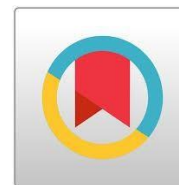


Collaborative governance in the management of Tirta Agung Tourism Village Sukosari Kidul Village Bondowoso Regency



Collaborative governance pengelolaan Desa Wisata Tirta Agung Desa Sukosari Kidul Kabupaten Bondowoso

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ABSTRACT

This research aims to examine Collaborative Governance management of tourist villages. The research was conducted in the tourist village of Tirta Agung, Sukosari Kidul Village, Sumber Wringin District, Bondowoso Regency. The research method used is qualitative, data collection methods are carried out by interviews, observation and documentation. The results of the research show that the development of tourist destinations in Sukosari Kidul village was initiated by non-governmental organizations, namely the Sukosari Kidul village youth civil society. Collaborative governance in the management of the Tirta Agung Tourism Village destination, the stakeholders involved have different resources, this is a factor in collaboration. Collaborative management of the Tirta Agung Tourism Village can be said to fulfill the elements of the Collaborative Governance model according to Ansell and Gash which consists of institutional design and the village head of Sukosari Kidul as the facilitative leadership of the collaborative management of the Tirta Agung Tourism Village as well as in terms of a collaboration process which includes face-to-face dialogue, joint commitment, shared understanding and intermediate outcomes/benefits. The collaboration that took place in Sukosari Kidul village can be said to be successful, but the joint commitment is still not optimal. The success achieved in the collaboration between civil society, namely the Pokdarwis and the Sukosari Kidul village government, namely the Tirta Agung Tourism Village, succeeded in becoming 2nd place in the award for the best Indonesian Tourism Village in the pioneer category (ADWI) 2022.

Kata Kunci

Pengelolaan;
 Desa Wisata;
 Kolaborasi;

ABSTRAK

Penelitian ini bertujuan untuk mengkaji *Collaborative Governance* pengelolaan desa wisata. Penelitian dilakukan di Desa Wisata Tirta Agung Desa Sukosari Kidul Kecamatan Sumber Wringin Kabupaten Bondowoso. Metode penelitian yang digunakan adalah kualitatif, metode pengumpulan data dilakukan dengan wawancara, observasi dan dokumentasi. Hasil penelitian menunjukkan pengembangan destinasi wisata di Desa Sukosari Kidul diinisiasi non pemerintah yakni *civil society* pemuda Desa Sukosari Kidul. *Collaborative governance* pada Pengelolaan destinasi Desa Wisata Tirta Agung para *stakeholder* yang terlibat memiliki perbedaan sumber daya hal ini menjadi faktor terjadinya kolaborasi. Kolaborasi pengelolaan Desa Wisata Tirta Agung dapat dikatakan memenuhi unsur model *Collaborative Governance* menurut Ansell dan Gash yang terdiri dari adanya desain kelembagaan dan kepala Desa Sukosari Kidul sebagai kepemimpinan fasilitatif kolaborasi pengelolaan Desa Wisata Tirta Agung maupun dalam hal proses kolaborasi yang meliputi dialog

	<p>tatap muka, komitmen bersama, pemahaman bersama dan hasil antara/manfaat. kolaborasi yang terjadi di Desa Sukosari Kidul dapat dikatakan berhasil namun komitmen bersama masih belum dikatakan optimal. Keberhasilan yang diraih pada kolaborasi yang terjadi antara <i>civil society</i> yakni Pokdarwis dan pemerintah Desa Sukosari Kidul yakni Desa Wisata Tirta Agung berhasil menjadi juara 2 dalam anugerah Desa Wisata Indonesia terbaik kategori rintisan (ADWI) 2022.</p>
<p>Article History Send 28th August 2024 Review 06th November 2024 Accepted 27th March 2025</p>	<p>Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

The Tirta Agung tourist village in Sukosari Kidul Village was initiated as a response to the youth of Sukosari village who are concerned about the condition of BUMDes in their village which is experiencing a downturn in the savings and loan business. The village youth as a component of civil society actively conduct talks through the tradition of "Cangkrukan" uniting enthusiasm and determination and looking for solutions operationally to the steps of forming tourist villages. This *civil society movement* among the youth is called the "Movement to Rise from the Downturn". The next step of this movement is to expand the discussion on the formation of tourist villages to the scope of the Village Government. The Sukosari Kidul Village Government then facilitated the "Village Rembug" to plan the development of local community-based tourist attractions managed by the Sukosari Kidul Village BUMDes. Since the agreement between the Village Government and the youth, the construction of tourist attractions has begun with the creation of swimming pools and supporting facilities that are able to attract the attention and interest of visiting the community to travel and carry out recreational activities. Tirta Agung Tourism Village has been operating since 2018 and was inaugurated by the Regent of Bondowoso in 2019 based on the Decree of the Regent of Bondowoso Regency number: 188.45/329/ 430.4.2/2019 concerning the Determination of Sukosari Kidul Village as a Tourism Village.

The initial development of Tirta Agung tourism received a very positive response, both by tourists who have recreational motives with friends or with family (*kid and family recreation*), outbound activities for educational tourism, agency or community meeting activities, which are supported by complementary facilities that are quite representative. This dynamic encourages the management to build cooperation with stakeholders that can strengthen the existence of tourism villages, namely collaborating by making MoU with local business actors in the form of business cooperation agreements between BUMDes and Local Entrepreneurs and MSMEs in the *sharing profit* And *sharing product*. The involvement of other stakeholders is to approach key figures, religious leaders and community leaders and establish a conceptual and systematic role arrangement model (appreciation of works, involving work in tourism activities, and marketing citizens' products). The pioneering youth of the tourism village then set the "Vision" of sustainable tourism development, as well as pioneered cross-stakeholder support from the village and the presence of support *Pentahelix* including: government, entrepreneurs/private sector, academics, media and the community, which further strengthens the vision by using the *brainstorming/Poll*.

The management of the Tirta Agung Tourism Village is carried out by the Tirta Agung Tourism Awareness Group (Pokdarwis) which has been ratified with the Decree of the Indonesian Legal Entity Number: AU- 0003265.AH.01.07 of 2020 concerning the Ratification of the Establishment of the Legal Entity of the Tirta Agung Tourism Awareness Group Association. The efforts of the village youth received support from the village government, both in the improvement and development of the Tirta Agung Tourism Village. In increasing the number of visitors, Tirta Agung Tourism Village involves parties in its management, such as the Village Government through BUMDes and community groups, namely Pokdarwis. This collaboration shows a positive impact on the progress of the Tourism Village and the economy of the surrounding community, such as the emergence of MSMEs around Tirta Agung Tourism Village so that it can increase income for the village government and regional revenue. Tourism services of Tirta Agung Tourism Village develop in the form of: *floating gazebos*, natural swimming pools, Kala Senja Cafe which has uniqueness and beauty. The operating hours are until 09.00 – 22.00. The development of Tirta Agung Tourism Village, in addition to the initiative of young people and the community, is also inseparable from the role and support of the Sukosari Kidul Village Government.

The idea of developing the Tirta Agung Tourism Village in Sukosari Kidul Village, which was initiated by village youth, is a breakthrough in exploring the economic potential of the village through a tourism village development plan. The youth movement in forming a forum with the involvement of various stakeholders to achieve a certain goal, which then receives the support of the Bondowoso local government, is a form of collaborative governance. This is in line with what Donahue and Zeckhauser (2011) explained that *collaborative governance* is a condition in which the government to fulfill public goals is carried out through collaboration between organizations and individuals. The collaboration process occurs when government actors and non-government actors carry out policy-making for problems faced by the public, is a *Collaborative Governance* process where actors must actively carry out their duties based on the division of roles in the collaboration process (Bevir, 2009). It is emphasized by Ansell & Gash (2008) that collaboration between public policy actors which in this case describes a cooperation that has legality so that the process produces accuracy and leads to collective action for the public policy formulation process. However, Ahn & Baldwin (2022) show that representation in collaborative processes is not the main driver for equitable distribution of benefits, but that over time, collaboration can help participants to look beyond their individual interests and support the interests of other

stakeholders. The development of tourist villages also faces challenges, in addition to environmental degradation (Kristensen *et al.*, 2016), migration from villages to cities (Wang *et al.*, 2021), and the fulfillment of the international agenda of the Sustainable Development Goals (FAO, 2018). Therefore, it is seen as a view of collective outcomes that are 'co-produced' by agricultural landscapes, which are supported by social relationships and interdependence between individuals, producers, and beneficiaries, as well as between the living environment and the dead environment (Barnaud *et al.*, 2018).

The collaborative governance that has been running so far is shown by the establishment of Pokdarwis by the village government and the support of the local government through the Bondowoso Regency Tourism Office and the support of *Pentahelix* to lead Tirta Agung Tourism Village to its participation in the 2022 Indonesian Tourism Village Award (ADWI) event and succeeded in obtaining the title of 2nd place in ADWI 2022 in the National Level Pioneer Tourism Village category. The success of the ADWI 2022 event gave birth to pride as well as a challenge to improve the quality of tourism village management so that at least it can maintain the position that has been obtained, and even try to improve the quality of tourist village destinations according to existing criteria. Efforts to improve the quality of tourist village destinations will have opportunities if the quality of *collaborative governance* can also be improved.

Non-governmental involvement in the management of Tirta Agung Tourism Village in line with the development of the development paradigm where the government is no longer the only actor in development has an influence on the development of Tirta Agung Tourism Village. The paradigm of public administration development began from the era of *administrative dichotomy* to the era of *governance* until finally the concept of "*collaborative governance*" was born. The paradigm shift in public administration according to Henry (2007) is *The Politics - Administration Dichotomy*, (1900 – 1926); *The Principles of Administration*, (1927 – 1937); *Public Administration as Political Science*, (1950 – 1970); *Public Administration as Management*, (1956 – 1970); *Public Administration as Public Administration*, (1970 – present); *Governance*, (1990 – present). The paradigm used by the researcher in the research is *Governance*. *Governance* is defined as the exercise of power or authority by political leaders for the welfare of citizens, has a complex process in which several sectors of society hold power, enact and disseminate public policies that directly affect the community and institutions and also affect economic and social development (Tamayao, 2014). Therefore, the study of collaborative governance requires clarifying the concept of management, establishing interactive and collaborative subject relationships,

improving institutional systems and technological tools, and designing different management strategies based on the characteristics of spatial objects (He & Tan, 2024).

Ansell & Gash (2008) explained that *collaborative governance* is a cooperative activity to determine decisions with the aim of solving public problems carried out by several public institutions and other related parties, both directly and indirectly. Furthermore, Ansell & Gash (2008) also explained the *collaborative governance* model which has 4 components, namely: 1) *starting condition*; 2) facilitative leadership; 3) institutional design; and 4) the collaboration process. The achievements achieved by the Tirta Agung Tourism Village illustrate how good the competitiveness of the Tirta Agung Tourism Village has. According to Hidayah (2019), the competitiveness of a tourism destination is obtained through the achievement of destination functions, one of which is the coordination function, that the coordination function of the tourist destination management organization has a *cohesive collaboration* output (ouput) from the destination stakeholders involved in the Tirta Agung Tourism Village, the village government and the community. In other words, the success obtained by the Tirta Agung Tourism Village is greatly influenced by the good collaboration of the actors involved in it.

Based on the background of the problem, the formulation of this research problem is how to *collaborative governance* in the management of Tirta Agung Tourism Village, Sumber Wringin District, Bondowoso Regency? The purpose of the research is to examine and find collaborative governance patterns in the management of Tirta Agung Tourism Village involving the village government and the community.

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Collaboration is a process of cooperation between two or more people to achieve a success for both parties which is a form of social process that helps each other in activities to achieve common goals (Widyarto, 2017). In this study, the collaboration in the management of Tirta Agung Tourism Village involves the village government, Pokdarwis has an impact on Tirta Agung Tourism Village to become the 50 best tourism villages. *Collaborative governance* is the realm of cooperation between Government institutions, Private Institutions and the community in which there is leadership, roles, capacities, motivations, interests, solutions, resources, to complement each other, provide mutual benefits in order to optimize the potential that exists in Sukosari Kidul Village, namely the development of sustainable tourist village destinations. Benedetto *et al.* (2016) states that local governance can be used to support sustainable tourism.

Referring to the Ansell and Gash (2008) model which defines collaborative governance as "a governance arrangement in which one or more public institutions directly involve non-state stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process and aims to create or implement public policies or manage public programs or assets." There are many characteristics of collaborative management of Tirta Agung Tourism Village that are in accordance with the collaborative governance components defined above. In the collaborative process of governance, constructive and trust-building face-to-face meetings, as well as the formulation of bridging outcomes, are identified as crucial factors in building a successful collaborative momentum (Ullaha & Kim, 2020).

Previous research by Kirana & Artisa (2020) shows that in the development of tourist villages, the Batu City Government involves the private sector, academia, the media and encourages community participation through empowerment. In the implementation of *collaborative governance*, effective communication is needed to make it easier for actors to collaborate so that they can optimize their role in the development of tourism villages. Further research by Mafaza & Setyowati (2020) found that *collaborative governance* among *stakeholders* in the Village Economic Center Program (Balkondes) in Borobudur Village,

Magelang Regency has been running well, which is characterized by *stakeholders* carrying out their main duties. Likewise, research by Akbar *et al.* (2022) found that the collaboration process starts from *face-to-face dialogue* or intensive communication between actors. In addition, the factors of *starting conditions*, *institutional design*, and *facilitative leadership* are supporting factors in collaboration in the development of Gubugklakah Tourism Village. Bela & Utama (2022) research shows that this *collaborative governance model* emphasizes more on the discussion process in mapping obstacles and opportunities for the implementation of collaborative activities.

There is a study conducted by Utami *et al.* (2021) which shows that *collaborative governance* still encounters many obstacles, this is evidenced by the analysis of Ansell & Gash's collaborative governance model, such as: strict rules, understanding of the shared vision and mission, lack of commitment and participation. Similarly, the research of Garvera *et al.* (2021) states that there are 3 (three) obstacles in the implementation of Collaborative Governance, namely lack of commitment, limited information and organizational structure that still looks hierarchical or more dominant. Harsanto & Wahyuningrat's research (2024) shows a misalignment between development strategies and village potential, with a problem-solving approach that ignores inherent capabilities. Forms of collaborative and adaptive environmental governance as a way to manage conflict, reduce uncertainty, address complex socio-ecological problems that cannot be achieved alone, and improve sustainable resource management (Beeton *et al.*, 2024).

This study pays attention to the starting point, which is the collaborative approach in governance, that is, where a group of organizations collaborate by working together, networking, and creating collective actions to promote public goals (Prentice *et al.*, 2019). It is interesting that in the sense of governance, it is understood as a series of processes and mechanisms of collective coordination of actors, namely agents of different natures (entrepreneurs, local associations, individuals, governments, consumers, and others) who guide, direct, control, or manage a region, project, or network that pursues a common and mutually beneficial goal (Torres-Salcido & Sanz-Canada, 2018; Yubero & Chevalier, 2018). Governance collaboration indicates a shift from a hierarchical or top-down approach to a horizontal or bottom-up approach (Ivette *et al.*, 2021). Governance collaboration contains the meaning of coordination in various fields, such as social, knowledge transfer or innovation, and the economic field (Reina-Usuga *et al.*, 2020; Thees *et al.*, 2020).

Based on previous research on *Collaborative Governance* that adopts the model of Ansel & Gash (2008), there are also studies that find obstacles and obstacles in the

implementation of *collaborative governance*. Based on the *gap research*, this research is directed to examine and find *collaborative governance* patterns applied in the management of Tirta Agung Tourism Village. Growing interest in collaborative governance-based rural tourism research, the importance of stakeholder participation is highlighted, although mechanisms for creating deliberation spaces or decision-making processes still need to be demonstrated (Usuga (12) et al., 2024).

Method

This study uses a qualitative approach. The location of the research is in Sukosari Kidul Village, Sumber Wringin District, Bondowoso Regency. The focus of the research is the process and implementation of *Collaborative Governance* that occurs in the management of Tirta Agung Tourism Village so that it has succeeded in getting a nomination for the 50 best villages in Indonesia. The data source consists of primary and secondary data. Primary data was obtained directly through direct and indirect interviews (through communication media). The research informants were determined purposively, namely: the Secretary of BUMDes Sukosari, the Chairman of the Pokdarwis, and local stakeholders related to the business activities of the Tirta Agung tourism village. The validity test of the data is carried out by extending the research until the data obtained is unbiased. Secondary data comes from previous research, *online news*, and other documents or archives. The data collection technique consists of interviews, observations and documentation. The data analysis technique used the interactive model of Miles *et al.* (2014) which consists of data collection, data reduction, data presentation and conclusion drawn/verification. The validity test of the data is carried out by conducting a research extension method so that the data obtained no longer shows bias.

Result and Discussion

Early Conditions of Collaboration

This initial condition is the beginning of the development of a tourist village destination in Sukosari Kidul Village, namely Tirta Agung Tourism Village. According to Ansell & Gash (2008) In the initial stage, conditions include the history of cooperation, resource imbalance and the existence of interdependence. Based on the results of interviews with the Chairman of Pokdarwis and the Head of Sukosari Kidul Village, the initial condition for the collaboration began with the awareness of the youth of Sukosari Kidul Village to develop a tourist village, one of which was cleaning the village. However, this collaboration

is established by the involvement of the Sukosari Village government, namely providing support for village youth who want to develop tourist village destinations, one of which is forming a tourism awareness group Pokdarwis, namely the determination of the Tirta Agung Tourism Village based on the Decree of the Regent of Bondowoso Number: 188.45/329/430.4.2/2019 dated March 10, 2019. The Sukosari Kidul Village Government also dispatched to Pujon Kidul Village, Batu Malang, as well as financial assistance to support facilities and infrastructure in Tirta Agung Tourism Village.

The phenomenon of collaboration that occurred in South Sukosari Village explains what Ansell & Gash explained that the imbalance of resources causes the parties to collaborate. This is like what happened in Sukosari Kidul Village in the development of tourist villages, namely the government provides support such as capital and Pokdarwis coaching, Pokdarwis Tirta Agung is trying hard to increase the number of tourist visits such as promotions, innovations and events held in Tirta Agung Tourism Village.

Institutional Design

Institutional design refers to the basic protocol or basic rules for collaboration and how the collaboration forum of the parties involved in the development of the Tirta Agung Tourism Village is designed to have clear rules and in the process has openness. The *stakeholders* involved in the development of Tirta Agung Tourism Village have basic rules.

Based on the results of interviews with the Chairman of BUMDes Sukosari Kidul and the Chairman of Pokdarwis, the institutional design in the development of Tirta Agung Tourism Village has basic rules such as a Decree from the village government and an MoU of cooperation agreements. Institutional design in collaboration is very important for stakeholders involved in the development of Tirta Agung Tourism Village, namely strengthening the legitimacy of collaboration with a Decree from the village and MoU, this will explain who are the *stakeholders* involved both internally and externally. Based on the results of the interview with the Head of Sukosari Kidul Village, the institutional design that occurred in the collaboration in the development of Tirta Agung Tourism Village not only explained the basic rules such as the MoU of cooperation agreements, but also explained the stakeholder structure involved in the development of Tirta Agung Tourism Village. The collaboration that occurred in the development of Tirta Agung Tourism Village explained the role of *stakeholders* involved such as the village government supporting the development of Tirta Agung Tourism Village, namely facilitating both funds represented by BUMDes and Pokdarwis as the head of the management of Tirta Agung Tourism Village. The institutional

form of the Pokdarwis of Tirta Agung Tourism Village is a Decree of the Village Head which has been ratified with the Decree of an Indonesian legal entity Number: AU-0003265. AH.01.07 of 2020. The institutional design of the management of the Tirta Agung Tourism Village explains the role of the stakeholders involved

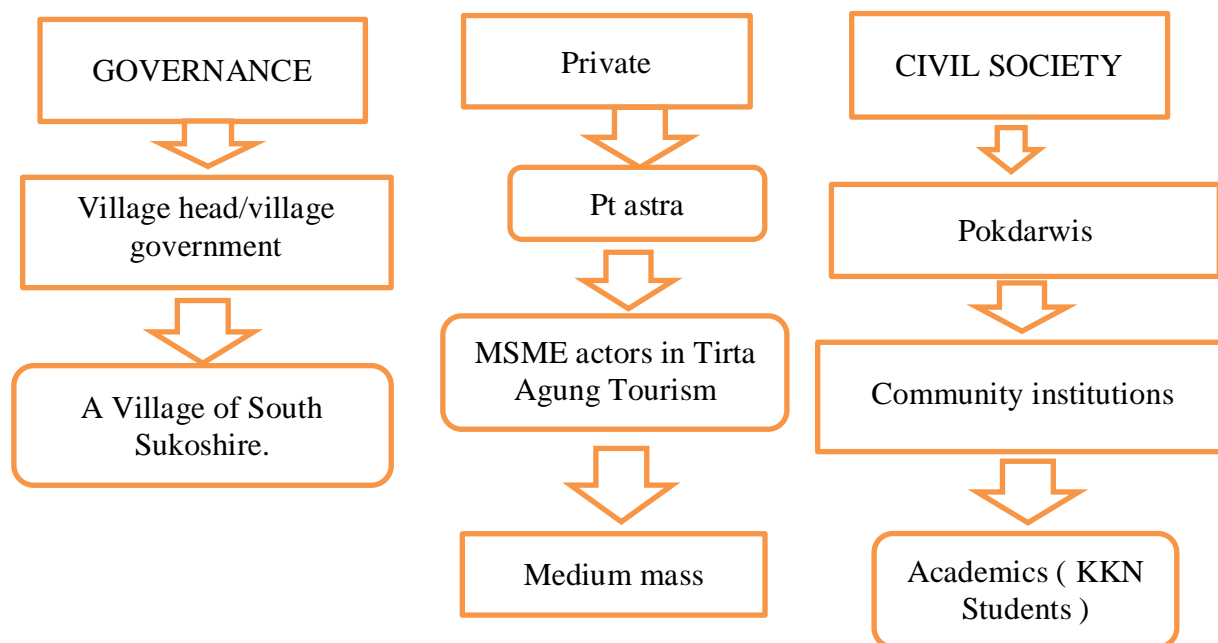


Figure 1. Stakeholder Role Flow
Source : Researcher 2024

Facilitative Leadership

Facilitative leadership is one of the important things with collaboration. The leadership function in the collaboration that occurred is to unite stakeholders in evaluating the development of the Tirta Agung Tourism Village. In the collaboration that took place in Tirta Agung Tourism Village, there was facilitative leadership. Based on the results of the interview with the Head of Sukosari Kidul Village, the collaboration in the development of Tirta Agung Tourism Village has facilitative leadership, namely the Head of Sukosari Kidul Village who initiated the holding of an evaluation meeting on the development of Tirta Agung Tourism Village and facilitated the *stakeholders* involved both internally and externally. With facilitative leadership in the collaboration in the development of Tirta Agung Tourism Village, it aims to unite the *stakeholders* involved. Community involvement is always carried out by the Village Head as conveyed below.

"We always involve the parties in holding deliberations related to development and management planning, as well as the determination of cooperation with stakeholders

in order to open up opportunities for the progress of tourism villages" (interview date, February 12, 2023)

Meeting activities with all related parties in the development of Tirta Agung Tourism Village



Figure 2. The atmosphere of the meeting facilitated by the Village Head

Collaboration Process

Face-to-Face Dialogue

Face-to-face dialogue is a meeting of *stakeholders* involved in the development of Tirta Agung Tourism Village in one location and at the same time so that there will be a direct or interactive dialogue, which aims to build the commitment of the parties, trust, mutual understanding and evaluation of the development of Tirta Agung Tourism Village. Based on the results of interviews with the Head of Sukosari Kidul Village, the Chairman of Pokdarwis and BUMDes, the face-to-face dialogue that took place in Tirta Agung Tourism Village began with an initiative by the village head to gather *stakeholders* involved such as Pokdarwis and BUMDes. At the meeting stage held for the first time, the *stakeholders* involved discussed strategies to improve the economy of the village community, namely developing the destination of the Tirta Agung Tourism Village.

Commitment to Process

Commitment to the process is the commitment of *stakeholders* involved in the collaboration of tourism village development in Sukosari Kidul Village to achieve the desired goals of the actors. Based on the results of interviews with the Chairman of BUMDes and the Chairman of Pokdarwis, the *stakeholders* involved such as the village, Pokdarwis and BUMDes have the same commitment such as wanting to improve the economy of the village community by exploring the potential that exists in Sukosari Village.

Mutual Understanding

The common understanding in question is that the *stakeholders* involved give each other about the ability of each field to improve the performance of stakeholders involved in the development of tourist villages in Sukosari Kidul Village. Based on the results of interviews with the Head of Sukosari Kidul Village and the Chairman of Pokdarwis, the *stakeholders* have various abilities such as from the village head providing capital assistance and facilitating the process of the extent of the management of Tirta Agung Tourism Village, from the Pokdarwis providing evaluation results to the extent of the management of Tirta Agung Tourism Village and what infrastructure facilities are needed in the object of Tirta Agung Tourism Village aiming to increase visits tourist.

Intermediate Results

The intermediate result is a temporary result of the process of establishing cooperation that takes place which consists of the benefits and benefits obtained by the parties and from the village community with the development of the Tirta Agung Tourism Village. Based on the results of interviews with Pokdarwis Members, BUMDes and the village community, it was found that the cooperation in the field of management of Tirta Agung Tourism Village also provides benefits for those involved such as Pokdarwis and BUMDes Sukosari Kidul currently have business units, but the impact of the Tirta Agung Tourism Village is not beneficial for Pokdarwis and BUMDes but has an impact on the village community.

Discussion

Tirta Agung Tourism Village has been inaugurated by the Regent of Bondowoso Salwa Arifin on April 13, 2019, the inauguration of Tirta Agung Tourism Village as one of the Tourism Villages in Bondowoso Regency is also written in the Regent's Decree Number. 188.45/329/430/4.2/2019 concerning the Determination of Sukosari Kidul Village as a Tourism Village.



Figure 1. Inauguration of Tirta Agung Tourism Village

Source : Pokdarwis Tirta Agung

The analysis knife used by the researcher in the management of the Tirta Agung Tourism Village uses *Collaborative governance* According to Ansell & Gash, it is a process of collaborative activities to make a decision involving various actors, public institutions and other parties involved directly or indirectly with the aim of solving public problems (Ansell & Gash, 2008). *Collaborative governance* that happened in Tirta Agung Tourism Village involved various actors ranging from *governance* namely the Sukosari Kidul Village government, BUMDES and actors *civil society* such as Pokdarwis, a community institution.

Initial Conditions

The initial condition is the initial stage in forming a relationship or cooperation where each *stakeholder* have different interests and goals, decide to collaborate to achieve a common vision and goals. Ansell & Gash (2008) explained that in a collaboration it will be influenced by several phenomena, namely the *stakeholder* have common interests and visions that are to be achieved, an imbalance of powers, resources and knowledge.

In the early years of 2019, a young man named Dani and the youth tried to develop/explore the potential of the village, one of which was cleaning the village. Over time, there is a collective awareness from the youth of Sukosari Kidul Village who want a Tourism Village in Sukosari Kidul Village, one of which is a reservoir that has not been used for a long time and has been developed into a Tourism Village in Sukosari Kidul. However, the youth of Sukosari Kidul village still do not understand the Tourism Village. However, in this case, the village youth began to learn about the Tourism Village by conducting a comparative study to the Pujon Kidul Tourism Village. The thing that should be appreciated from the youth of Sukosari Village in terms of funding is to conduct a comparative study to the Pujon Kidul Tourism Village using joint contributions from the youth. In other words, the initiative of youth who want to develop a Tourism Village cannot run alone because it requires the cooperation of various *stakeholders*. *Stakeholders* who cooperate in the management of Tirta

Agung Tourism Village are the village government, BUMDes. The phenomenon that encourages the formation of *collaborative governance* in the management of Tirta Agung Tourism Village is due to an imbalance of resources, where reservoirs that are not suitable for use for a long time have the potential to be developed into a Tourism Village by the youth is the ownership of treasury land of the Sukosari Kidul village government, while the Sukosari Kidul village government has resources, namely the ownership of reservoir land that will be developed into a Tourism Village. However, the youth have knowledge that can be conveyed to the village government so that the reservoir can be used for the development of the Tourism Village. In other words, the purpose of collaboration itself is to fill the gaps or shortcomings owned by *related stakeholders*. So it can be said that *Collaborative Governance* in the management of Tirta Agung Tourism Village occurs between the government and the community.

Institutional Design

In the management of Tirta Agung Tourism Village, collaboration is built based on common goals. *Stakeholders* interact both formally and informally in an agreed rule. Aiming to support this, the establishment of an institution that manages the Tirta Agung Tourism Village, in this case the establishment of the Tirta Agung Tourism Awareness Group (Pokdarwis) which was ratified by the Decree of the Village Head which has been ratified with the Decree of an Indonesian legal entity Number: AU-0003265. AH.01.07 of 2020. The institutional design of the management of the Tirta Agung Tourism Village explains the role of the *stakeholders* involved.

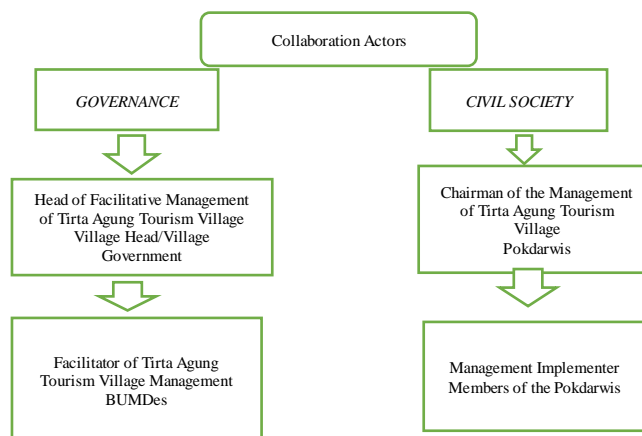


Figure 2. Institutional Design of Tirta Agung Tourism Village Management
 Source : Researcher in 2024

The institutional design in the management of the Tirta Agung Tourism Village is clear regarding the role of each *stakeholder* involved as follows:

1. The village head as the head facilitator
2. BUMDes as a means for village heads to distribute funds for the management of Tirta Agung Tourism Village
3. Pokdarwis as the chief executive of the management of Tirta Agung Tourism Village
4. Pokdarwis members as the executor of the management of Tirta Agung Tourism Village

Facilitative Leadership

In making a decision, the role of the leader is very important in *collaborative governance*. Ansell & Gash (2008) said that facilitative leadership is a factor that affects the success of the collaboration process, with the collaboration process being the main one that is influenced by leadership and institutions in achieving a result. Based on the results in the field, it was explained that the facilitative leadership of the management of Tirta Agung Tourism Village was carried out by the Head of Sukosari Kidul Village. This is evidenced by the beginning of the first meeting process initiated by the Head of Sukosari Kidul Village which involved village youth and BUMDes representatives in the management of Tirta Agung Tourism Village, considering the position that can establish communication or liaison between the government, the community and academics. As well as the village head facilitating discussions between *stakeholder* and forming an institution for the management of Tirta Agung Tourism Village.

Collaboration Process

Face-to-Face Dialogue

Face-to-face dialogue carried out by *stakeholders* involved in the management of Tirta Agung Tourism Village through deliberations/meetings. This deliberation is always held 4 meetings per 3 months. The implementation of the deliberation was attended by the village head, the BUMDes, the chairman of the Pokdarwis, and members of the Pokdarwis. However, the time for deliberations is flexible if you are going to hold activities in the Tirta Agung Tourism Village area. Pokdarwis also sometimes participate in community institution meetings to hold activities in the Tirta Agung Tourism Village area.



Figure 3. Deliberation Activities Attended Stakeholder regarding Activities Held in the Tirta Agung Tourism Village Area
Source : Pokdarwis 2024

Commitment to Process

This commitment has to do with each other's recognition that they have an imbalance of resources. The village government's commitment is to continue to make efforts to develop Tirta Agung Tourism Village by carrying out sustainable development, while the Pokdarwis have a commitment to carry out their duties as the management of Tirta Agung Tourism Village, such as increasing tourist visits, promoting by creating social media accounts of Tirta Agung Tourism Village and holding *events* held in the Tirta Agung Tourism Village area.



Figure 4. Events in the Tirta Agung Tourism Village Area
Source : Pokdarwis 2024

However, the commitment seen in the collaboration in the management of the Tirta Agung Tourism Village is still not strong from the village government. The village government has been strongly committed to developing Tirta Agung Tourism Village by building the sustainability of existing facilities and infrastructure in Tirta Agung Tourism Village. However, looking at the phenomenon of the current condition of infrastructure facilities, there are still no repairs such as floating gazebo bridges, improvements are needed.



Figure 5. Infrastructure That Is Still Not Updated
Source : Researcher Documentation 2024

Mutual Understanding

The understanding between *stakeholders* regarding the vision and mission and the purpose of the Tirta Agung Tourism Village has something in common, namely developing a tourism village in Sukosari Kidul Village with the aim of increasing the village's original income and the economy of the people of Sukosari Kidul Village. Understanding the similarities of *stakeholders* seen in the management of Tirta Agung Tourism Village, where the village government conducts coaching and training for Pokdarwis.



Figure 6. Pokdarwis Training
Source : Pokdarwis 2024

Provisional Results

The collaboration in the management of Tirta Agung Tourism Village, if you look at the current developments, Tirta Agung Tourism Village has achieved the achievement of winning 2nd place in the 2022 Indonesian Tourism Village Award (ADWI) in the category of a national-level pioneer tourism village.



Figure 7. Achievements of Tirta Agung Tourism Village

Source : Pokdarwis 2024

The existence of the Tirta Agung Tourism Village has an impact on the village government and the village community. From the village government, namely BUMDes Sukosari Kidul has a Tourism Village service business unit, from the community has jobs in the Tourism Village area such as guarding at ticket counters and parking guards.

Conclusion

Collaborative Governance Pattern for the management of Tirta Agung Tourism Village, initially the collaboration was initiated by village youth who wanted to explore the potential of Sukosari Kidul Village, one of which is an unused reservoir that will be developed by a tourist village by the youth of Sukosari Kidul Village. The factor that encourages the occurrence of *this Collaborative Governance* is that the *stakeholders* involved have different backgrounds and potentials, one of which is the village government which has the potential for social capital such as village funds, ownership of reservoir land that will be developed into a Tourism Village and Pokdarwis have knowledge about Tourism Villages. This tourism management collaboration has fulfilled the elements of *Collaborative Governance* theory according to Ansell & Gash which consists of Initial Conditions, Institutional Design, Facilitative Leadership and Collaborative Process including face-to-face dialogue, building trust, mutual understanding and results obtained. However, there are still indicators that have not been carried out optimally, namely joint commitment. The stakeholders involved jointly provided suggestions and criticisms regarding the management of the Tirta Agung Tourism Village. There needs to be consistency in carrying out the sustainable development of infrastructure facilities in Tirta Agung Tourism Village. With the ADWI award, the pioneer category can be used as a motivational reference for the management of Tirta Agung Tourism Village. The next Researcher's Recommendation is expected to focus more on the

sustainability of the development of the Tirta Agung Tourism village, This is because the Tirta Agung Tourism village is the only village in Bondowoso Regency that received the Indonesian Tourism Village (ADWI) award.

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