

COLLABORATIVE PROCESS IN DEVELOPING KETENGER TOURISM VILLAGE, BANYUMAS REGENCY

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Abstract

The involvement of three pillars in tourism management: government, community, and private sector. Collaboration between these three pillars is crucial for creating a sustainable tourism industry, providing economic benefits for local communities, and preserving culture and the environment. One tourism sector that attracts visitors is the Ketenger Tourism Village in Banyumas Regency. Ketenger Village holds a wealth of natural and cultural potential supported by the ability and capacity of the tourism village's institutions to manage this potential. The purpose of this study is to determine the collaboration process in the development of the Ketenger Tourism Village. This study uses a descriptive research method with a qualitative approach. Secondary data to support the research were obtained through data available in journals, articles, newspapers, or online news. The results show that the Collaborative Governance process, which includes five indicators, has not been optimally implemented, particularly in the aspects of commitment to the process and shared understanding. However, other indicators have been running well in accordance with the government's pattern in developing the region, which will have an impact on the progress of the Ketenger Tourism Village.

Keywords: Collaborative Governance, Tourism Village, Stakeholders.

Abstrak

Keterlibatan tiga pilar dalam pengelolaan pariwisata yaitu pemerintah, masyarakat dan swasta. Kolaborasi antara tiga pilar ini sangat penting untuk menciptakan industri pariwisata yang berkelanjutan, memberikan manfaat ekonomi bagi masyarakat lokal, serta menjaga kelestarian budaya dan lingkungan. Salah satu sektor pariwisata yang menarik minat pengunjung adalah Desa Wisata Ketenger di Kabupaten Banyumas. Desa Ketenger menyimpan kekayaan potensi alam dan budaya yang didukung oleh kemampuan dan kapasitas kelembagaan desa wisata dalam mengelola potensi tersebut. Tujuan penelitian ini adalah untuk mengetahui proses kolaborasi dalam pengembangan Desa Wisata Ketenger. Penelitian ini menggunakan metode penelitian deskriptif dengan menggunakan pendekatan kualitatif dan data sekunder untuk mendukung penelitian diperoleh melalui data yang tersedia di jurnal, artikel dan surat kabar atau berita online. Hasil penelitian menunjukkan bahwa proses Collaborative Governance yang mencakup 5 indikator masih belum terlaksana secara maksimal, khususnya pada aspek komitmen terhadap proses dan juga share understanding. Namun, untuk indikator lainnya sudah berjalan dengan baik sesuai dengan pola pemerintah dalam mengembangkan daerah akan berdampak pada kemajuan di Desa Wisata Ketenger.

Kata kunci: Collaborative Governance, Desa Wisata, Stakeholders.



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INTRODUCTION

The tourism sector is the largest and most powerful industry in financing the global economy. Tourism has provided significant foreign exchange earnings for various countries. Indonesia, as the world's largest archipelagic nation, consisting of 17,508 islands, has recognized the importance of the tourism sector to the Indonesian economy. Furthermore, the tourism sector can also create jobs for the local community.¹ This can be seen from the tourism sector's contribution to Indonesia's Gross Domestic Product (GDP).

The tourism sector's significant contribution to Indonesia's foreign exchange earnings makes it a crucial sector to focus on. Indonesia's tourism sector is inextricably linked to the diverse natural resources of each region, each possessing its own unique appeal and unique characteristics. Beyond its importance for foreign exchange earnings, tourism is also a key focus of the Sustainable Development Goals (SDGs).

Law Number 10 of 2009 concerning tourism states that tourism activities are supported by management by communities, entrepreneurs, the government, and regional governments. Tourism development in developing countries, including Indonesia, is expected to help equalize economic opportunities and is driven by several aspects, namely institutions, the attractiveness of tourist objects, and tourism facilities and infrastructure.² The development of tourism is also expected to be able to improve the economy so that it can increase welfare where tourism is developed.³

Banyumas Regency is a regency in Central Java with abundant tourism potential, including natural, cultural, religious, and man-made attractions. The number of tourists visiting Banyumas Regency in 2020-2021 can be seen in Table 1 below:

Table 1 Number of Tourists in Banyumas Regency in 2019-2022

Year	Number of Tourists
2019	3,943,574
2020	442,364
2021	398,190
2022	2,656,579

Source: Department of Youth, Sports, Culture and Tourism of Banyumas Regency, 2022

¹ Muchamad Zaenuri, *Tata Kelola Pariwisata-Bencana Dalam Perspektif Collaborative Governance Studi Pariwisata-Bencana Volcano Tour Merapi*, 2016.

² Gita Ratri Prafitri and Maya Damayanti, "Kapasitas Kelembagaan Dalam Pengembangan Desa Wisata (Studi Kasus: Desa Wisata Ketenger, Banyumas)," *Jurnal Pengembangan Kota* 4, no. 1 (2016): 76, <https://doi.org/10.14710/jpk.4.1.76-86>.

³ Rossi Evita et al., "Dampak Perkembangan Pembangunan Sarana Akomodasi Wisata Terhadap Pariwisata Berkelanjutan Di Bali," *Program Pascasarjana Universitas Udayana, Bali* 2, no. 1 (2015): 1–12.

The table data shows that the number of tourists in Banyumas decreased drastically from 2019 to 2020. This was triggered by the Covid-19 pandemic, which closed several tourist attractions, leaving them neglected and paralyzed, resulting in the paralysis of tourism in Banyumas Regency. In 2021 and 2022, tourism in Banyumas began to revive. The increase in the number of tourists to Banyumas is inseparable from the condition of the spread of Covid-19, which has begun to subside. However, the increase in the number of visitors to these attractions, unfortunately, was not followed by visits to each tourist attraction in Banyumas Regency. The number of visitors to each tourist attraction almost all experienced fluctuations except for the Pancuran 3 tourist attraction and Baturaden tourist attraction. Some of the locations of these tourist attractions are quite close together, but the distribution of the number of visitors does not appear to be consistent.⁴

One of the tourist villages in Banyumas Regency is Ketenger Village, which is the best tourist village so that this tourist village is said to be a buffer village for the Baturaden Tourist Destination Area (ODTW). Ketenger tourist village is located in Baturaden District, Banyumas Regency which has an area of 1,120.7 Ha. Ketenger Village consists of three hamlets, namely, Karangpule, Ketenger and Kalipagu. Ketenger Village was designated as a tourist village with the issuance of Banyumas Regent Decree No. 556/1887/2000 concerning the Determination of Ketenger Village, Baturaden District as a Tourist Village. The potential of natural beauty owned by Ketenger Village such as waterfalls and the friendliness of its residents are a big capital for the development of tourism in the village. Other potentials owned by Ketenger Village are natural conditions that are still pristine, the atmosphere is still beautiful and cool and the supply of fresh water is abundant, even in the dry season it does not dry out.

In developing the tourism sector in Ketenger Village, the role of government is key. Collaborative governance is the process of establishing, driving, facilitating, operationalizing, and monitoring cross-sectoral organizational arrangements in resolving public policy issues that cannot be resolved by a single organization or the public alone. In this context, Collaborative Governance is a model where, in developing a region, the government cannot manage its region independently, so the role and function of the government are no longer dominant, the roles and functions of other stakeholders are needed to resolve problems and accommodate public needs.

The development of Ketenger Tourism Village requires collaborative governance. Management in Ketenger Village cannot rely solely on government support; collaboration is essential. Collaboration involving other parties, especially the private sector, is essential to ensure the government's efforts to realize private sector participation and encourage cooperation in the tourism sector are effectively implemented. The implementation of collaborative governance in

⁴ Bambang, "Identifikasi Karakteristik Pengunjung Desa Wisata Di Kabupaten Banyumas," *Assets : Jurnal Ekonomi, Manajemen Dan Akuntansi* 9, no. 1 (2019): 77, <https://doi.org/10.24252/v9i1.10260>.

Ketenger Village still faces several obstacles, particularly the suboptimal role of each stakeholder. The government's role in promoting Ketenger Tourism Village on the Banyumas Regency Tourism Office website is very limited. Opening the Ketenger Tourism Village section only displays photos of Ketenger Tourism Village and location information, without any other information that could increase public interest in visiting. Promotions created by Ketenger Village are also less attractive to tourists. Promotional activities using online media are still very limited, as the community has not yet been able to maintain a website or social media platform sustainably.

While many residents of Ketenger Village have participated in the development of this tourism village, some remain uninvolved in its implementation. They still lack an understanding of the need for tourism and their readiness to welcome incoming visitors.⁵ There are several reasons why the government and the private sector should collaborate, namely: Political reasons, namely creating a democratic government and encouraging the realization of good governance and a good society. Administrative reasons, namely budget limitations, human resources, assets, and management capabilities. Economic reasons, namely reducing inequality or inequality refers to growth and productivity, increasing quality and quantity, and reducing risk.

Collaborative governance focuses on public policy and issues. Public institutions engage in this process because they have a strong policy-making and goal-oriented approach. The collaborative process, meanwhile, aims to achieve consensus among stakeholders. The concept of mutual cooperation in governance requires the realization of social justice in fulfilling the public interest.⁶ Ansell and Gash describe a new government strategy called collaborative governance. This form of government involves various stakeholders simultaneously in a single forum with government officials to make joint decisions.⁷

Donahue and Zeckhauser interpret "collaborative governance can be thought of as a form of agency relationship between the government as principal, and private players as agents".⁸ This means that collaborative governance can be considered a form of cooperative relationship between the government as regulator and the private sector as implementer. Referring to various definitions of collaborative governance, it can be explained that the need for collaboration essentially arises from the interdependent relationship that exists between parties or stakeholders. Collaborative

⁵ Rindo Bagus Sanjaya, "Strategi Pengembangan Pariwisata Berbasis Masyarakat Di Desa Kemetul, Kabupaten Semarang," *Jurnal Master Pariwisata (JUMPA)* 05 (2018): 91, <https://doi.org/10.24843/jumpa.2018.v05.i01.p05>.

⁶ Giat Tri Sambodo and Ulung Pribadi, "Pelaksanaan Collaborative Governance Di Desa Budaya Brosot, Galur, Kulonprogo, DI. Yogyakarta," *Journal of Governance and Public Policy* 3, no. 1 (2016), <https://doi.org/10.18196/jgpp.2016.0052>.

⁷ Chris Ansell and Alison Gash, "Collaborative Governance in Theory and Practice," *Journal of Public Administration Research and Theory* 18, no. 4 (2007): 543–71, <https://doi.org/10.1093/jopart/mum032>.

⁸ Winara, A., & Mukhtar, AS (2011). Potential for collaboration in managing Cenderawasih Bay National Park in Papua. *Journal of Forest Research and Nature Conservation*, 3(8), 217-226.

governance can be described as a process involving shared norms and mutually beneficial interactions between actors in government. Through a collaborative governance perspective, the positive goals of each party can be achieved. The governance process that could provide opportunities for the non-governmental sector is hampered because the government is a powerful actor that dominates the role.⁹ To address this particular issue, a new concept of collaborative governance is certainly needed. Thus, it is crucial to bring together the different expectations, knowledge, experiences, and roles of the actors involved.¹⁰

Collaboration differs from networks and partnerships. Networks are used to describe forms of government-community cooperation that are more pluralistic, informal, and implicit in scope. Partnerships are used to describe cooperation that is more oriented toward coordination than consensus in decision-making. Collaboration is used to describe cooperation that is more formal, explicit, and collectively oriented toward cooperation in decision-making.¹¹

Strengthened by the results of the literature review that has been obtained from various research journals and books that generally discuss patterns, implementation of cooperation, tourism development, potential collaboration, government-private partnerships, collaborative governance and strategic planning of regional tourism, it can be concluded that there are differences between previous researchers and the research that will be carried out, namely in the focus of the research that is the focus of this research, to what extent collaborative governance by the government, private sector and the community.¹² Along with the role of each stakeholder, especially in the management of Ketenger Tourism Village in Banyumas Regency.

Based on the description above, the researcher is interested in further researching the collaboration process in the development of Ketenger Tourism Village, Banyumas Regency.

RESEARCH METHODS

This study employed a descriptive research method with a qualitative approach. The researcher employed a clear, disciplined, and methodical approach, one of the criteria for qualitative

⁹Innes, J.E. and Booher, D. (2004). Reframing Public Participation: Strategy for the 21th Century. *Planning Theory and Practices*, 4(5), 419-436.

¹⁰Neni Nurhayati and Arief Rahman, "Systematic Literature Review: Tata Kelola Kolaboratif Dalam Sektor Publik," *Jurnal Agregasi : Aksi Reformasi Government Dalam Demokrasi* 11, no. 1 (2023): 1–22, <https://doi.org/10.34010/agregasi.v11i1.9207>.

¹¹Ansell and Gash, "Collaborative Governance in Theory and Practice."

¹²E. Brahmento et al., "Upaya Mewujudkan Wisata Edukasi Di Kampung Tulip Bandung," *Jurnal Abdimas BSI: Jurnal Pengabdian Kepada Masyarakat* 1, no. 1 (2018): 45–54.

research, and intended to ensure that the research results were accurate.¹³ Through qualitative methods, researchers can identify subjects and feel what they experience in their daily lives.¹⁴

Based on the explanation of the qualitative descriptive approach, this study was conducted to uncover and provide a comprehensive overview of the collaboration process in collaborative governance in the management of the development of Ketenger Tourism Village in Banyumas Regency. This study used a purposive technique in determining informants. This technique provides an opportunity for researchers to select and determine informants based on their knowledge of the characteristics of informants needed in the study. A total of 15 informants were selected in this study based on their knowledge, responsibilities, and direct involvement in the implementation of the management of the development of Ketenger Tourism Village. The informants consisted of the Banyumas Regency Tourism Office, the Ketenger Village Government, the Bayan Village Group, and the Ketenger Village community.

Through this research, the researcher aims to analyze the development of collaborative governance-based tourism villages in Ketenger Village, Banyumas Regency. As stated by Moleong regarding the research process, the researcher collected data and facts to be interpreted descriptively in accordance with the problem formulation, objectives, and indicators studied related to collaborative governance in the development of tourism villages in Ketenger Village, Banyumas Regency. Furthermore, the researcher determined the appropriate and suitable method to solve the problem so that the research objectives could be achieved.¹⁵

The data used are both primary and secondary. Primary data is data obtained directly by the researcher. It was obtained through semi-structured interviews as the primary data source and supported by data from observations and secondary data. The interview method was used to obtain data related to collaborative governance in the development of tourism villages in Ketenger Village. Secondary data is data not obtained directly by the researcher, such as articles and documents. Secondary data to support this research was obtained through data available in journals, articles, newspapers, or online news related to collaborative governance in the development of Ketenger Tourism Village in Ketenger Regency. Banyumas.

¹³ Mohajan and Haradhan, "Qualitative Research Methodology in Social Sciences and Related Subjects," *Journal of Economic Development, Environment and People* 7, no. 1 (2018): 23, <https://doi.org/10.26458/jedep.v7i1.571>.

¹⁴ Moleong and Lexy J, *Metode Penelitian*. (Remaja Rosda Karya, 1995).

¹⁵ Cintantya Adhita Dara Kirana and Rike Anggun Artisa, "Pengembangan Desa Wisata Berbasis Collaborative Governance Di Kota Batu," *Kolaborasi : Jurnal Administrasi Publik* 6, no. 1 (2020): 68–84, <https://doi.org/10.26618/kjap.v6i1.3119>.

RESULTS AND DISCUSSION

Tourism management and development were initially carried out by the government, but along with the increasing public demand for tourism services, the government must involve various other parties who can be supporting factors for the progress of tourist villages such as the private sector, organizations, and NGOs. The development of the potential of the Ketenger Tourism Village in Banyumas Regency can be seen from the environmental sustainability and social life of the community by involving local communities so that they feel the welfare of the tourism development program that combines economic, socio-cultural and conservation aspects. The implementation of these three aspects will shape the sustainability of tourist villages, especially in the Ketenger Tourism Village.

Table 2 Collaborative Governance Division of Ketenger Village

Stakeholders	Person responsible	Role
Government	Ketenger Village Government	Supervision and control, as well as licensing
Private	Bayan Village Group	Running tourism operations
Public	Human Resources	Employee

Source: Primary Data, 2023

Three stakeholders play a crucial role in realizing collaborative governance. These include the Ketenger Village government, which oversees and controls the management of Bayan Village. The private sector, the Bayan Village Group, plays a significant role in the collaborative governance process for tourism in Ketenger Village, acting as managers or the party that runs tourism operations. Finally, the Ketenger Village community itself serves as employees at Bayan Village.

In this study, collaborative governance in the management of the Ketenger tourist village in Banyumas Regency will be explained with the Collaborative Governance Process Indicator.¹⁶ can be measured using the following indicators:

Face to Face Dialogue

Face to face dialogue is a stage in building communication *between stakeholders*, so that stakeholders can work together in accordance with the desired goals. This dialogue creates an opportunity for them to communicate with each other, express their views, and identify key issues.¹⁷ Each party is given the opportunity to convey opinions and suggestions.

¹⁶ Ansell and Gash, "Collaborative Governance in Theory and Practice."

¹⁷ Moch Rifqi and Yusuf Adam Hilman, *Analisis Aktor Collaborative Governance Dalam Program Pemuda Hebat Kabupaten Ponorogo*, 12, no. 2007 (2024): 37–54, <https://doi.org/10.34010/agregasi.v12i1.12569>.

Dialogues were held prior to the construction of Bayan Village to obtain operational permits from both the Banyumas Regency Government and the Ketenger Village Government. This was done directly through the pre-musrenbang (Development Planning Consultation). Face-to-face dialogues were also held by stakeholders not only to discuss the concept of establishing a tourism village but also to identify opportunities and mutual benefits. This activity aims to gather community aspirations, explore local potential, and develop a thorough plan so that the development of Bayan Village can provide optimal benefits for residents and the village tourism sector. As an area that is expected to become an icon of cultural tourism and ecotourism, Bayan Village will be designed to promote local wisdom, strengthen the community's cultural identity, and create sustainable economic opportunities for the local population.

The pre-Musrenbang will involve various stakeholders, including the village government, community leaders, tourism village managers, MSME representatives, and the local community. Discussions will focus on the concept and design of Bayan Village, its impact on the community's economy and socio-culture, and sustainable management strategies. Additionally, available resources, potential challenges, and possible funding schemes will be identified to ensure the project's success and long-term positive impact.

To ensure active participation from all elements of the community, this meeting will utilize focus group discussions (FGD), SWOT mapping, and questionnaires for input. The results of this Pre-Musrenbang will be summarized in a report that will serve as the main material for the village Musrenbang, so that Bayan Village's development can be structured more comprehensively and in accordance with the needs and expectations of the community. With thorough planning, it is hoped that Bayan Village can become a leading tourist attraction that can improve the welfare of the Ketenger Village community through new economic opportunities, cultural preservation, and sustainable natural resource management.

Building Trust (Trust Building)

Building trust begins with establishing communication between the various parties involved, and over time, good relationships between communities and government have greatly supported efforts to build mutual trust. Institutions must build trust by never discriminating against members based on ethnicity, religion, race, or social class. Institutions involved include the Ketenger Village Government, the surrounding community, and Bayan *Village Groupas* managers. Trust building between each party has been very successful, as evidenced by the communication before the construction of Bayan Village. At the beginning of the establishment of Ketenger Tourism Village, the local community still did not understand and did not believe that this tourism village could improve their welfare. Therefore, meetings and socialization were held. This ensured

that both the village government and the community understood the purpose and objectives of tourism development in Ketenger Village. Interviews with the Village Head revealed that each party had reached a good agreement and had mutual trust. Collaborative governance must be based on trust between stakeholders. This increasing community trust is also demonstrated when during deliberations, if an activity has been approved by the village government, the community also agrees. However, this can be a weakness if the community only follows along in deciding on activities. Community input is still needed for this collaboration to be successful.

In addition, sAs a form of transparency and accountability in financial management, the Village Tourism Fund financial report is published to the public periodically. This report covers receipts, expenditures, and allocations of funds used for tourism facility development, human resource training, promotions, and other activities that support the progress of tourism villages. Publication of financial reports is carried out through various media, such as information boards in village offices, the official village website, social media, and regular meetings with the community to ensure all residents have access to clear and accurate information. With this openness, the community can participate in monitoring the use of village tourism funds, provide constructive input, and actively participate in village tourism development. Furthermore, this financial transparency also aims to increase the trust of the community and external parties, such as investors and local governments, thereby supporting the sustainability of tourism village programs. Each published report will be compiled systematically, including details of fund use, achievements, and evaluations of the effectiveness of the programs implemented. Thus, it is hoped that financial management of tourism villages will be more accountable, efficient, and beneficial for the entire community.

Commitment to Process

Commitment to the process is the initial motivation for engaging or participating in collaborative governance. A strong commitment from all parties involved is necessary to mitigate risks inherent in the collaborative process. This means that the Ketenger Village Government and the Bayan Village Group share a shared commitment. The Ketenger Village Government plays a role in providing regulations, infrastructure, and administrative support that enable more effective village tourism management. Meanwhile, the Bayan Village Group, as part of a community active in tourism development, contributes to innovative tourism programs, community economic empowerment, and cultural and environmental preservation. Through this synergy, various initiatives have been implemented, such as training for local tourism operators, integrated promotions, and the development of experience-based tourism concepts that appeal to both domestic and international tourists. This shared commitment reflects a shared vision of making

Ketenger Village a destination that is not only attractive to tourists but also positively impacts the local community.

The Ketenger Village Government relies on the private sector for village income through land leases, and the surrounding community relies on the private sector for empowerment. Therefore, the Bayan Village Group, as a private sector, requires land and the community as its resources. The commitment seen in the collaboration in developing the Ketenger Tourism Village seems to be lacking. The village government has a strong commitment to developing this village by increasing community trust. However, one of the main challenges in developing this tourism village is low community participation, especially among young people. Many young people prefer to migrate to cities in search of jobs that are considered more stable and promising, so their involvement in village tourism development remains minimal.

Furthermore, the Banyumas Regency Tourism Office's official website promotion efforts are still suboptimal, particularly in presenting information about Ketenger Tourism Village. Currently, the village is only presented in images without any engaging or informative descriptions. This results in the village's immense potential being under-represented to potential tourists seeking information through official government channels.

Share Understanding

Collaboration between the government and the community in developing the Ketenger Tourism Village still faces challenges, particularly in terms of shared understanding of the goals and strategies to be implemented. This lack of understanding is evident in the persistent differences in perceptions among the village government, tourism managers, and the community regarding development priorities and the direction of the tourism village's development. Some residents even feel inadequately involved in the decision-making process, while the village government expects active participation from residents in every program implemented.

All parties involved must share a shared understanding of what they are doing and what they hope to achieve through collaboration. The shared understanding of the vision and goals of the Ketenger Tourism Village remains suboptimal. This is evident in the inability of several parties to articulate their desired vision, and even some members of the Tourism Awareness Group (Pokdarwis) themselves lack a clear understanding of the village's vision and mission. This lack of understanding can lead to a lack of synergy in the planning and implementation of tourism village development programs, resulting in unfocused and ineffective efforts.

The goals understood by various parties are essentially the same: to improve the welfare and economy of the community. A lack of understanding of this vision and mission can lead to future problems, especially since the methods used to achieve these shared goals differ. This

indicates that the shared understanding between the government and the community in this collaboration is not yet optimal. However, on the other hand, Bayan Village Group, as a private sector entity, has demonstrated a significant role in developing tourism in Ketenger Village. Through various initiatives, Bayan Village Group has succeeded in increasing tourist attractions and attracting more tourists to the village. This active participation from the private sector demonstrates that the involvement of various sectors, including government, community, and private, is crucial in creating a thriving and sustainable tourism village.

Intermediate Outcome

Interim Results are a continuous process that provides strategic benefits and value, manifested in tangible outputs and outcomes. To date, the results achieved include community empowerment in various activities, such as becoming employees at Bayan Village and providing parking space. For the village government, the benefits include improving the welfare of many residents, who are no longer unemployed, and improving the village economy. Furthermore, tourists can enjoy facilities at affordable prices. Each party needs and benefits from each other. With clear interim results like the current one, it will undoubtedly bring even more benefits to all parties in the future.

Collaborative governance in tourism management in Ketenger Tourism Village has had a positive impact on all groups involved. Through synergy between the village government, Tourism Awareness Groups (Pokdarwis), business actors, and the local community, various aspects of tourism management can be run more effectively and sustainably. The village government plays a role in providing policy support, regulations, and facilitation of tourism infrastructure development programs, while Pokdarwis and the community actively participate in the operation and innovation of tourism services. The positive impact of this collaborative governance is evident in the increased economic well-being of the community through tourism-based business opportunities, such as homestays, culinary specialties, and handicrafts. Furthermore, this collaboration also impacts cultural and environmental preservation, as the community becomes increasingly aware of the importance of maintaining cleanliness, local wisdom, and sustainable tourism.

With a robust collaborative approach, each group involved benefits according to their role, creating a more inclusive and sustainable tourism ecosystem. Moving forward, strengthened coordination, transparency, and innovation in tourism governance will further propel Ketenger Tourism Village into a leading destination that not only attracts tourists but also brings tangible benefits to its community.

CONCLUSION

The collaborative governance process in Ketenger Tourism Village, as seen from the five indicators used in this study, namely face-to-face meetings, building trust, commitment to the process, sharing understanding, and interim results, has not been optimally implemented. Viewed from the aspect of face-to-face meetings, Bayan Village as the tourism manager and the Ketenger Village government, which also represents the community, are running well and smoothly. Each stakeholder will ultimately benefit from this tourism. Then, the aspect of building trust, where each party builds that trust well, is evidenced by communication before the construction of Bayan Village. Communication is built through dialogue, for example, through meetings and also socialization. The aspect of commitment to the process, namely that each stakeholder involved has understood each portion. However, many residents still have not participated in the development of Ketenger Tourism Village. Then the aspect of shared understanding, which is owned by each party has not run well, because the government and community in this collaboration do not yet understand the vision and mission of tourism development. Lastly, the interim results aspect where the management of Bayan Village can empower the community, increase village funds, increase income in the tourism sector, provide good and positive impacts for all involved, and make the village more advanced and widely known by many people.

SUGGESTION

Based on the analysis of the collaboration process in the development of Ketenger Tourism Village, Banyumas Regency, there are several suggestions that can be considered:

1. Socialization is needed between the government and the village community of Ketenger Regency so that development in the village is more optimized and they understand the vision and mission of tourism development.
2. Improving human resource capacity through training, as well as aligning vision and mission through regular meetings and open discussions.
3. Village treasury land management must be more structured by taking into account the interests and welfare of the village community as a whole.

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