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Stakeholder Collaboration in The Development of Tourism Villages (Studies on Kandri Tourism Village, Gunungpati Subdistrict, Semarang City)

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Abstract The aim of this research was to formulate a mechanism of relations between stakeholders in the management of the tourist village of Kandri. The analytical method used in this study was the Mixed Method by combining quantitative approaches and qualitative approaches to analyze data. Data collection was done by key informant interviews, field observations and literature studies. The technique for determining key informants was snowball method. In-depth interviews were used using Mactor to find out the mechanism of relations between stakeholders. The identification results show that there were 7 stakeholders involved in the development of Kandri tourism village. The Semarang City Office of Culture and Tourism was an actor center in relationships that occur between stakeholders in the development of tourism villages. The mechanism of relations between stakeholders was based on Auth and the institutional rules that are owned include relations of coordination, communication, and cooperation. Formulation of the relationship mechanism can be done by making a joint work program. The making of the program was driven by the Semarang City Office of Culture and Tourism based on the results of stakeholder needs analysis. The work program will be adjusted to the autonomy and institutional rules.

1. Introduction

Tourism is a major sector in the development of sustainable rural environments. Its ability to create jobs that are stable and can receive a level of profit that is conditioned to the best ability of our activities through previous years [1]. Indonesia has diverse tourism potential, such as beaches, mountains and historical relics that are well known to the world community. This is supported by Indonesia's geology which consists of islands both large islands and small islands around it. It surrounded by the two largest oceans in the world, namely the Indian Ocean and the Pacific Ocean so as to be able to create an attractive natural picture. The implementation of tourism development should be able to bring together elements of government and elements of society or the so-called bottom-up approach [2]. Bottom-up approach or often called people-centered development which places the community as a development center or center of change. It is involved in the planning process to the implementation and evaluation.

One of the tourism concepts that apply the people-centered development approach is community-based tourism which emphasizes the development of tourism based on community empowerment [3]. Strategies to build community-based tourism can be realized through tourism villages that are able to empower local communities [4]. Management of tourism-based villages empowerment requires community involvement to constantly innovate and be creative in developing the village area which is used as a tourist village [5].



A fairly developed strategy is the development strategy of rural tourism based on community empowerment. Management of tourism villages based on local community empowerment requires an active role in developing tourism villages. The tourism village in Semarang City with Pokdarwis as the manager, it can be seen that the Kandri Tourism Village has the most number of tourists in 2018 which is 12125 tourists.

Kandri tourism village has its own uniqueness compared to other tourist villages namely by offering agricultural education tourism packages and offering rural life that is still original. This reflects the empowerment of the community that is running quite well in the Kandri tourism village that implements Community Based Tourism. The tourism village development strategy have been implemented by the Kandri tourism village can be used as a reference for other tourist villages in order to get the same good performance, and to maintain conditions. In order to remain sustainable, it is necessary to choose the right strategies in developing a tourism village based on community empowerment.

To develop a tourism village, participation and collaboration among stakeholders are needed [4] so that the objectives of tourism development can be achieved and the community can obtain benefits from the development activities have been carried out. The development of tourism villages requires the continued participation of youth local villages in order to regenerate membership of the management of tourism awareness groups so they can continue to grow [6]. To find out the relationship between these stakeholders, identification and analysis were carried out to identified the stakeholders involved in the management of Kandri tourism village. The analysis was carried out in the form of stakeholder analysis, policy content analysis, Auth and institutional rules and analysis of stakeholder were needed in this research. The results of the analysis will get the formulation of the mechanism of relations between stakeholders in the management of Kandri tourism villages.

Various parties are certainly involved in the development of tourism, especially in this case are the stakeholders [7]. Although the roles and interests of each stakeholder differ, it absolutely must be taken into account in the management of the tourism village. This study aims were to identify the stakeholders involved based on their influence and interest in the management of the Kandri tourism village, to identify the duties and institutional rules and the relationships occur between the stakeholders involved in the management of Kandri Tourism Villages, and to identify stakeholder needs in the management of Kandri Villages Tourism, and to analyze the policies adopted in the management of Kandri Tourism Villages.

2. Material and Method

This research was conducted in the village of Kandri tourism. This research approach used a mixed-method by combining qualitative and quantitative analysis using a stakeholder analysis tool of mactor. The method used in this research was in-depth interview, observation, and literature study. Interviews were conducted with stakeholders involved in the management of Kandri tourism villages. Stakeholders involved were, among others, Culture and Tourism Office Semarang City, Kandri Village, Academics of UNNES, The Mekarsari Association, Chamber of Commerce Semarang City, Marketing Division of Pokdarwis Pandanaran, and Chairman of Pokdarwis Pandanaran. Data was analyzed using stakeholder analysis. The stakeholder analysis model in this research was introduced by Reed et al. [8] with three stages which include stakeholder identification, stakeholder classification, and describing stakeholder relationships. It can formulate a stakeholder relationship mechanism in the management of Kandri tourism villages.

3. Result and Discussion

3.1. Stakeholders Clasification

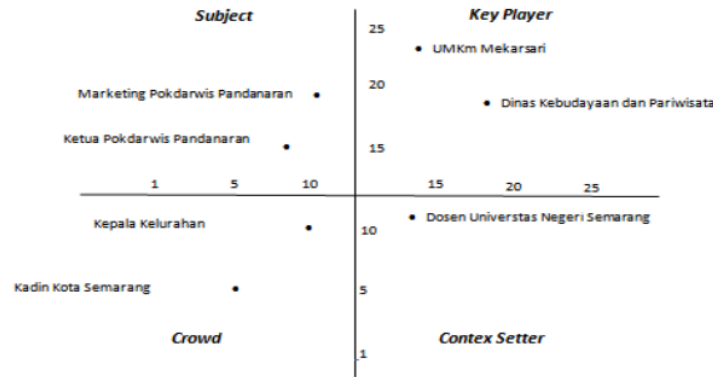


Figure 1. Stakeholders Clasification

Stakeholders included in the key player category were the Department of Culture Tourism and Semarang City Tourism and Chairperson of the Mekarsari Association of the Kandri Tourism Village. Key player was a stakeholder category that has a high degree of influence and interest in the development of Kandri Tourism Village youth empowerment. Stakeholders included in the subject category were the Marketing Division of Pokdarwis Pandanaran and the Chairperson of Pokdarwis Pandanaran. Stakeholders in the subject category had a high importance but with a low influence. The stakeholders included in the context setter category were UNNES academics. Stakeholders with the context setter category had a high level of influence and low importance. Stakeholders included in the Crowd category were the Head of the Kandri Village and the Head of the Semarang City Chamber of Commerce and Industry. The stakehokders included in the Crowd category because had low influence and importance.

3.2. Relations between stakeholders

Relationship between stakeholders in the management of Candri tourism villages was grouped into three groups including communication, coordination and cooperation. The three relationships were explained based on policy components including participation, facilities, investment, infrastructure, environment, guidance / training and regulation.

3.2.1. Stakeholders Communication

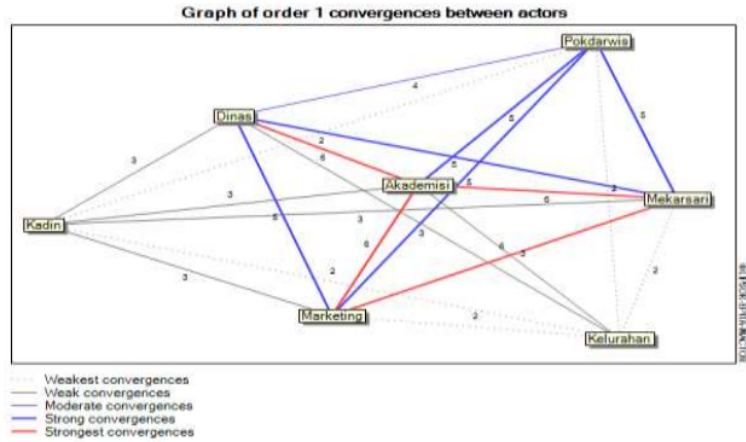


Figure 2. Stakeholders Communication

The communication relationship that is built between stakeholders, was in terms of education, economy and tourism components. Stakeholder which has a strong relationship in the education component were between the UNNES Academics and The Mekar Sari Associations and Marketing Division of Pokdarwis Pandanaran. Stakeholders who had a strong relationship in the economic component were Culture and Tourism Office of Semarang City with UNNES Academics. While stakeholders who had a strong relationship in the tourism component were Mekar Sari Association Marketing Division of Pokdarwis Pandanaran.

3.2.2. Stakeholders Coordination

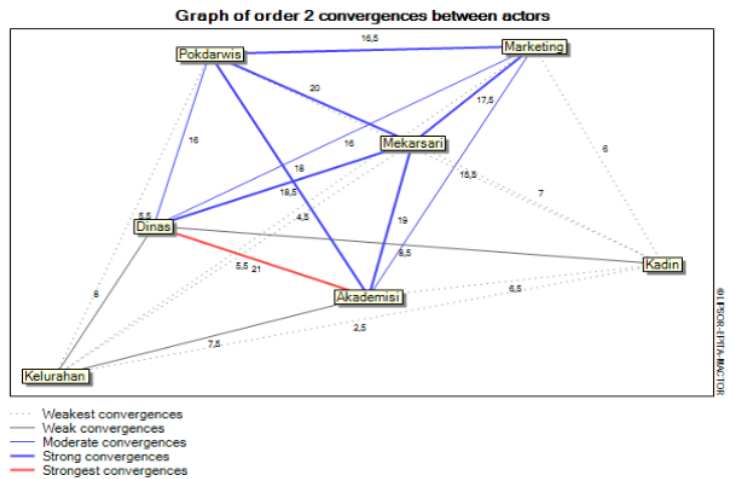
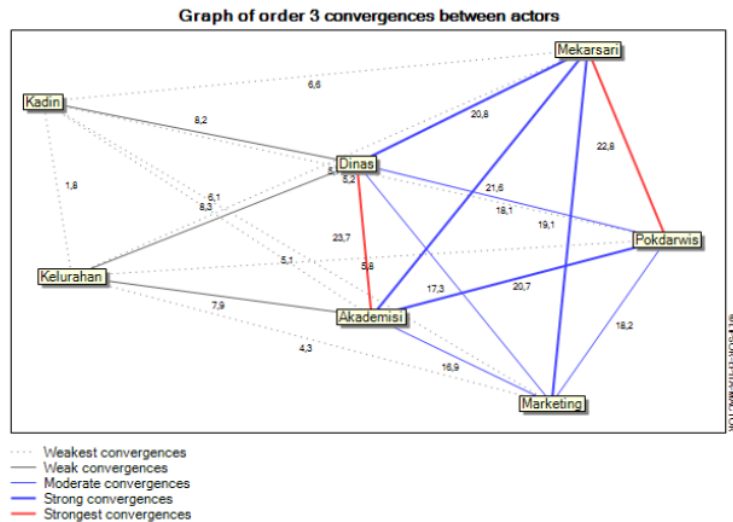


Figure 3. Stakeholders Coordination

Relationship coordination was in term of the procurement of facilities, tourism training and tourism support infrastructure components. In this component the stakeholders who had the strongest relationship were Culture and Tourism Office of Semarang City and UNNES Academics. The relationship includes the coordination of the procurement of tourism support facilities such as farmers who are used to coordinate between members of the Pokdarwis in the management of Kandri tourism villages.

The creation of a joint work program was driven by the Culture and Tourism Office of Semarang City as a key player in the management of the Kandri Tourism Village. The agreed joint work program will be adjusted to the Auth and institutional rules owned by the stakeholders. It will bring up participation in accordance with the Auth and the institutional rules. Important elements of participation were, namely participation in decision making, implementation, resource mobilization, shared use and evaluation [9]. Therefore, stakeholder participation will be realized in the form of program implementation which includes management functions for the tourism development program including planning, organizing, implementing, monitoring and evaluating.

3.2.3. Stakeholders Cooperation



The relationship of stakeholder cooperation in the management of Kandri tourism villages lies in the regulatory and environmental components. Stakeholders who had a strong relationship in the regulatory component. These stakeholder Culture and Tourism Office of Semarang City and UNNES Academics while stakeholders who had a strong relationship in the component of environmental preservation were Mekarsari Association and Chairman of Pokdarwis Pandanaran.

4. Conclusion

In the relationship between stakeholders of the Culture and Tourism Office as the government, the government plays a key role in the development of rural tourism regulations that are implemented and supported by the presence of academics to support the development of tourism villages through the established institutional level institutions. The local community also has a significant role in the development of tourism villages by utilizing the potential of existing tourism and good cooperation among stakeholders is a potential for the development of sustainable tourism villages. Future research should work towards building a comprehensive model for sustainable development in rural

tourism that consists of local community resilience elements. This should add a new approach in rural tourism planning incorporating traditional concepts of sustainability, as well as contributing to more recent work in resilience. This new sustainable tourism approach must be proven to be more effective for existing communities highly sensitive to changes in the environment and the global economy, such as rural-based tourism communities located in coastal and mountainous regions of the world. If tourism is to continue to make a positive contribution to sustainable rural development, it is very important to have a better understanding of this dependency. The value of tourism experience is bound to decrease if the tourism industry and stakeholders ignore this resource base, and in turn so with the rural tourism industry itself.

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