Shared Understanding	Shared understanding has not yet emerged as a result of a joint dialogue, but only limited to the same interests in achieving goals
Intermediate Outcomes.	The ultimate goal of the collaboration process in the form of the realization of agritourism does not arrive suddenly, the result of joint dialogue, sharing understanding, and other collaborative processes. Each stakeholder is more focused on the intermediate results that can be directly received. The private sector and the community achieve the results of bidnid in the form of material benefits, while the government obtains success in moving away from the institution's customs program.

Source: Data from observations and interviews

Table 4 shows that almost all stages of the collaborative governance process. Although the commitment process stage is still dominated by the private sector, in this case the Villa Ternak Cikerei.

IV. CONCLUSION

The Collaborative Governance approach has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies in realizing Cikerei Tourism Village. However, the Collaborative Governance process has not gone well because commitment process dominated by private sector shared and understanding has not been carried out in joint planning and processes in achieving agritourism goals

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