

**COLLABORATIVE GOVERNANCE
IN THE DEVELOPMENT OF GUNUNG MASIGIT TOURISM VILLAGE,
CIPATAT SUB-DISTRICT, WEST BANDUNG DISTRICT:
AN IMPACT ANALYSIS OF VILLAGE DIGITIZATION**

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ABSTRACT

This research aims to analyse the application of Collaborative Governance in the development of Gunung Masigit Tourism Village in Cipatat Sub-district, West Bandung Regency, with a focus on the impact of village digitalisation. Through a qualitative approach, this research explores how interactions between stakeholders, including the village government, community, and private sector, influence tourism development in the village. The analytical model used refers to Ansell and Gash's concept with key indicators such as Face-to-Face Dialogue, Building Trust, Commitment to Process, Sharing Understanding, and Small Wins. The results show that effective face-to-face dialogue allows all parties to build trust and understanding, which is very important in the context of collaboration. The successful development of Gunung Masigit Tourism Village is not only determined by the presence of digital infrastructure, but also by the active commitment of the local community and support from the private sector. Small wins in this process, such as the launch of local tourism programmes and the use of technology for promotion, contributed to increased community participation and tourist visits. From these findings, it is recommended that the village government continue to strengthen cooperation between stakeholders, as well as utilise digitalisation as a tool to increase the attractiveness and sustainability of tourism in Gunung Masigit Tourism Village. This research is expected to provide insights for better policy development in sustainable tourism village management.

Keywords: Collaborative Governance, Tourism Village, Digitalisation, Gunung Masigit.

INTRODUCTION

Government Regulation of the Republic of Indonesia Number 37 of 2023 concerning Management of Transfers to Regions Article 71, Paragraph 1 The use of Village Funds is prioritized to fund development and community empowerment. The tourism sector is one of the sectors that has an important role in economic growth and also as a source of foreign exchange revenue. Tourism development aims to increase community income, improve community welfare and ultimately can also increase economic growth. The development of the tourism sector continues to progress and become the mainstay of the country's economy, regions and communities. The tourism sector is considered to be one of the development sectors that can spur economic growth in a region. Therefore, the tourism sector is a strategic asset to encourage development in areas, especially those with potential tourist attractions.

Village tourism is a concept in the development of rural areas that raises local wisdom from traditions, culture, daily village life, and village spatial planning. Village Tourism is a clear example of sustainable development efforts that have become a global agenda. According to Inskeep (1991), a tourist village is a place with its own identity and values that attracts visitors to traditional rural life (Hadiwijoyo, 2018). The implementation of the concept of village tourism is focused on developing and empowering local communities to be able to utilize the existing village potential such as the natural beauty and beautiful culture of the village (Ahsani, Suryaningsih, Ma'rifah, & Aerani, 2018).

The limitations and abilities of the community in managing tourist villages certainly require the role of other parties to help. In addition, there are also many complex problems in tourism development such as tourist destination development problems, tourism marketing development problems, tourism industry development problems, tourism institutional problems, and creative economy development problems.

Gunung Masigit Tourism Village under the management of the Tourism Awareness Group (Pokdarwis) and the government which is considered appropriate and good in managing the potential of the tourism village can make Gunung Masigit Village have a high chance of becoming a tourist destination with high quality and sustainable tourism potential. The existence of a cooperative relationship between Pokdarwis and stakeholders will

indirectly affect the growth of tourism potential in Gunung Masigit Tourism Village, especially in the number of tourists visiting Gunung Masigit Tourism Village. Gunung Masigit Tourism Village collaborates with many stakeholders in the development of tourist villages such as the government, private sector, NGOs, and academics.

One of the supports for the successful management and development of Gunung Masigit Tourism Village is digitalization. Digital media promotion of Gunung Masigit Tourism Village as a tourist destination is one of the initiatives supporting the success of the village. Advances in digital technology make access to information for tourists easy, fast and efficient. The existence of collaborative governance in the development of Gunung Masigit Tourism Village and the implementation of digital tourism in terms of promoting Gunung Masigit Tourism Village makes Nglanggeran Tourism Village categorized as a successful and sustainable tourism village. The application of digitalization as one of the marketing strategies for tourist villages is an interesting thing to study. The success of Gunung Masigit Tourism Village certainly has the roles and responsibilities of the actors in the development of Gunung Masigit Tourism Village. In addition to examining the collaborative governance process in the development of Gunung Masigit Tourism Village. Pokdarwis is an institution that exists in the community consisting of tourism actors who have roles and responsibilities towards tourism. Gunung Masigit Village has three Pokdarwis, namely Pokdarwis Stone Garden, Pokdarwis Pawon Cave and Pokdarwis Karang Panganten. Therefore, this research will then be studied more deeply about the collaborative governance process in the development of Gunung Masigit Tourism Village. Apart from that, researchers will examine starting from the potential of human resources. The governance of Pokdarwis that has been formed and the mapping of the socio-economic conditions of the Gunung Tourism Village community.

RESEARCH METHOD

In this study, the authors used research with a qualitative method approach. According to Nana Syaodi (2013: 94) qualitative research is a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions of individual and group thoughts. In this qualitative research emphasizes data collection through interviews, observations and things that are narrative in nature. This type of descriptive

research is used to describe and analyze Collaborative governance in the development of Gunung Masigit Tourism Village.

THEORETICAL FRAMEWORK

According to Ansell and Gash (in Islamy, 2018: 52), “the collaborative process is a process in which there is a dialog that requires the participation of stakeholders which ultimately results in a mutually agreed decision.” Furthermore, Ansell and Gash (in Rahayu, 2020: 144-146) mention that in a Collaborative Governance process there are several stages that must be considered in forming a collaboration, namely:

- 1. Face to face dialogue (Face to face dialogue). All Collaborative Governance processes are built based on face-to-face dialogue between stakeholders. As a consensus-oriented process, “thick communication” is required by stakeholders in face-to-face dialogue to identify opportunities for mutual benefit. Face-to-face dialog as a process of breaking down suspicion between actors and other communication barriers in order to prevent the exploration of mutual benefits in the early stages of collaboration. Face-to-face dialog is central to the process of building trust and commitment to the process.*
- 2. Trust building. The collaboration process is not only about negotiation but also about how to build trust among stakeholders. When there has been antagonism between stakeholders in the past, trust building is often an important aspect of the initial collaborative process.*
- 3. Commitment to process. Commitment to collaboration is an important variable in determining the success or failure of a collaborative process. A clear, transparent and fair collaboration process is essential to increase inter-stakeholder commitment. The weak commitment of public institutions to collaborate is often seen as a particular problem that often occurs. Commitment depends on trust between other actors in respecting other actors' perspectives and interests,*
- 4. Shared understanding. At some point in a collaborative process, stakeholders must develop a shared understanding of what they can achieve together. A shared understanding will also imply agreement on the problem at hand as well as the relevant knowledge to address the problem.*

5. *Intermediate outcomes. A number of case studies have shown that collaboration is more likely to occur when the goals are feasible and the benefits of collaboration are relatively tangible and result in small wins. These small wins can feed back into the collaborative process, driving a cycle of trust-building and commitment for the better.*

Digital Tourism as a Tourism Development Effort

The tourism industry is one of the sectors that benefits from the rise of digital innovation made possible by current advances in information technology, especially in the form of innovation in the development of tourism service products (Kusumastuti, Handoko, & Wijaya, 2022). The utilization of digital technology in the tourism sector is known as digital tourism. Digital tourism is an integration between the development of Information and Communication Technology (ICT) and the tourism industry. The concept of digital tourism refers to the utilization of information and communication technology to increase efficiency in the tourism sector, provide various tourism services to customers, and make the tourism marketing process more accessible through digital media or online (Yanti, 2019).

Some of the impacts of digital tourism or digitalization in tourism that the author found from various research results include:

1. *Digitalization of the tourism sector has a social impact, which creates jobs and sustainable competitiveness (Ernawati & Hananto, 2023).*
2. *The existence of digital tourism has a positive impact on the economic development of the community through tourist visits (Simamora, 2023).*
3. *The utilization of Information and Communication Technology (ICT) in the tourism sector (digital tourism) has a positive impact on increasing the number of domestic and foreign tourist visits (Laba, Semara, & Tunjungsari, 2018).*
4. *Digital tourism has an impact on increasing destination marketing (Murti, Kusumastuti, Handoko, & Wijaya, 2022).*

DISCUSSION

Face to face dialogue

According to the Collaborative Governance theory developed by Ansell and Gash, face-to-face dialogue is one of the key elements in an effective

collaboration process. This element emphasizes the importance of direct interaction between the stakeholders involved, be it the government, community, private sector, or other groups, to build relationships of trust and understanding.

In the context of Gunung Masigit Tourism Village development, face-to-face dialog can play an important role in:

- 1. Unify the vision and mission between the village government, the community, and the private sector in relation to the management of the tourism village.*
- 2. Building trust between the local community and the village government, so that the community feels involved in every stage of tourism village development, including in the digitization process.*
- 3. Overcoming differences in interests between the parties involved, for example, between the private sector that wants to maximize economic benefits and the community that wants to preserve culture and the environment.*
- 4. Optimizing community participation in the decision-making process related to tourism village policies, so that they have a commitment to support the programs that have been agreed upon.*

In other words, face-to-face dialogue is important to build a strong and effective collaborative framework, ensure that all parties feel they have a role in village development, and reduce potential conflicts and misunderstandings that can hinder the success of collaboration.

Trust building

Trust building is one of the important indicators in the Collaborative Governance theory developed by Ansell and Gash. Trust is a key element underlying the relationship between stakeholders in a collaborative process, especially when they come from different backgrounds or institutions, or when there is a history of conflict between them.

Development of Gunung Masigit Tourism Village. In the context of Gunung Masigit Tourism Village development, building trust is key to the success of collaborative governance between the village government, local communities and the private sector. Here is how trust building is applied in this context:

- 1) *Trust between the Government and the Community.* The village government needs to build trust with the community through transparency in the management of the tourism village. The community needs to be involved in every important decision, such as tourism infrastructure planning and natural resource management.
- 2) *Trust between the Community and Private Parties.* Private parties involved in the development of tourism villages, such as investors or tourism service providers, need to demonstrate a commitment to respect local culture and values. Communities will be more trusting if they are confident that tourism development will not damage the environment or neglect the interests of local communities.
- 3) *Trust in the Digitization Process.* In the process of digitizing a tourist village, trust also needs to be built between stakeholders regarding the use of technology and information management. The community must be convinced that this digitization will improve their welfare, not just for the benefit of outsiders.

Trust building is an important element in the collaborative governance model proposed by Ansell and Gash. In the development of Gunung Masigit Tourism Village, building trust between the government, community and private sector is a key factor in creating effective and sustainable cooperation. Trust that is built through open communication, positive experiences of cooperation, consistent commitment, and inclusive leadership will encourage the creation of a strong collaborative environment, where all parties can work together to advance the tourism village.

Commitment to process

Commitment to process means that each stakeholder is willing to actively and consistently participate in every stage of the collaboration. This includes a willingness to attend meetings, engage in discussions, share information, and complete agreed tasks. This commitment does not only arise from personal or institutional interests, but also from the desire to achieve common goals agreed upon by all parties.

Development of Gunung Masigit Tourism Village. In the context of Gunung Masigit Tourism Village development, commitment to process plays a key role in ensuring that each stakeholder is consistently and actively involved. Here are some examples of its application:

- 1) *Commitment from the Village Government.* The village government must demonstrate a strong commitment to facilitating the entire process of developing the tourism village. This means coordinating regular meetings with the community and the private sector, as well as ensuring that decisions made are actually implemented on the ground.
- 2) *Local Community Commitment.* Local communities need to actively participate in every stage, from planning to implementation. For example, in infrastructure development or cultural preservation, the community must consistently provide support and participation in tourism-related activities.
- 3) *Private Party Commitment.* Private parties, such as investors or tourism entrepreneurs, need to show long-term commitment in supporting tourism development, including supporting the digitalization process that will benefit local communities. They should participate not only for their own business interests but also for the welfare of local communities.
- 4) *Commitment to Digitalization.* In the process of digitizing a tourist village, each party must have a commitment to continuously support technological innovations, such as the use of digital platforms for tourism promotion, information transparency, and ease of access for tourists. The digitization process requires the seriousness of the government, community, and private sector to collaborate actively.

The conclusion of commitment to process is a crucial element in collaborative governance proposed by Ansell and Gash. It emphasizes that the success of collaboration depends on the active involvement, consistency, and dedication of each stakeholder to engage in all stages of collaboration. In the context of Gunung Masigit Tourism Village development, commitment to process is needed so that the village government, community, and private sector can work together effectively to achieve sustainable development goals, including in terms of tourism village digitalization.

Shared understanding

Shared understanding is one of the important indicators in the Collaborative Governance theory proposed by Ansell and Gash. This indicator emphasizes the importance of stakeholders reaching a common

understanding of the goals, values and issues faced in the collaborative process. Sharing understanding helps to ensure that each party has a harmonized view of what is to be achieved, how to achieve it, and how challenges are identified and resolved.

Application of shared understanding in the development of Gunung Masigit Tourism Village. In the context of Gunung Masigit Tourism Village Development, shared understanding plays an important role in ensuring successful collaboration between the village government, community and private sector. Some examples of its application include:

- 1) Understanding of Development Objectives. All stakeholders (village government, community, private sector) should have a common understanding of the main objective of developing Gunung Masigit Tourism Village. Is the main objective to improve the local economy, preserve culture, or promote sustainable tourism? Each party needs to agree on these priorities before proceeding to the implementation phase.*
- 2) Understanding the Role of Each Party. Each stakeholder should understand their roles and responsibilities in the collaboration process. The village government may play the role of facilitator, the local community plays a role in cultural and environmental preservation, while the private sector supports in terms of investment and marketing. Sharing an understanding of these roles will prevent overlapping responsibilities and potential conflicts.*
- 3) Agreement on the Benefits of Digitization. In the process of digitizing a tourist village, all parties need to share an understanding of the benefits and challenges of digitization. Local communities may need confidence that digitization will not only benefit the private sector but will also improve their accessibility and economic well-being.*
- 4) Understanding of Environmental and Social Impacts. Tourism development often brings significant social and environmental changes. All parties must understand and agree on how to manage these impacts, both in terms of preserving nature and minimizing negative impacts on local culture.*

The conclusion of shared understanding, is an essential element in the Collaborative Governance process according to Ansell and Gash. It involves aligning goals, values and views between stakeholders so that they can work

together more effectively. In the context of Gunung Masigit Tourism Village Development, sharing understanding is essential to ensure that each party understands and supports the common goals, from infrastructure development to digitalization. This process requires open dialog, transparent information exchange, and a willingness to negotiate and compromise.

Small wins (intermediate outcomes)

Small wins (intermediate outcomes) are one of the indicators in the Collaborative Governance theory proposed by Ansell and Gash. This indicator refers to initial achievements or interim results achieved in the collaboration process before achieving the main goal. Small wins are very important in maintaining motivation, building trust, and maintaining the commitment of all stakeholders to the collaboration process.

Why Small Wins Are Important in the Digitalization Process of Tourism Villages. In the digitalization process of Gunung Masigit Tourism Village, small wins are very important because:

- 1) *Facilitate Community Adaptation.* Small wins in the application of technology, such as launching a simple application for homestay reservations or opening social media channels for promotion, can help local communities gradually adapt to new technologies. This can build their trust in the benefits of digitalization.
- 2) *Building Trust in Technology.* Seeing concrete results from the use of technology (for example, an increase in the number of tourists after a digital promotion campaign) can convince the community and other stakeholders that digitalization does bring real benefits.
- 3) *Demonstrate the Early Impact of Digitalization.* Small wins provide evidence that the digitalization process is delivering measurable results, such as increased visitor numbers or revenue from online sales of local products. These early impacts will encourage further support for the digitalization process.

Conclusion Small wins (intermediate outcomes) play an important role in maintaining positive dynamics in the collaborative governance process. These small wins provide psychological support, build trust, and increase commitment from all stakeholders to remain involved in the collaborative process. In the context of Gunung Masigit Tourism Village Development, small wins can include initial agreements on development goals, implementation of

small tourism programs, or use of digital technology for promotion. These small wins show real progress, maintain momentum, and motivate stakeholders to continue collaborating towards larger goals.

Implementation of Digitalization in Gunung Masigit Tourism Village

Digital tourism refers to the use of digital technology to enhance the tourist experience and facilitate the management of tourism destinations. In Gunung Masigit Tourism Village, the development of digital tourism can be a strategic step to introduce the tourism potential of this village more widely, improve the quality of services, and encourage community participation. Digitalization is a strategic step in promoting and managing tourist villages. The use of digital technology, such as tourist village websites, social media, and digital-based tourism applications, can expand access to information and attract more tourists.

Gunung Masigit Tourism Village is located in Cipatat District, West Bandung Regency, which is known for its natural beauty, local culture, and handicraft products. However, this village still faces challenges in promoting its tourism potential. With the increasing use of technology among tourists, digital tourism can be a solution to increase the attractiveness and affordability of this tourist village.

Digital Tourism Development Strategy

- 1) Digital Marketing. Using social media platforms, websites, and applications to promote Gunung Masigit Tourism Village. Interesting content, such as photos of natural beauty and tourist activities, can attract the attention of potential tourists. The use of SEO (Search Engine Optimization) techniques is also important to increase visibility in search engines.*
- 2) Provision of Easily Accessible Information. Create an online information portal that provides details about accommodation, attractions, activities, and transportation. Transparent and easily accessible information can help tourists plan their visits better.*
- 3) Digital Interaction. Develop a mobile application that allows tourists to interact with village managers, provide reviews, and share their experiences. Chat features or discussion forums in the application can also improve communication between tourists and local residents.*

- 4) *Community Training and Empowerment.* Conduct training for local communities on the use of digital technology, online marketing, and destination management. This empowerment is important so that the community can actively participate in tourism development and gain economic benefits from digital tourism.
- 5) *Interactive Tourism Experience.* Apply augmented reality (AR) or virtual reality (VR) technology to enhance the tourist experience when exploring the natural beauty and local culture. For example, creating a virtual tour that allows tourists to explore the village interactively before they arrive.

Digital tourism offers great opportunities for the development of Gunung Masigit Tourism Village. By implementing collaborative governance principles, the positive impact of digitalization can be maximized. The application of indicators from Ansell and Gash is an important reference in assessing this process, with the hope of creating sustainable tourism destinations and empowering local communities. Good implementation will produce small wins that contribute to the long-term goal of village tourism development.

CONCLUSION

Collaborative governance based on the Ansell and Gash model is very relevant to be applied in the development of Gunung Masigit Tourism Village. With collaboration involving the government, community, and private sector, and supported by digitalization, the potential of this tourism village can be more optimal in attracting tourists and empowering the local economy. Digitalization has a positive impact on increasing access to information, community participation, and tourism promotion, although it still requires improving infrastructure and community skills in managing technology.

Digital tourism can be the key to the development of Gunung Masigit Tourism Village, Cipatat District. With the right strategy and collaboration between stakeholders, this village can maximize its tourism potential. The application of digital technology will not only increase the attractiveness of the village, but also empower the community and encourage sustainable economic growth. Based on these conclusions, it is suggested and recommended that:

- 1) *Increase efforts to facilitate face-to-face dialogue and build networks between stakeholders.*

- 2) *Continue to develop education and training programs for the community related to digitalization and tourism management.*
- 3) *Conduct regular evaluations to identify and celebrate "small wins," which can strengthen community commitment and participation.*
- 4) *Increase investment in digital infrastructure to ensure good internet access throughout the village.*
- 5) *Collaborate with educational institutions and non-governmental organizations to organize training for the community.*
- 6) *Build partnerships with travel agents and influencers to promote the village more widely.*

Thus, Collaborative Governance supported by digitalization can be an effective model in the development of Gunung Masigit Tourism Village, creating a sustainable destination and empowering local communities.

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