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File size: 348.29K  
Page count: 4  
Word count: 2,952  
Character count: 16,785  
Submission date: 13-Oct-2022 07:36AM (UTC+0700)  
Submission ID: 1923851473

**ATLANTIS PRESS**  
Advances in Economics, Business and Management Research, volume 154  
Proceedings of the 2nd Annual International Conference on Business and Public Administration (AICOBPA 2019)

### Collaborative Governance: Synergy Among the Local Government, Higher Education, and Community in Empowerment of Communities and Management of Potential Tourism Village (Case Study in the Umaurip Ecotourism Area, Timpag Village, Tabanan Bali)

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**Abstract**—Tourism villages have enormous potential in supporting poverty alleviation programs in the community, especially in areas that are difficult to reach by conventional tourism. A tourist village will be able to run well when getting support from relevant stakeholders, both internal and external stakeholders of the village. As the host, the local community has a very vital role in the development of tourist villages. Warmadewa University as one of the Universities in Bali carries out one of its obligations in the Higher Education Tri Dharma namely Community Service. To make this happen, Warmadewa University chose one of the villages in Tabanan Regency to be used as a built village, namely Timpag Village, located in Kerambitan District. Timpag village has a tourism potential based on an agricultural area which makes its indigenous village community a manager with the concept of community empowerment known as the Umaurip Ecotourism Area. Two major roles of government are related to the government's duties as regulators, facilitators, and assisting in the provision of supporting infrastructure. Higher education has a deep moral responsibility in the form of raising awareness, knowledge, skills, and values needed to create a just and sustainable future. The development of a tourism village requires a solid partnership between the three main elements, namely the government, the private sector, and universities, where the local community is a stakeholder of the cooperation. The golden triangle can only be successfully implemented if the initiator of the partnership understands the triggers cooperation.

**Keywords**—ecotourism, management, synergy

#### I. INTRODUCTION

In the last few years, the development of tourist villages is very much encouraged in Indonesia, especially in Bali. According to a survey conducted by the Central Bureau of Statistics in 2018, the number of tourist villages in Bali has experienced a very significant increase. Bali now has 110 tourist villages or experienced an increase of 124% of data collection in 2014 [1]. According to Marawan, a tourism village is the development of an area (village) by utilizing elements in the village community that function as attributes of tourism products, becoming a series of integrated tourism activities and having themes [1]. Tourism village itself is one of the implementation of community based tourism or community based tourism which is an alternative to mass tourism. As we all know, mass tourism has caused many problems such as environmental damage, economic inequality, and cultural erosion in the community. As an alternative to conventional tourism, rural tourism is considered most appropriate to the characteristics of rural communities that are still full of culture and local wisdom.

Tourism villages have enormous potential in supporting poverty alleviation programs in the community, especially in areas that are difficult to reach by conventional tourism [2]. As part of the tourism sector, the implementation of tourism villages is expected to be able to create new livelihoods for local people, either through direct employment or through the sale of goods and services. Economic transactions that have grown along with the development of this sector have been proven to stimulate regional economic growth in the region itself. In its development, the tourism village will not be able to stand alone without the help of external actors, including the government and universities. Synergy between the two stakeholders together with the community is very important but still gets very much attention. Even though the synergy created can help the realization of an innovative, accountable and sustainable capital and asset management village tourism system. For this reason, this paper will elaborate further on the role of government and universities, and what kind of

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# Collaborative Governance: Synergicity Among the Local Government, Higher Education, and Community in Empowerment of Communities and Management of Potential Tourism Village

*by Anak Agung Gede Oka Wisnumurti*

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**Submission date:** 13-Oct-2022 07:36AM (UTC+0700)

**Submission ID:** 1923851473

**File name:** Collaborative\_Governance\_Synergicity\_Among\_the.pdf (348.29K)

**Word count:** 2952

**Character count:** 16785

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cooperation system that can be proclaimed in supporting the community to manage tourism villages.

## II. IDENTIFICATION OF THE ROLE OF STAKEHOLDERS IN MANAGEMENT OF TOURIST VILLAGES

A tourist village will be able to run well when getting support from relevant stakeholders, both internal and external stakeholders of the village. The following is a description of the role and capacity of each stakeholder supporting the implementation of a tourism village, especially from the elements of society, government, and tertiary institutions.

## III. SOCIETY PARTICIPATION

As the host, the local community has a very vital role in the development of tourist villages. This is because in the implementation of a tourist village not only requires capital funds (fund capital), but also natural capital (natural capital) and cultural capital (culture capital), all of which are assets owned by rural communities. In other words, the resources and unique traditions and culture inherent in the community are the main driving elements of the tourism village activities that's why the success of the development of a tourist village depends on the level of acceptance and support of the local community.

As an embodiment of community based tourism, community participation is the most important component in efforts to grow independence and the process of community empowerment. In contrast to conventional tourism which often places the community as a passive subject, the tourism village places the community as an active subject who participates in planning, implementing, and monitoring, and evaluating [3]. With the participation from the beginning to the end, it will become the initial step in making strategies that support the implementation of a tourism village.

### A. Planning Phase

To foster a sense of ownership among the community, then the community should also have been involved since the planning process. Due to the many tourism village activities that will be in direct contact with the community, it should be that the community participates in discussions to identify needs and problems that might be encountered. In many cases, initiatives to create a tourism village do not arise directly from within the community, but from external actors whether government, private, or NGOs. However, whoever originated it, asked for consideration from the community when the development plan was a stage that could not be eliminated. This is because local people are the most familiar with the contours of the region, characteristics, social and economic conditions of the community in the village.

### B. Implementation Phase

Parameters Community participation in the implementation phase is involvement in the management of tourism businesses, for example, as lodging managers, restaurant managers, tour guides, hotel employees, hotel employees, and managers of

tourist attractions. Community involvement in the management of the tourism sector has been stated in article 19 paragraph 2 of Law number 10 of 2009 concerning tourism. In that article it is stated that every person or community in and / or around certain tourist areas has priority rights to workers or business managers in the tourist areas. Some challenges faced by the community to participate in the management of tourism villages include limited skills, the need for substantial capital to start a business, high business risks, and intense competition. For this reason, assistance from the government and the private sector is needed to be able to help with capital and increase community capacity in tourism management.

### C. Monitoring Phase

Local communities have a very substantial control role in the development of tourism villages because control of the decision-making process must be given to those who need development planning including safety or negative influence that develops tourism villages. Oversight by the community can be carried out to involve community members who sit directly in the management, especially in opposing corruption, collusion, and nepotism (KKN). In addition, supervision can also be carried out as a preventive measure to prevent negative actions that can interfere with village security and order, for example in the case of supervision of unrestricted vehicle parking and involving congestion interests, as well as preventing the entry of intoxicants that can be used freely in the village. To oversee complicated matters such as arranging spatial planning by investors, the community can help with the government and universities.

## IV. COMMUNITY EMPOWERMENT OF INDIGENOUS VILLAGES

Warmadewa University as one of the Universities in Bali carries out one of its obligations in the Higher Education Tri Dharma namely Community Service. To make this happen, Warmadewa University chose one of the villages in Tabanan Regency to be used as a built village, namely Timpag Village, located in Kerambitan District. Timpag village has a tourism potential based on an agricultural area which makes its indigenous village community a manager with the concept of community empowerment known as the Umaurip Ecotourism Area. Timpag Village is one of the villages located in Kerambitan District, Tabanan Regency. At present, Kerambitan sub-district seeks to grow into one of the progressive districts. Where quite a lot has been done, starting from the "Kerambitan Festival" which entered the 4th festival in 2018 yesterday, to reforming public services through the "Integrated Public Service (Taman Serasi)" program.

To further interpret these progressive efforts, a program in the village of Timpag was rolled out again, which is an innovative breakthrough namely "Umaurip, Utamaning Uma Lan Urip" with the development of ecotourism that is developing the potential of Tourism Villages based on agricultural areas. With the main focus on developing owls (Tyto alba) who are farmers' friends in eradicating rat pests with the tag line "Timpag, Friendly Houses for Tyto Alba" as



well as the development of black bali pig seeds and culinary through the concept of empowering poor households through the Village Owned Enterprises (Bumdes) with the tag line "Nguling Celeng Bali, Jhon Son Biyang Sayu".

This program is very important to be rolled out including on the basis of being able to change the paradigm of farmers in the eradication of rat pests that often use chemicals (rat poison). In addition, this program makes Timpag Village one of the endangered Balinese Pork developments, as well as making the black pig roll as one of its culinary icons. And finally, this program is able to develop tourism and make Timpag Village a center for the development of organic agriculture combined with natural beauty, sports, culinary, education and environmental preservation.

#### V. THE ROLE OF THE GOVERNMENT

Two major roles of government are related to the government's duties as regulators, facilitators, and assisting in the provision of supporting infrastructure. As a regulator, the government should work on regulations that support the sustainability of an accountable and sustainable tourism village. Examples of vital things that must be regulated by the government are spatial planning that prioritizes the needs of the community and guarantees the preservation of sacred areas and conservation areas in and around villages. As a facilitator, the government can do various ways to improve the capacity and skills of the community in terms of tourism management, such as: (1) Assisting capital by giving grants or other forms of financial assistance (2) fostering the quality of products and packaging of handicrafts and culinary specialties of the village; (3) conducting training as deemed necessary such as entrepreneurship and business-related skills (2) tourism (English, hospitality, and an introduction to the culture and characteristics of domestic and foreign tourists); (4) development of joint community business groups. Furthermore, the government can also assist tourism villages through infrastructure and supporting infrastructure, such as: (1) improving / improving the quality of public space, pedestrian and village landscape; (2) improving / procuring solid waste and sanitation infrastructure; (3) structuring and conservation through areas that are characteristic of tourist villages.

#### VI. THE ROLE OF COLLEGE

Higher education (9) has a deep moral responsibility in the form of raising awareness, knowledge, skills, and values needed to create a just and sustainable future [4]. So it is appropriate for universities to participate in the development of tourism villages as well as the capacity development of villagers. The participation of tertiary institutions in this effort can be discussed in accordance with the Tri Dharma of Higher Education, namely teaching, research, and service.

##### A. Teaching

Higher education must have the ability, motivation, and readiness wherever they are to provide quality education

services [5]. Through teaching, universities can increase public awareness of the benefits of tourism, especially community tourism. The expected output is a shift towards building knowledge at a different level than before (systems, institutions, organizations, individuals). Teaching in this context can be done by doing presentations directly in the village and creating campaigns that dance to the attention of the community. The role of institutions of higher education emphasizes learning systems and capacities as part of a broader knowledge strategy. That way, the university is indirectly responsible for preparing citizens and professional staff who are competent and able to compete in the world of tourism. The competencies in question include leadership, entrepreneurship, tourism management, hospitality skills, language skills, etc.

##### B. Research

Higher education can play a role as a think tank that conducts thorough research related to village potential and ways to optimize the development of tourism villages. The baseline data needed are: (1) Mapping the potential and wealth of village resources (2) Collecting and inventorying social population data of the village (3) Identification of human resource potential, based on age, gender, expertise, experience, and interest in skills Certainly, after obtaining the baseline data, an analysis and elaboration of strategies related to the direction of the development of tourism villages can be made that contribute positively to the community while promoting sustainable concepts. The key is the placement of the right people for solving problems based on appropriate scientific background as well.

##### C. Community Dedication

There are several instruments that can be used to support the development of tourism villages through community service programs. Dedication can begin with the dissemination and dissemination of research results related to the potential of the villages and tourist villages mentioned earlier so that the community has an idea regarding the state of their own village. Then there is the Community Service Program (KKN) which in addition can introduce social life to students but also has the potential to bring young thinkers to participate in helping solve village problems. Finally, the most important thing is the transfer of abilities and knowledge from universities to the community through a socialization approach to the community, providing guidance related to homestay services, restaurants, and other businesses, and developing a marketing and marketing system to introduce villages and attract more tourists.

#### VII. HIGH SYNERGY OF COMMUNITIES, GOVERNMENTS, AND EDUCATION IN MANAGEMENT OF TOURISM VILLAGE

The development of a tourism village requires a solid partnership between the three main elements, namely the government, the private sector, and universities, where the local community is the stakeholder of the cooperation. The golden triangle can only be successfully implemented if the

initiator of the partnership understands the triggers cooperation. the three stakeholders are in an equal position in conducting cooperation and mutual respect. It can be seen on figure 1.

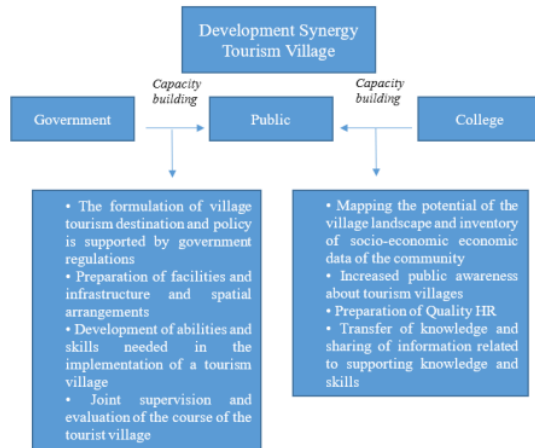


Fig. 1. Development synergy tourism village.

In an integrated tourism village ecosystem, the community is involved from the start and is supported by the government and universities. In this way it is hoped that the community will be a process of capacity building or capacity building (individually and collectively) to perform functions, solve problems and set and achieve goals [6]. The capacity of the community needed is not only seen from the ability of individuals, but also the ability of the community to solve problems together [7].

### VIII. CONCLUSION

The development of a tourism village in principle is Participation in resource management. Decisions and approvals for community needs are made at the local level by community

members who have an identity that involves their role in the decision making process. The main focus of the development of tourism villages is to increase the ability of local communities to integrate and overcome the assets that exist in local communities to meet their needs. Collaboration between the government as a regulator and facilitator in the development of tourism villages that are managed jointly with universities as intellectual agents working to transfer scholarship and contribute to solving problems in the community will be able to create the development of tourism villages based on the independence of sustainable village communities.

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