



Collaborative Governance in Developing Tourism Potential Through Tourism Villages

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Abstract. The development of tourism potential through collaborative governance is a post-COVID-19 economic recovery strategy carried out by stakeholders of the Sriharjo Tourism Village, Imogiri District, Bantul Regency. This paper aims to explain the collaborative governance process that occurs in the development of tourism potential in Sriharjo Tourism Village. This research was conducted in a qualitative descriptive manner by elaborating the techniques of extracting data from in-depth interviews, observation, focus group discussions, and documentation to explore primary and secondary data. Checking the validity of the data has been done through triangulation of sources. The research subjects include elements of the government, private sector, universities, mass media, communities, and local communities in Sriharjo Tourism Village. Meanwhile, the data analysis technique was compiled interactively including the stages of data collection, data reduction, data presentation, and concluding. Village-Owned Enterprises, universities, private sector, mass media, tourism awareness groups, youth organizations and local communities. The collaborative governance process that occurs through face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes have made a positive contribution to increasing the acceleration of tourism potential development and promotion based on digital platforms from Sriharjo Tourism Village. However, some challenges must be managed better in the aspect of building trust in the management of Sriharjo Tourism Village because there are different backgrounds and priority interests of each actor involved. In addition, long-term sustainable interventions need to be carried out on aspects of commitment to the process and shared understanding to have a multiplier effect on the outcome in the future. The results of this study are expected to provide real implications for the management of the Sriharjo

Tourism Village and the Sriharjo Village Government to innovate in accelerating the promotion and commercialization of Sriharjo Village tourism products.

Keywords: Collaborative Governance · Tourism Development · Tourism Village · COVID-19 Pandemic

1 Introduction

Economic recovery after the COVID-19 pandemic at the community level can be accelerated through the development of local economic potential based on tourist villages. The revival of the community's economy through tourism activities from tourism villages is expected to be able to provide a multiplayer effect on the development of regional potential and increase community capacity. Tourism village is one part of the tourism sector developed in Indonesia, with the concept of integration between attractions-accommodation support facilities presented in a system of community life through the synergy of traditions prevailing in the community [1]. A well-developed tourist village will have a positive impact on economic progress and community independence in the village [2]. Community capacity supports the progress and development of tourist villages. Community capacity is shown in terms of management and institutions that support all activities facilitated by tourism villages. High community capacity will increase community resilience to threats that may occur in this disruptive era, [3]. Therefore, the development of tourist villages is the potential for accelerating the improvement of the economy and welfare of rural communities in a sustainable manner.

Sriharjo Village is one of the potential tourist villages based on nature, art, culture and creative economy in the Kapanewon (District) Imogiri area, Bantul Regency. Sriharjo village is very rich with a variety of natural and cultural tourism potential. The combination of these two potentials is believed to be able to attract tourists to visit. One of the attractions in Sriharjo Village is Srikeminut Tourism Village, which is located in the Kedung Miri and Wunut hamlets. There are three tourist points in Srikeminut Tourism Village, namely the terraced area or Sriharjo hill, water rides, and techno eco-park for visitors who want to learn about farming with modern techniques. For special interest tours, there is tracking to the top of Watu Manjung and Watu Lawang waterfall. In addition, there is also tourism potential on the banks of the Oya River, starting from Wunut Hamlet and Sompok Hamlet which are designed for floating tracking or river crossing as well as traditional tourism. In addition, Sompok Hamlet has also become a centre for the development of a poverty alleviation museum. In addition to the poverty alleviation museum, Sompok Hamlet is also supported by tourism so that tourists can see firsthand the activities of the residents of the village, starting with farming, and livestock cultivation, and there are homestays based on residents' homes. Sriharjo village also has various artistic and cultural potentials such as mapag toya, mertidusun, jatilan art, wayang, and so on [4]. Various traditional and artistic activities are the main assets that must be owned by Sriharjo Village as a tourism village based on community-based tourism so that it can continue to develop with its uniqueness in the disruptive era and the Covid-19 pandemic that has not ended.

However, the COVID-19 pandemic has also had a significant impact on tourism in Sriharjo Village, Imogiri District, Bantul Regency, and Yogyakarta Province. One of the impacts is a decrease in the number of tourist visits to Sriharjo Village tourism objects by 50% in 2021. The loss of the tourism sector in Bantul Regency due to the Covid-19 pandemic is temporarily claimed to reach 11.9 billion Rupiah [5]. In addition, many tourist attractions are closed and empty of visitors, both community-run tourist villages, tourist villages to government-run tourist attractions such as art performances and 'merti dusun' activities in Sriharjo Village have also been postponed and some have been cancelled. On the other hand, the creative economy of Medium and Small Medium Enterprises (MSMEs) in Sriharjo Village also suffered losses. Overall, tourism development in Sriharjo Village currently faces several obstacles, namely: (1) tourism promotion that is not yet integrated, (2) packaging of tourist attractions that have not adapted to the needs of digital-based tourism interests, (3) limited accessibility of technology and resource capacity. Human resources of tourism actors who are literate in technology and tourism management/management information in the disruptive era, (4) limited diversification of tourism products and tourism promotion based on digital platforms, (5) poor quality of tourism facilities and services, (6) post-war economic recovery. The prolonged Covid-19 pandemic, (7) partial cross-sectoral collaboration. Therefore, problem-solving in the development of Sriharjo Tourism Village can be optimized with cross-sector Penta helix collaboration to create a competitive social, economic and cultural ecosystem. The Penta helix collaboration is a positive engagement between the government, the industrial/private world, the community, the mass media and universities to solve public problems and achieve common goals [6]. The interaction of collaboration has characteristics of common goals, symmetrical structure, highly interactive negotiation, and interdependence. The collaboration will always be needed when there are interests from other parties. Collaboration is carried out by individuals with individuals, individuals with groups, and groups with groups that work together to achieve common goals. Collaboration is also defined as an instrument used to unite differences of opinion to produce solutions. Efforts to unite the different interests of various parties to produce a common vision, solve a problem, find solutions and use shared values to produce decisions [7]. It can be concluded that Penta helix collaboration is the collaboration of several stakeholders to manage common resources, unite different interests to overcome common problems and achieve common goals.

The form of Penta helix collaboration in the development of tourist villages can be realized through collaborative governance. Collaborative governance is the governance of one or more public agencies directly involving non-publics in decision-making to make public policies that are formal, consensus-oriented, and deliberate [8]. This type of government is in the form of public and private actors who work simultaneously using a certain process, to establish laws and regulations that will be implemented. Collaborative governance is an effort to overcome and resolve problems that have not been resolved with the application of conventional theories while dealing with problems. Collaborative governance has the idea that the concept of collaboration between several stakeholders involved originated from the failure experienced by the government so stakeholder relations are needed both individually and in groups to solve problems by finding solutions. Meanwhile, government implementers who require implementing

collaborative governance to overcome big problems that are difficult to solve are experienced by the government [9]. Between the parties who cooperate, do not allow the domination of the parties participating in overcoming the problems that arise, so that each party can participate fully in it. Each party involved in collaborative governance has their respective contributions according to its capacity to increase productivity, information, and increase resources [10, 11]. It can be concluded that collaborative governance is a collaborative approach that can be used to leverage resources and entrepreneurship from the private sector and find new and flexible solutions to face the most pressing public challenges.

The concept of collaborative governance itself includes the involvement of which institutions are starting a collaborative effort, and what are the initiatives of each institution (stakeholders) in determining/defining goals, assessing results, causing change, and so on. In this case, who started the initiative can be seen from three aspects. First, the initiative must start with players who have clear demands to reflect the larger public interest. Second, each collaborating stakeholder or institution must have a role in determining the goals of the collaboration. Third, the relationship between the institutions involved must be strategic, meaning that each institution in carrying out actions can always be seen transparently and others respond to this transparency [12]. In addition, collaborative governance appears intentionally by being created consciously for three reasons. First, the complexity and interdependence between institutions. Second, conflicts between interest groups are difficult to suppress and are latent. Third, looking for new ways to achieve political legitimacy [8]. Therefore, collaborative governance is carried out to overcome problems that have strong legitimacy because there are several interest groups.

This form of collaborative governance can be divided into collaboration in a process sense and collaboration in a normative sense. Collaboration in the sense of the process is a series of processes or ways to organize or manage or govern institutionally. Government and nongovernment institutions including non-governmental organizations both local and foreign local private parties are involved in the process in accordance with their respective portions. Meanwhile, collaboration in a normative sense is an aspiration or philosophical goal for the government to achieve its interactions with partners, both private and community partners. Collaborative involvement with non-governmental institutions is greater than that of formal government institutions [13]. Collaboration in developing tourism potential in Sriharjo Tourism Village can be categorized into collaboration meaning process, because collaboration is carried out both interactively between government and nongovernment institutions that are formal. The implementation of collaborative governance in tourism governance for the development of tourism potential in the Sriharjo Tourism Village is to adopt social engineering by elaborating penta helix partnerships (Universities, private sector partners, mass media, and communities). The private sector partners that collaborate include: (1) PT. Indonusa Cahaya Sejahtera Holiday Tour, (2) PT. Adhiguna Sekawan Abadi, (3) Sriharjo Village Government, and (4) Harian Jogja (Daily Newspaper). While the involvement of the university includes: (1) UNY, (2) ISI Surakarta, (3) AMIKOM Yogyakarta, and (4) STIPRAM Yogyakarta. The community and elements of the Sriharjo Village Government include: (1) Sriharjo

Tourism Village Pokdarwis, (2) BUMDes Sri Rejeki, (3) Sriharjo Village Youth Organization, (4) Sriharjo Village arts and culture community, and (5) local community with the achievement of the Technology Readiness Level (TKT) level 7 in real terms through the development of networking, implementation, replication, and massive commercialization of results through the promotion of the Sriharjo Tourism Village based on a digital platform.

The goals of collaborative governance can be realized in real terms at every stage in the process. The stages of the collaborative governance process are as follows: (1) Face to face dialogue. Collaborative governance is realized from the face-to-face dialogue between the actors involved. Face-to-face dialogue is a way to solve problems and solve suspicions between actors in building collaboration, because the initial focus is on how to solve common problems and develop collective benefits between each of the actors involved. Face-to-face dialogue is also used as a tool to build trust, mutual respect, mutual understanding and commitment to the process to be achieved; (2) Trust building. The existence of trust between actors is the foundation of the collaboration process. This is because collaboration is used to establish a process of mutual understanding between the stakeholders involved to form a commitment to carry out collaboration; (3) Commitment to the process. Commitment is closely related to genuine motivation or enthusiasm in doing collaborative governance. Commitment that is in the process of trying to develop the belief, that good intentions for mutual benefit; (4) Shared understanding. This attitude is used as a shared vision and mission, common intentions and goals, shared ideology, clear goals, strategic directions and harmonized values. In addition, it has another meaning which means agreement in defining a problem; and (5) Intermediate outcomes. Collaboration is real and concrete when there is a possibility of the emergence of successful collaboration. Although the interim results will produce real outputs, the process of outputs can lead to successful collaboration. In addition, the interim results also cannot be generalized as the final results achieved [14].

Find out the results of each collaborative governance process in developing tourism potential in Sriharjo Tourism Village, it can be done by analyzing the contribution of each actor's role to solving common problems and realising collaborative goals. The indicators used in this study include: (1) face-to-face dialogue, (2) trust building, (3) commitment to the process, (4) shared understanding and (5) intermediate outcomes. The results of this collaborative governance can be developed sustainably in strengthening the tourism potential in Sriharjo Tourism Village in an empowered and independent manner. Tourism potential is the ability and capacity of tourism in an area that is feasible to be developed so that it will continue to develop into a productive economic source for the livelihood of the local people even to the point of encouraging the economy as a whole to develop by itself and sustainably [15]. Potential in activities in the economic field means that something is developed or its value can be increased. Exploring the value and benefits of natural resources that are more directed toward economic activities. So to explore this potential, activity or activity in the form of an economy can be explored and improved. Utilization of natural resources has been carried out in various forms of activity and adapted to the natural resources owned. Activities from exploiting the potential of natural resources can be used to improve the community's economy. Village economic potential can be divided into two, namely: (1) Physical potential. Potential

related to natural resources in the village, such as water, land, land, climate, geographical environment, livestock, and human resources. Meanwhile, nonphysical potential can be interpreted as all potential related to village communities and their behaviour. The non-physical potentials include (1) Community, a driving tool in rural areas that encourages sustainable economic development; (2) Social institutions and organizations, an association body that assists the desPamong village community, as a means of supporting the smoothness and orderliness of the village government. The development of village potential has a goal to encourage the realization of community self-reliance in both the Village/Kelurahan through the development of superior potential and institutional strengthening and community empowerment [16]. The development of economic potential is a process or a way to develop existing economic capabilities in areas that are possible and feasible to be developed. This will continue to develop into a source of livelihood for the local people and can even encourage the economy in their respective regions as a whole to develop and be sustainable [17].

To realize and accelerate the development of tourism potential in Sriharjo Village, it can be done through a structural approach and a subjective approach. First, the structural approach. The main target is the structure and system of relationships between all components and systems of life, both in the village area and related supporting components. It is hoped that the community will get wider opportunities to be able to utilize natural resources in a sustainable manner. In addition, structural arrangements and systems of social and economic relations are expected to create opportunities for the community to participate in protecting natural resources from threats that come from outside or from within. This step is a solution to be able to reduce or even eliminate major socio-economic problems that continuously place local communities in a difficult position. The structural approach is carried out with the following strategic steps: (1) Development of a support network; (2) Development of a community-based surveillance system; (3) Institutional capacity development; (4) community accessibility to economic resources; (5) Development of community accessibility to natural resources. Second, the subjective approach. This approach is an approach that places humans as subjects who have the freedom to take the initiative. This approach assumes that local communities with their knowledge, skills and awareness can increase their role in protecting natural resources.

Efforts to increase the role of local communities in tourism management by increasing knowledge, skills and public awareness. This approach can be carried out, among others: (1) Exploring and developing traditional community values; (2) Increasing community motivation to participate; (3) Self-quality development; (4) Community capacity development; (5) Community skills development; (5) Increased knowledge and insight into the environment. Therefore, this study seeks to solve the problem formulation related to how the collaborative governance process in developing tourism potential in Sriharjo Tourism Village, Imogiri District, Bantul Regency. The aim is to explain the collaborative governance process that occurs in the development of tourism potential in Sriharjo Tourism Village. The results of this study are expected to provide real implications for the management of the Sriharjo Tourism Village and the Sriharjo Village Government to innovate in accelerating the promotion and commercialization of Sriharjo Village tourism products.

2 Method

The research design used in this study is a qualitative research method with a descriptive approach. Descriptive research is research conducted to determine the value of variables, either one or more variables (independent) without making comparisons or connecting with other variables [18]. Qualitative research is a method for understanding and exploring the meanings derived from social problems by individuals or groups of people. The qualitative research process involves important efforts such as asking questions and procedures, collecting specific and participant data, and analyzing data inductively. The purpose of qualitative research is to obtain a complete picture of the things and events studied [19]. Based on the research method, this research is intended to find out, investigate, and analyze in-depth collaborative governance with a process approach to developing tourism potential in Sriharjo Tourism Village, Imogiri District, Bantul Regency.

The suitability of a qualitative descriptive research design regarding the phenomenon to be studied is being able to obtain a full picture of the occurrence of problems that occur in the field. Further researchers can obtain usefulness and success from research results in the form of collaborative governance with a process approach to developing tourism potential in Sriharjo Tourism Village, Imogiri District, Bantul Regency. The stages of the research process include, the first stage is to determine the problems to be studied by conducting preobservation. The second stage is to determine the research method, research location and research subjects according to the problem being studied. The third stage is to collect data that can be taken by coming directly to the research site, and then proceeding to data processing and data analysis. The fourth stage is to present research data in the form of narrative text. At this stage, the researcher presents research findings in the field by bringing up the necessary data. The final stage of the research is concluding until it produces an output in the form of a research report.

In a study, research instruments will be needed to obtain valid data and research results [20]. In qualitative research, the main instrument as a tool is the researcher himself [18]. Researchers are planners, implementers of data collection, analysis, data interpreters, and reporting of research results [20]. In addition to the research itself, which is used as a research instrument, the researcher is supported by research tools. The tools used by researchers as research instruments are interview guides, observation guidelines, documentation guidelines, focus group discussion guidelines, and the researchers themselves. Data collection techniques in the study used in-depth interviews, observation, focus group discussions, and documentation.

The type of data used in this study is primary data obtained from interviews and observations of research subjects, namely: (1) PT. Indonusa Cahaya Sejahtera Holiday Tour, (2) PT. Adhiguna Sekawan Abadi, (3) Sriharjo Village Government, (4) Jogja Daily, (5) UNY, (6) ISI Surakarta, (7) AMIKOM Yogyakarta, (8) STIPRAM Yogyakarta, (9) Pokdarwis Sriharjo Tourism Village, (10) BUMDes Sri Rejeki, (11) Sriharjo Village Youth Organization, (12) Sriharjo Village arts and culture community, and (13) local community. In this study, secondary data were obtained from literature studies and print or online media. Secondary data in this study is in the form of data that has been processed in the form of documents or written manuscripts such as journal documents, books, publications, news, photos, laws, regulations, and others related to collaborative

governance with a process approach in developing tourism potential in Sriharjo Tourism Village, Imogiri District, Bantul Regency. Sources of secondary data have a function to support and complete information as well as strengthen primary data from observations and interviews. The secondary data used in this study are Laws, Minister of Village Regulations, Village Regulations, Sriharjo Tourism accountability reports, Sriharjo Tourism profiles, Sriharjo Tourism population data, and other data related to the development of village potential that researchers obtained from public media. . Documentation of researchers when conducting research and documentation of activities from developing village potential in Sriharjo Tourism.

In this study to obtain data that can be scientifically justified, the researcher must check the validity of the data. The data examination technique used by the researcher is the triangulation technique. The triangulation technique is a technique for checking the validity of the data by checking data from the results of research interviews with informants, data from observations and documentation [18]. In this study, researchers used Source Triangulation. Triangulation of sources in qualitative research means comparing and rechecking the information obtained in the field through different tools and times [20]. Checking the validity of the data with source triangulation has the aim of checking the truth and clarifying the data/information obtained from research subjects related to collaborative governance in the development of tourism potential in Sriharjo Tourism Village. The data analysis technique in this study adopted an interactive technique which consisted of stages of qualitative data analysis which were carried out directly and interactively continuously until they were completed, thus obtaining saturated data [21]. The data analysis techniques used include the stages of data collection, data reduction, data presentation, and concluding.

3 Result and Discussion

3.1 Tourism Potential of Sriharjo Tourism Village, Imogiri District, Bantul Regency

Sriharjo Village is one of the villages in Bantul Regency, with potential areas that can be developed to support sustainable tourism activities which later became known as Sriharjo Tourism Village with pilot/embryonic status [22]. The supporting institutions owned include the Tourism Awareness Group (Pokdarwis), Youth Organizations, and Sri Rejeki Village Owned Enterprises (BUMDes). Another potential that is owned is in the form of natural scenery consisting of natural beauty spots on the riverbank, hill views, and agriculture. Meanwhile, in the artistic and cultural aspects, the potential carrying capacity is in the form of traditional arts Rondo Tegluk and Jathilan as well as regular events in the form of Somaratri (monthly event every full moon), annual events in the form of Windmill Festival, 'merti dusun', and Sriharjo Anniversary Potential. The availability of accommodation that supports tourism activities in the form of selfie points, culinary hawker outlets, homestays, and amphitheatre facilities which are used as tourist destination facilities (see Fig. 1). On the economic aspect, Sriharjo Tourism Village also has the potential carrying capacity of Medium and Small and Medium Enterprises (MSMEs) in the culinary field (traditional herbs, peanut brittle, market snacks), coconut shell crafts, silver crafts, and event organizers (EO).

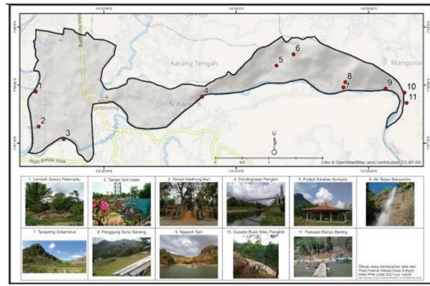


Fig. 1. Sriharjo Village Tourism Potential Map

However, the carrying capacity of this potential has stagnated in development due to the impact of the Covid19 pandemic. Therefore, currently, Sriharjo Tourism Village requires Penta helix collaboration assistance interventions (Business World and Industrial World/DUDI, Universities/PT, Local Government, Mass Media, and Community/Local Communities) to accelerate economic recovery, increase institutional capacity, increase skills and expertise of human resources, as well as improving the status of tourism villages in a sustainable manner. Based on the results of the Focus Group Discussion (FGD) in the Sriharjo Tourism Village, it is known that the potential of the existing village strongly supports the expected tourism development, but several problems need to be resolved. First, is the lack of available human resource capacity to support tourism activities and existing tourism institutions. Second, tourism village management and event management of cultural arts attractions in Sriharjo Tourism Village are not yet professional and adaptive. Third, the promotion of the Sriharjo Tourism Village using a digital platform has not been optimal and the network with tourism markets has not been established at the local, national, and international levels. Fourth, the development of the Sriharjo Tourism Village is still a tourist village pilot level.

3.2 The Process of Collaborative Governance in the Development of Tourism Potential in Sriharjo Tourism Village

Collaborative governance emerged and was developed to respond to the failure of implementation and the high cost and politicization of regulations. The emergence of collaborative governance is not sudden because it is caused by initiatives from various stakeholders who encourage collaboration and coordination in solving ongoing problems. Collaboration is seen from the aspect of the need for each institution to collaborate with related institutions/institutions due to the limitations of each institution/institution to carry out programs or activities that it runs itself. In addition, collaboration is due to the limitations of the budgetary funds of an institution, so with this collaboration, one institution can collaborate to solve public problems together by involving other non-government actors [23]. Collaborative governance contributes proportionally to the role of the government, the mass media, to the private sector to increase productivity, and information, and increase resources [24]. The involvement of the private sector to carry out public missions must be managed properly, skilled and have many alternatives. The role of the private sector must be careful, both profit and nonprofit are carried out

simultaneously to achieve goals and empower public value. Government management is a process to encourage, facilitate, and mentor activities carried out by the government, the private sector and the community aimed at solving common problems that cannot be solved by one government agency alone.

In general, collaboration can be divided into two, namely collaboration in a process sense and collaboration in a normative sense [24]. For the collaboration of roles between actors carried out in developing the economic potential of the village in Sriharjo Tourism Village, it can be categorized as collaboration in the sense of the process. This is because the collaboration that occurs is carried out interactively between actors and tends to be formal, not just behaving. In addition, this research will analyze the collaboration process between government actors and other institutions involved effectively to carry out the development of the village's economic potential in Sriharjo Tourism Village. Against the background of the importance of developing village potential, improving the village economy, and prospering rural communities, the Sriharjo Tourism Village Government seeks to develop the village's potential to improve the village economy so that it can increase PADes.

Collaboration in the sense that the process that occurs is carried out interactively by the government with other stakeholders, both non-government, private and community. This study aims to determine the collaborative governance process in developing village economic potential in Sriharjo Tourism Village. Based on the importance of village potential that is developed and preserved for the community and the surrounding environment in Panggungharjo Village, the development of village potential needs to be carried out in the hope that it can become an entity that is able to improve the village economy in the form of increasing PADes and prospering the local community. The development of the village's economic potential needs to be done because of the added value in terms of economy and business. When the village potential is well developed by BUMDes, there will be a positive value and high benefit value, especially for the local community, increasing the profit-oriented village economy and being able to increase Village Original Income (PADes) in Sriharjo Tourism Village.

This study explains that the development of village economic potential in Sriharjo Tourism Village is not only carried out by one stakeholder, so direct involvement from the industrial world, village government, Bantul district government, universities and the mass media have the same authority in developing village economic potential in Sriharjo Tourism Village. The development of village economic potential is carried out by government actors, namely the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia, Bantul Regency Tourism Office, Bantul Regency Culture Office, Imogiri District Government, Sriharjo Village Government. As for the involvement of non-government actors (private sector, universities, mass media, and society), namely: (1) PT. Indonusa Cahaya Sejahtera Holiday Tour, (2) PT. Adhiguna Sekawan Abadi, (3) Harian Jogja (Daily Newspaper), (4) UNY, (5) ISI Surakarta, (6) AMIKOM Yogyakarta, (7) STIPRAM.

Yogyakarta, (8) Pokdarwis Sriharjo Tourism Village, (9) BUMDes Sri Rejeki, (10) Karang Taruna Sriharjo Village, (11) Art and cultural community in Sriharjo Village, and (12) local community.

Collaboration has occurred in developing the tourism potential and village economy in the Sriharjo Tourism Village which includes the involvement of actors from the government, the private sector and the community. The collaborative governance process in developing tourism potential in Sriharjo Tourism Village includes face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes as follows [8].

3.2.1 Face-to-Face Dialogue

Face-to-face dialogue or face-to-face dialogue is one of the processes in collaborative governance that is carried out face to face between the actors involved. Face-to-face dialogue becomes a way to solve problems and discuss those related to collaboration between stakeholders involved in collaborative governance. According to Ansell and Gash (2008), collaborative governance is built through a face-to-face dialogue process with several relevant stakeholders to reach a consensus and reflect the public agreement. Face-to-face dialogue is used as a tool to build trust, mutual respect, understanding and commitment to the process to be achieved. The process of collaborative governance focuses on the agreement so that face-to-face communication becomes a very important stage in collaboration.

In this research, the face-to-face dialogue stage is carried out by stakeholders related to the holding of technical guidance, training and regular meetings both monthly and annually. The technical guidance was carried out at the beginning of the formation of the Tourism Awareness Group and BUMDes to provide guidance to managers and related parties to provide guidelines on how to plan work to be carried out next. Routine meetings are held once a month to evaluate the development of the village's economic potential, mentoring and solving problems that occur, then every three months to see progress and once a year for reporting as a form of responsibility and transparency attitude from the development of village tourism potential that has been carried out in Indonesia. Sriharjo Tourism Village. The activities of these meetings are important activities in discussing problems that occur and evaluating them according to the situation. Routine meetings, training and technical guidance are carried out by each stakeholder involved based on their respective duties and functions.

Meetings held between related parties greatly facilitate communication. This will realize the stakeholders involved have a serious attitude toward building trust and make it easier to achieve common goals in developing the economic potential of the village in Sriharjo Tourism Village. In addition, the training and technical guidance that is held can also make it easier for stakeholders to build trust. This is realized if training can be provided to the stakeholders involved, namely BUMDes Sri Rejeki and the community who work as implementers. Later it can be seen that there is seriousness from stakeholders in developing the economic potential of the village in Sriharjo Tourism Village.

Each stakeholder has a different role in the face-to-face dialogue because it is in accordance with agency actors when developing village economic potential in Sriharjo Tourism Village. Government actors have a role to issue regulations, implement, facilitate, encourage and mentor in the implementation of tourism potential development in Sriharjo Tourism Village carried out by BUMDes Sri Rejeki and Pokdarwis as implementers. Private actors as supporters in business development in the form of providing

capital, facilitators, mentoring resource persons and guest lecturer practitioners, especially for tourism event management programs and acceleration of digital platform-based tourism village promotions. The university acts as a facilitator, resource person and companion to accelerate the development of institutional capacity and human resources through community service programs, community service activities, field practices and internships. To strengthen face-to-face dialogue, the community and the community as technical implementers in the field and as beneficiaries. When conducting a face-to-face dialogue, a joint communication forum is formed that has been created and carried out together through a WhatsApp group. The obstacles faced by each actor in carrying out face-to-face dialogue are the synchronization of the implementation agenda schedule between different actors, differences in understanding, differences in capacity, and differences in priority needs. However, the positive thing that has been built is the moral will of each actor to advance the development of tourism potential in Sriharjo Tourism Village in accordance with the capacity of each actor's role.

3.2.2 Trust Building

In the process of collaborative governance, it is not just a negotiation between stakeholders, but rather building trust between the stakeholders involved. Trust is built when there is cooperation, trust is needed. To build trust among government, private, university, mass media, community and public actors, transparent, fair, and accountable communication and coordination are carried out with the parties involved. The trust that has been formed in collaboration will make it easier for stakeholders to achieve the desired goals effectively and efficiently. Trust building begins with public motivation and values that are fought for equality, and then active, transparent and accountable communication is carried out. The obstacles that arise from building trust in the management of Sriharjo Tourism Village are the different backgrounds and priority interests of each actor involved.

3.2.3 Commitment to the Process

Commitment is a very important aspect of achieving success and failure in the collaborative governance process. Commitment becomes a belief that collaborative governance will create benefits for each party and create public interest. Commitment in the process sense means the development of the belief that negotiation is the best way to achieve the desired policy. The formation of commitment in the collaborative governance process can be done by establishing a collaboration process/rules that are approved by the relevant stakeholders, including the government, private sector, universities and the community. In this study, the procedures/rules in this collaboration were initiated by the Sriharjo Village Government and Yogyakarta State University through the matching fund program of the Ministry of Education, Culture, Research, Technology and Higher Education which was then approved by all relevant stakeholders in a consortium cooperation agreement to design, implement, and monitor the evaluation of each stage of the existing process.

3.2.4 Shared Understanding

Shared understanding is a relevant agreement to solve problems based on empirical facts, scientific knowledge, and evidence-based policy. In collaborative governance, one must have an understanding of the goals to be achieved together. Good shared understanding can be seen from each stakeholder involved in the collaborative governance process by understanding what is the common goal in carrying out collaboration. When the relevant stakeholders already understand the common goal, the goal will be easy to achieve so as to minimize misunderstandings in collaboration. In developing tourism potential in Sriharjo Village, the research team conducted a focus group discussion by inviting all relevant parties to the Penta helix collaboration to produce a shared understanding to clarify the standing position of the contribution of each cooperation partner. The results of the focus group discussion were then followed by workshops and technical guidance related to tourism event management, hybrid events, social media content management, citizen journalism, and digital platform-based tourism promotion. To increase the joint commitment, each stakeholder is given a job description responsibility proportionally in accordance with the mastery of expertise, competence, capacity, and contribution of each. For every work carried out, there is a person in charge who will be the program coordinator. Because each actor has unique characteristics and differences in competence and capacity, each program that is run is flexible, adaptive, measurable and directed according to the values of local wisdom.

3.2.5 Intermediate Outcomes

Intermediate outcomes can be said to be concrete if the success of the collaboration process is achieved. Intermediate outcomes are the results obtained after the collaboration process, but after being determined in the long term, the final results will be obtained. The interim results also cannot be generalized as the final result achieved. Intermediate outcomes can be measured from progress reports on the implementation of each program and changes in the target group process in tourism development in Sriharjo Tourism Village such as profile videos, workshop and technical guidance, tourism promotion content on social media, and responses from tourists who access digital information about Sriharjo Tourism Village which has been processed better.

4 Conclusion

The development of tourism potential in the Sriharjo Tourism Village, Imogiri District, Bantul Regency has been carried out in a pentahelix way through collaborative governance by involving actors from the central government, local governments, village governments, Village-Owned Enterprises, universities, private sector, mass media, tourism awareness groups, youth organizations and local communities. The collaborative governance process that occurs through face to face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes has made a positive contribution in increasing the acceleration of tourism potential development and promotion based on digital platforms from Sriharjo Tourism Village. However, there are challenges that must be managed better in the aspect of building trust in the management of Sriharjo

Tourism Village because there are different backgrounds and priority interests of each actor involved. In addition, long-term sustainable interventions need to be carried out on aspects of commitment to the process and shared understanding in order to have a multiplier effect on the final outcome in the future.

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