
TOURISM MANAGEMENT DEVELOPMENT IN CEMAGI VILLAGE BASED ON COLLABORATIVE GOVERNANCE

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ABSTRACT

This study analyzes the role of Collaborative Governance in tourism development in Cemagi Village, Badung Regency, using Emerson et al.'s Collaborative Governance theory. The research adopts a qualitative approach with data collection techniques including interviews, observations, and documentation. The results show that Collaborative Governance has a positive impact on tourism development, particularly in enhancing community capacity, managing natural resources, and utilizing local wisdom. However, challenges remain in coordination between parties and resource management. The study recommends strengthening collaboration between the government and relevant stakeholders to support sustainable tourism development in Cemagi Village. This collaboration involves the roles of government, the private sector, local communities, academics, media, and tourists, who collectively contribute to creating a holistic and sustainable tourism model. Through more structured collaboration and effective communication, Cemagi Village has the potential to overcome existing obstacles and develop a tourism sector that provides long-term economic benefits for the community. The findings also emphasize the importance of empowering local communities in managing local tourism potential and introducing their culture and traditions to visitors, while maintaining a balance between economic growth and cultural preservation.

Keyword: Collaborative Governance, Tourism

INTRODUCTION

Tourism is a vital sector for Indonesia, serving as a significant contributor to the nation's economy. Each region of the country holds unique potential for tourism development, with abundant natural, cultural, and historical resources that can be leveraged to promote sustainable economic growth. The potential of Indonesia's diverse landscapes, coupled with its rich cultural heritage, has made tourism one of the primary sectors driving the country's regional development.

Notably, Bali stands out as one of Indonesia's most renowned tourist destinations, attracting millions of domestic and international tourists annually. Bali's iconic beaches, temples, rice terraces, and vibrant culture have made it a global tourism hub, stimulating regional economic growth and serving as a model for other areas seeking to develop tourism.

Given the increasing importance of tourism in regional development, local governments across Indonesia are encouraged to invest in tourism infrastructure and implement strategic

management practices to optimize the sector's potential. These efforts are crucial for fostering economic opportunities, creating jobs, and ensuring the sustainable management of resources. As identified by Nugroho (2021), tourism development plays a significant role in boosting the local economy, but it requires careful planning and collaboration across various sectors to ensure that growth is balanced and sustainable. Bali's success in leveraging tourism as an economic driver serves as an example for other regions seeking to replicate this model.

In this context, the tourism development model in Indonesia has increasingly focused on the concept of "tourist villages." Tourist villages aim to empower rural communities by turning them into sustainable tourism destinations, leveraging local culture, heritage, and natural beauty to create authentic experiences for visitors. Bali has become a global example of how this model can be successfully implemented, with various rural areas transforming into vibrant tourist villages. In Badung Regency, for instance, rural areas such as Cemagi Village are emerging as significant tourist destinations, offering both natural attractions and cultural experiences (Suastini et al., 2024). These developments reflect the Indonesian government's commitment to promoting regional tourism and ensuring that local communities benefit from the influx of tourists.

To effectively manage tourism development in these regions, collaborative governance has emerged as a critical strategy. Collaborative governance refers to the process through which government and non-governmental actors, such as the

private sector, civil society organizations, and community groups, work together to achieve common goals in the tourism sector (Taufik et al., 2023). By fostering collaboration, stakeholders can share resources, expertise, and responsibility, resulting in more effective and sustainable tourism development strategies. For example, Bali's tourism development efforts have been characterized by multi-stakeholder collaboration between local governments, the private sector, academics, and community organizations. This collaborative approach helps to ensure that tourism development aligns with both the needs of local communities and broader national objectives, as noted by Graci (2020).

Collaborative governance is not only important for creating sustainable tourism models but also for addressing challenges that arise from the rapid growth of the tourism sector. As Indonesia moves into the era of the Industrial Revolution 4.0, the tourism industry faces new challenges related to digital transformation, innovation, and the need for more sophisticated management practices. Digitalization has the potential to enhance tourism promotion, improve visitor experiences, and streamline operations (Srinivasan et al., 2024). However, local governments and tourism managers must overcome challenges such as limited internet access, inadequate human resources, and insufficient funding to harness the full potential of digital technologies.

The active involvement of communities in the tourism development process is also crucial. Communities are not only the primary custodians of local culture and heritage

but also the main beneficiaries of tourism. As emphasized by Surata (2024), community participation in tourism planning and management is essential to maintaining the authenticity of the destination, ensuring that tourism development respects local customs, traditions, and values. This is particularly important in rural areas like Cemagi Village, where the integration of traditional practices and modern tourism needs can sometimes create tensions. Despite these challenges, the collaboration between various stakeholders can lead to innovative solutions that benefit both the local community and the tourism industry.

In Cemagi Village, located in Badung Regency, the potential for tourism development is significant. The village, designated as a tourist village in December 2022, has a range of attractions, including its pristine beaches, rice terraces, and cultural heritage sites. Mengening Beach, a prominent feature of the village, is known for its rocky shoreline, coral reefs, and the sacred Pura Luhur Gede Batu Ngeus temple. These natural and cultural assets make Cemagi Village an attractive destination for eco-tourism, cultural tourism, and religious tourism (Chusmeru et al., 2024). Furthermore, the village has taken steps toward utilizing digital technologies for tourism promotion, community engagement, and management, with the installation of CCTV cameras for security purposes and a digital database system for managing village services and tourist information.

However, as Cemagi Village embarks on its journey of tourism development, it faces a number of challenges. One of the main hurdles is

the limited empowerment of Micro, Small, and Medium Enterprises (MSMEs), which are crucial players in the tourism ecosystem. MSMEs are essential for providing goods and services to tourists, yet they often lack the financial resources, training, and access to markets needed to thrive in a competitive tourism environment. According to Scheyvens (2021), empowering local businesses is key to ensuring that the benefits of tourism development are shared widely within the community. Furthermore, conflicts over land use, such as the dispute between the Simpang family and the village government regarding ancestral land and investment projects, have also surfaced as a source of tension (Abubakari et al., 2020). These issues highlight the complex nature of tourism development and the importance of resolving conflicts through dialogue and negotiation.

Moreover, the collaborative governance model in Cemagi Village is still in its early stages, and there are gaps in coordination between different stakeholders. While the government plays a central role in formulating regulations and supporting tourism infrastructure, private sector actors, such as innkeepers, restaurant owners, and tour operators, must also play an active role in shaping the tourism experience. The involvement of academics in providing research-based insights and data on tourism potential and challenges is also critical for informed decision-making. As emphasized by Bhatta (2023), collaboration between the public, private, and academic sectors can generate innovative solutions to address the challenges faced by tourism villages.

Another significant issue in Cemagi Village is the inadequate financial support for tourism infrastructure and MSME development. While the village has access to Village-Owned Enterprises (BUMDes) and local financial institutions, such as the LPDs of the traditional villages, these resources may not be sufficient to meet the growing demands of tourism development. A more robust financial ecosystem that includes both public and private investments is needed to support the long-term sustainability of tourism in Cemagi Village. Additionally, challenges related to digital marketing, such as the lack of qualified human resources and language barriers, further complicate efforts to promote the village as a tourist destination (Yanti et al., 2023).

Despite these challenges, Cemagi Village's potential for tourism development is undeniable. By fostering collaboration among government, the private sector, and the community, the village can overcome its limitations and develop a sustainable tourism model that benefits all stakeholders. The study titled *The Role of Collaborative Governance in Tourism Development in Cemagi Village, Badung Regency* seeks to explore the dynamics of collaboration between these various actors and provide practical recommendations for improving the governance and management of tourism in the village.

METHODS

The data analysis method in this research follows a qualitative approach, which focuses on understanding social phenomena through the collection and in-depth analysis of data. This study was conducted in Cemagi Village,

Mengwi District, Badung Regency, Bali, with the aim of examining the roles of the government, the private sector, and the local community in village tourism development. Qualitative research is often chosen for its ability to deeply explore social contexts and relationships between individuals or groups (Priadana et al., 2021; Pugu et al., 2024). In this study, purposive sampling was used to select informants with in-depth knowledge of the issues being studied and reliable data sources, such as community leaders, private sector actors, and village government representatives.

Data collection was conducted through several techniques, including interviews, observation, written documentation, and visual documentation. The interview method allowed the researcher to obtain direct perspectives from informants regarding their roles in tourism development. Observation provided data related to direct interactions between the actors involved in tourism activities, while written and visual documentation offered contextual information about existing tourism policies and developments in Cemagi Village.

The qualitative data analysis process was conducted in stages and continuously: before the research began, during data collection in the field, and after the data was collected. The first stage was data reduction, where the researcher filtered out irrelevant information and organized the data into a more concise form. The second stage was data presentation, which included organizing the information in the form of narratives, tables, charts, or maps of relationships between identified categories. The third

stage was drawing conclusions and verification, which helped the researcher identify emerging themes and patterns from the presented data.

In this study, the goal of data analysis was to provide a clear picture of how collaboration between the government, private sector, and local community contributes to tourism development in Cemagi Village. This process was conducted iteratively, meaning that data were continuously analyzed throughout the study to provide deeper and more accurate insights.

RESULTS

Collaborative

Governance Collaborative governance is crucial for improving tourism in Cemagi Village, involving various stakeholders, including the government, community, private sector, and non-governmental organizations. This approach can unify the vision and goals of all parties, improve the quality of tourism services, preserve local culture, and optimize economic benefits for the community. The active involvement of all parties in decision-making increases the effectiveness of tourism policies. The village government can collaborate with the community, business actors, and the education sector to design training programs, promote tourism, and manage tourist destinations. Open and transparent communication strengthens trust and reduces conflict in tourism resource management. This model enables innovation and faster adaptation to challenges, such as changing tourism trends or environmental issues. The community can also actively participate in decision-making, strengthening the sustainability of tourism based on

inclusivity, diversity, and local wisdom. Thus, collaborative governance not only improves the tourism sector but also supports holistic and sustainable village development.

1. Collaboration Dynamics

Collaboration is an iterative cycle of interaction involving problem identification, agenda setting, and implementation. Collaboration is influenced by actions taken throughout the process, which can be adjusted. Methods such as direct dialogue and technology can foster principled engagement. Shared motivation and capacity for collective action are essential to achieving shared goals. In Cemagi Village, collaboration between the government, the Tourism Awareness Group (Pokdarwis), and destination managers is crucial to achieving these principles. Regular meetings can help align goals and build trust. Analysis shows that collaboration in tourism development in Cemagi Village involves multiple parties with diverse interests, requiring effective communication, clear role allocation, and negotiation. However, challenges include increasing resources and facilities, and increasing community involvement in decision-making. Despite these obstacles, Cemagi Village has the potential to succeed.

2. Collaborative Action

The government, local community, businesses, academics, and the media are working together to improve tourism in Cemagi Village. They implement strategic policies, allocate budgets, and facilitate cross-sector discussion forums. The local community

manages cultural attractions, develops homestays, and promotes unique handicrafts. Businesses invest in infrastructure and technology, while academics provide innovative recommendations. The media publicizes Cemagi's tourism potential, raising public awareness and attracting visitors. Tourists participate in community-based programs and provide feedback to improve service quality. These collaborative actions contribute to the sustainable development of Cemagi Village tourism. Collaborative Governance in Cemagi Village involves various parties, including the government, local community, businesses, academics, and the media. Government policies and budgets are used to develop tourism infrastructure, while the local community manages cultural attractions and homestays. Businesses invest in accommodation and technology, while academics provide research recommendations. Public awareness and media promotion are critical to success. More structured collaboration and effective communication can attract more tourists and generate economic benefits.

3. Impact of the Collaboration process

The collaborative process of Collaborative Governance has had a significant impact on tourism development in Cemagi Village. This process fosters synergy among various stakeholders, leading to innovative and integrated tourism strategies. This collaboration increases mutual trust and strengthens relationships between

government, communities, businesses, academics, media, and tourists, resulting in better destinations, improved services, and greater appeal. However, challenges such as divergent interests, lack of coordination, and imbalanced resources can hinder progress. Regular discussion forums, clear role allocations, and shared commitments can address these challenges, improving the competitiveness and sustainability of tourism in Cemagi Village. A study conducted with stakeholders involved in tourism development in Cemagi Village revealed the importance of each sector in realizing sustainable tourism potential. However, challenges include divergent interests, potential social conflict, and the risk of over-commercialization of local culture. Balancing economic growth with cultural preservation is crucial for sustainable tourism development.

4. Stakeholder Involvement in Tourism Development Collaboration

1) Government

The government plays a crucial role in the development of tourism villages, providing policies and support through regulations and funding allocation. The Badung Regency Tourism Office is helping improve services in Cemagi Village, such as sanitation and public facilities. The government also prioritizes the well-being of the local community and ensures that tourism development aligns with environmental and cultural preservation. Collaboration between the local government,

the community, and tourism village managers is crucial to ensuring broad benefits for both investors and the local community. With major projects such as the MRT terminal and a star-rated hotel, synergy between the government, community, and private sector is crucial for successful development.

2) *Private*

The private sector, particularly local entrepreneurs, plays a crucial role in tourism development, job creation, and enhancing village economic capacity. They can also implement principles of sustainability and corporate social responsibility. Entrepreneurs support local skills development programs and promote local products, ensuring the long-term sustainability of tourism in Cemagi Village. They contribute to the community's economic well-being by employing local workers and promoting village tourism through digital marketing, advertising, and partnerships.

3) *Public*

The local community in Cemagi Village plays a vital role in preserving culture and nature, not only as a tourist attraction but also as key actors in the tourism experience. They are involved in managing the tourism village, providing economic and social benefits, and preserving local culture through language training, tourism management, and

entrepreneurial skills. By prioritizing active participation, the community can benefit from the advancement of tourism while preserving their natural environment and culture. Balancing tourism modernization with local wisdom is a challenge that must be addressed collaboratively.

4) *Academics*

Academics play a crucial role in understanding the impacts of tourism on social, economic, and environmental sustainability. They can identify challenges in tourism management and provide recommendations for effective policies. They can also support community capacity building through training and workshops on tourism management, marketing, and innovation. Academics can identify technologies and best practices to improve efficiency and effectiveness in tourism management, ensure the well-being of local communities, and foster collaboration among stakeholders.

5) *Media*

The media, including influencers, have a significant impact on the tourism image of Cemagi Village. They can promote the village as an eco-friendly destination, raise awareness about sustainability, and encourage tourists to choose destinations that preserve culture and nature. By utilizing digital platforms and social media, influencers can expand promotions, share local cultural stories, and promote ecotourism

activities. They also encourage transparency and communication between stakeholders, educating the community and tourists about the village's tourism development.

6) *Traveler*

Tourists play a crucial role in determining the sustainability of tourism in Cemagi Village. They contribute to the village economy by participating in cultural or ecotourism activities, preserving local nature and culture. Tourist feedback on service quality can be used by managers and the government to improve tourism quality. Active involvement and synergy between the government, private sector, community, academics, media, and tourists are crucial for sustainable tourism development. Government policies support progress, the private sector creates jobs, the community adapts cultural values, academics provide research support, the media promotes the village, and tourists maintain cleanliness and sustainability. Solid collaboration between all parties is expected to produce long-term sustainable tourism.

CONCLUSION

To address the challenges in the collaborative governance process in Cemagi Village, it is important to provide detailed and practical recommendations that focus on improving communication, increasing stakeholder participation, and ensuring the sustainable development of tourism. Given the complexities arising

from differing interests among stakeholders, suboptimal communication, and misunderstandings, there are several steps that can be taken to overcome these issues and further enhance the effectiveness of the collaborative governance model.

Firstly, strengthening communication channels is essential to bridge the gaps between various stakeholders, including the government, private sector, and local community. The establishment of regular communication forums and the use of technology to facilitate continuous dialogue are critical. For instance, digital platforms can be employed to share information, gather feedback, and update stakeholders on ongoing developments. Regular community meetings, involving local residents and business owners, should also be promoted to ensure that all parties feel heard and included in the decision-making process. These measures will improve transparency and trust, thereby reducing misunderstandings and conflicts.

Secondly, clearer role allocation among stakeholders must be emphasized. While collaboration is vital, it is crucial for each stakeholder to have a clear understanding of their responsibilities and contributions to tourism development. The government should take a proactive role in ensuring that regulatory frameworks and policies are clearly communicated and understood by all parties. At the same time, local businesses should be encouraged to take on roles in promoting sustainable tourism practices, while the community plays a central part in managing cultural heritage and local tourism activities.

Clear delineation of roles will minimize potential conflicts and streamline the decision-making process.

Moreover, capacity-building initiatives are essential for the local community, especially in terms of enhancing their ability to manage tourism-related businesses and activities. Offering training programs on hospitality management, customer service, digital marketing, and sustainable tourism practices can help empower the local population and ensure that they are better equipped to benefit from the tourism sector. This could involve collaboration with local universities or tourism experts who can provide specialized knowledge. Such efforts will not only improve the quality of services provided but also ensure that the local community is more actively involved in shaping the tourism experience.

In terms of resource management, it is crucial to ensure that all parties contribute fairly to the development and maintenance of tourism infrastructure. The government, for example, should prioritize investments in public facilities such as roads, sanitation, and security, which are foundational to a positive tourist experience. The private sector can be incentivized to invest in eco-friendly technologies and sustainable tourism practices that preserve the village's natural beauty. The integration of local wisdom into these efforts is essential, as it ensures that tourism development is not only

economically profitable but also culturally respectful and environmentally sustainable.

Lastly, to address the issue of economic sustainability, the local community must be encouraged to diversify their sources of income. While homestays, local crafts, and culinary experiences have proven to be valuable sources of income, it is important to explore additional opportunities. This could include developing eco-tourism initiatives, promoting agricultural tourism, or creating new experiences such as wellness tourism or adventure tourism. By diversifying the tourism offerings, the village can attract a wider range of visitors and reduce its reliance on any single aspect of tourism.

In conclusion, while the collaborative governance model in Cemagi Village has led to significant improvements in tourism development and the local economy, addressing challenges such as communication gaps, role clarity, and resource management remains crucial for its long-term success. Strengthening collaboration, improving stakeholder engagement, investing in capacity building, and ensuring that all resources are managed sustainably will be key to the continued growth and success of tourism in Cemagi Village. These actions will create a solid foundation for future tourism development that benefits not only the stakeholders directly involved but also future generations of the community.

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