

Dynamic Capabilities in Collaboration Based Management of GeoPark in Bangka Belitung, Indonesia

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Abstract | This study aims to analyze the dynamics of the government's capability in managing tourism in the era of covid 19. The era of covid pandemic has changed the living environment to become uncertain, uncontrolled, high complexity, and full of ambiguity. In addition, such environmental change has affected the governance in any field resulting in a decline in both private and public organizational performance. This condition requires an immediate response from the actors to maintain the performance of the organization through the speed in responding to changes in the environment. Therefore, it is interesting to investigate the phenomenon of the dynamics of capability and its effect on tourism management in Bangka Belitung. This study used a qualitative approach, aiming to explain the phenomenon of tourism management through the dynamics of capability. Moreover, this research was conducted in 2 months from November to December 2020. There were 10 research resource persons from the government, private and community elements representing the institution. The results of the study show that multi-actor collaboration plays a role in the management of the Belitung Geopark. Dynamic capabilities in collaboration include rethinking, think across, thing a head, and think together. The role of UNESCO has not been clearly integrated in the collaboration, but contributes normatively to give recognition to the Belitung geopark. The next research is expected to explore deeper the interrelationship of shadow actors in collaboration that determines the success of Belitung Geopark.

Keywords | Dynamic capability, collaborative governance, tourism sustainability, Belitung geopark

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1. Introduction

Tourism is one of the commodities which is beneficial for life and powerful for economic development. In addition, tourism provides economic, social and cultural value. It also opens up job opportunities and drives the economy. Tourism opens cultural access to be largely enjoyed by tourists. Socio-economic exchanges in the tourism sector are expected to bring multiple positive effects for the community (Garrod & Fannell, 2021).

The positive effect of tourism management in the form of direct or indirect contribution to the welfare of the community has made tourism sector become considerably concerned. This success motivates further exploration of tourism potentials. Natural and artifact-based tourism objects are currently developed to meet tourists' needs. The fulfillment of these needs of tourist destinations is carried out by the government, the private sector and the community.

In the last few decades, the concept of sustainable tourism management has become a very impressive theme for discussion and research. Exploration of tourism potential has an impact on its management complexity, more specifically on nature-based tourism objects. Nature-based tourism has two opposing sides. On the one hand, the nature provides aesthetics as a tourist destination, via landscape. On the other hand, damage to the natural environment also occurs due to the exploration in the tourism object. In such condition, in tourism management emerges wisdom to still prioritize sustainability (Prihanti et al., 2020). Therefore, the study of tourism governance becomes significantly essential to gain knowledge about sustainable tourism development (Bramwell & Lane, 2011). Sustainable development has long been discussed and gained a special concern when the land crisis occurred in 1978 in England due to the population explosion. Hence, the concept of sustainability was initiated as an effort of development in a country which includes economic,

social, environmental and cultural aspects. In addition, tourism development also needs to be well considered. Such high investment flow is one impact indicator of the tourists' growth; thus, the concept of sustainable development is needed to be applied to prevent any overtourism occurrence (Gössling, 2020).

Sustainable tourism management requires partnerships to find out cooperation and coordination in planning national, regional, and local tourism (Araujo & Bramwell, 2002). Therefore, it is essential to apply a collaborative approach to manage tourism sustainability. Collaborative governance is assumed to be effective for promoting entrepreneurship, positively contributing to the socio-economic development of multi territorial and solving community problems (Keyim, 2012, 2015, 2016; Keyim & Adamiak, 2014).

Concerning the optimism for a collaborative approach to sustainable tourism management, there is a weak side of collaboration which needs to be seriously studied. The weakness of collaboration is the existing assumption stating that the stakeholders involved in the collaboration have different organizational backgrounds which may cause any difficulties in coordination and communication (Kismartini, 2020). As a consequence, collaboration even creates technical obstacles in the implementation which can trouble the performance.

The collaborative governance approach also has several weaknesses, e.g. the unclear flow of accountability from collaborative efforts, the incompatibility of directions, interests and political leanings of the stakeholders and the government, etc. Leigh and Blakely (2013) suggested a new formulation of local economic development theory in which the components of community resources emphasize collaborative partnerships with community groups to strengthen the basis of competitive advantage (superiority) in the industry related. However, the local economic development by using this collaborative partnership with community groups has not yet explained the mechanism

for local public-private partnerships in developing countries concerning the policies, culture and politics. Accordingly, it still requires further investigation.

This study was conducted regarding this collaborative position to provide an important contribution to the tourism literature and to strengthen the capabilities of various local level stakeholders involved in the development of sustainable tourism.

Bangka Belitung Province is one of the provinces which has the potential for Geo Park tourism which has the prospect of accelerating community welfare through tourist destination visit. UNESCO defines a GeoPark as a geographical area unit in which there are sites and landscapes with international-standard geological significance values that are managed based on the concepts of protection, education and sustainable development (UNESCO, 2016).

GeoPark is not only about geological diversity. The most fundamental thing about GeoPark is to explore and develop links between geological diversity and natural and cultural resources. The development of the integrated diversity of geology, natural resources, and culture in the GeoPark concept aims to increase awareness and an understanding of how the history of the formation of earth over 4,600 million years has shaped every life and social aspect of the community.

A good awareness and understanding regarding the concept of GeoPark will improve the community's sense of pride of their area which will eventually encourage them to support sustainable development. GeoPark also drives the development of innovative local businesses that may generate new sources of income for the community through the development of geo-tourism. Geo-tourism development areas can be in the form of earth heritage objects in GeoPark that have the opportunity to create economic value, and local economic development through nature-based tourism (geology)

or geo-tourism is also an option. Sustainable GeoPark management can be defined as balancing economic activities within the area (through tourism) by conducting conservation efforts.

In this current era of VUCA (Volatile, Uncertain, Complex, Ambiguous), the government needs to be more agile and innovative in formulating the policies (Erwan, 2019) particularly those concerning the management of Belitung GeoPark Tourism. Hence, it can survive in the context of tourism object conservation and still becomes one of superior tourism destination choices. In fact, UNESCO even has recognized Belitung GeoPark which is located in Bangka Belitung province as the world GeoPark area since it has various uniqueness in terms of geology, flora, fauna and culture as well¹.

This GeoPark presence has strategic value because the potential of the Belitung GeoPark is supported by the designation of the Tanjung Kelayang area as a Special Economic Zone (SEZ) for Tourism. Therefore, all efforts to develop tourism destination in the Belitung GeoPark area must be an integrated conservation and education-based tourism development.

The government provides support for geopark because geopark can accelerate equitable development and encourage economic development and sustainable development in the region. Presidential Regulation (Perpres): 9/2019 concerning Geopark Development, article 21 which gives the mandate to Bappenas to prepare an Action Plan and article 19 assigns the National Development Planning Agency (Bappenas) as the Steering Committee for the Indonesian Geopark National Committee. Presidential Regulation 18 of 2020 concerning the National Medium Term Development Plan (RPJMN) for 2020-2024, Geopark development integrated with Priority Tourism Destinations is a National Priority Project. Based on the PPN/Bappenas Ministerial Regulation (Permen)

¹<https://www.cnnindonesia.com/gaya-hidup/20210420111533-269-632135/GeoPark-belitung-dapat-nilai-\protect\penalty-\@Mtertinggi-dari-unesco>

regarding the National Action Plan for Geoparks which is integrated with the SDGs and Guidelines for Preparation of Geopark Master Plans.

Economic development in Geopark is geotourism. Geotourism is a comprehensive approach to ensuring sustainability, not only focusing on environmental conservation but also community empowerment and regional economic development. Geopark requires collaborative management that involves many stakeholders from the government, private sector, and the community. Collaboration that is built from various stakeholders describes the dynamics of the organization. These dynamics need to be explored comprehensively to get a complete picture of the successful management of the Belitung Geopark so that it will receive high score and getting priority recognition from UNESCO in 2021.

This study aimed to descriptively analyze the dynamic capabilities in the collaboration-based management of GeoPark Belitung tourism.

2. Literature Review

Collaborative Approach in Tourism

Based on the literature review, there are three important elements to construct collaboration in tourism. They consist of tourist objects, tourism-related activities, and the involvement of actors in tourism. The following conceptual description aims to explain the interconnection between these three elements into a collaborative concept of sustainable tourism management.

Tourist attraction was initially considered as private sector, i.e. only people with economic power who needed it. Then, tourism objects have developed to be public needs. The shift from private goods to public goods in tourist objects can be observed from the results of studies widely carried out by researchers. Tourist object which

refer to locations presents the concept that tourism is identical to the study of the countryside. Experts investigating tourism as a rural study include (Jones & Little, 2000; Murdoch & Abram, 1998). Tourism is noticed as a public good that can be enjoyed together without any exception, as a system. In this context, tourism is considered as a public administration activity (Emerson, Nabatchi, & Balogh, 2012; Howlett & Ramesh, 2014). The development of tourism has further become a more complex and dynamic activity. Hence, collaboration is assumed to be the best instrument for managing tourism. Collaborative governance can assist in participatory policy making (Emerson, Nabatchi & Balogh 2012; Zapata & Hall 2012); efficiently manage governmental and non governmental actors (Kismartini & Pujiyono, 2020; Keyim, 2016; Hall, 2011); and contribute to tourism management to achieve the goal of tourism, i.e. contribute in community welfare through social, cultural and economic roles (Kismartini & Pujiyono, 2020). Tourism development in rural communities can contribute to local income and job creation, local facilities and services maintenance, as well as conservation of local cultural resources (Howlett & Ramesh, 2014; Fredricsson & Smas, 2013; Hall, Müller & Saarinen, 2009; OECD 2006; Saarinen, 2007).

The previous description is an empirical evidence that fair and effective tourism collaboration activities are significantly required to achieve socio-economic development in tourist destinations located in rural areas (Keyim & Adamiak, 2014; Keyim, 2015; Keyim, 2016). The socio-economic contribution of tourism to rural communities can be indicated through the promotion of local sustainable development since it promotes sustainable tourism, which aims to balance the three dimensions of sustainability (economic, socio-cultural, and ecological) in the destination area and the community requires accustomed and effective collaborative governance (Bramwell & Lane, 2011; Bramwell, 2011).

Dynamic Capability in Collaboration

Teece (1997) conceptually defines dynamic capabilities as the company's ability to integrate, to build, and to reconfigure internal and external competencies to cope with rapidly changing environments. Furthermore, dynamic competencies need to identify opportunities and to rearrange tangible and intangible assets to create a sustainable competitive advantage or superiority.

Dynamic capability, in SWOT framework, is a strategy which is built based on environmental pressures and the availability of opportunities in intense competition as a consequence of swift and turbulent changes. Dynamic capability is able to achieve competitive advantage through disruptive activities which require speed in moving, deciding, as well as being innovative and evaluative. In addition, dynamic capabilities use a systemic framework and contain resources and strategies (Teece, 2018).

Dynamic capability has coherence with the dynamic governance framework in the form of elements of leveraging able people and agile processes (as resources) as well as dynamic capabilities as a strategy (Neo & Chen, 2007). In concept, dynamic capabilities include the ability to think again, to think ahead, and to think across. These three capabilities are hugely crucial for resources in public organizations to have a visionary view, to act evaluatively and comparatively in order to accomplish institutional goals. Capability in Neo and Chen (2007) was described through the relationship between routine activities, resources, and resilience. In the process of developing dynamic capabilities, stewards add to think together by paying attention to opportunities and partnerships (Cyfert et al., 2021). The significant value is shown in the transformation of dynamic capability through learning and knowledge sharing. This transformation becomes a new constitution and requires a commitment to be carried out continuously so that dynamic capabilities, agile personal as well as agile

processes, can be achieved.

The relevance of dynamic capabilities with collaborative governance has conceptually filled the gap of collaborative weaknesses as stated by Wanna (2008) such as difficult coordination, unclear accountability, conflict vulnerability, and so on.

Sustainable Tourism

Geopark is a concept created to preserve a unique geology-based area. In addition, the geopark is also expected to develop the site in terms of increasing the economy and community empowerment. As a conservation guard tool, parks are a very effective tool for protecting the unique geology and geomorphology in an area with various protection schemes. Geopark is an area management model with unique geology that is based on three pillars: conservation of the earth's heritage, community development, and economic growth (Komoo, 2016).

In the author's view, sustainable tourism is related to a tourism object management system which put a considerable concern for the future generation. It attempts to take wise action in the exploration of tourism potential without having to exploit it. Sustainable tourism is synonymous with effective management and the presence of strong policies to maintain the sustainability of the tourism sector. The concept of tourism sustainability is very important in order to think that future generations can meet their needs. This sustainability is the result of the work of an established system. The contribution of stakeholders in the tourism sector is a fundamental factor.

Based on the previously mentioned, the real action can be in the form of stakeholders' ability in identifying any obstacles in sustainable tourism development (Scott & Ruhanen, 2012; Logar, 2010; Waligo, Clarke & Hawkins, 2013; Yasarata et al., 2010; Farmaki, 2015).

Tourism sustainability in the context of policy strengthening can be comprehensively outlined from studies on regional tourism governance (Dredge & Jamal, 2013; Wesley & Pforr, 2010; Zahra, 2011); the relationship of governance to sustainability (Bramwell, 2011; Bramwell & Lane, 2011; Dinica, 2009); and the role of government structures in policy implementation (Kemp, Parto & Gibson, 2005). And the role of tourists in active learning (Gosling, 2018).

Additional requirements to achieve sustainable development (tourism) governance include the existence of institutions that facilitate sustainable development, availability of good quality information and knowledge, intergovernmental coordination on a local global scale, coordination between policies in various sectors besides tourism, implementation of policy instrument innovations, quality of an effective bureaucracy, participatory culture and agreement on sustainability and strengthening social capital (United Nations, 2002).

In Indonesia, sustainable tourism as defined in Law No. 10/2009 emphasizes the sustainability of religious values, culture in the community, sustainability and quality of the environment, and national interests. Moreover, the material regulated in this Law includes the rights and obligations of the community, tourists, business actors, the Government and Regional Governments (regency/city and provincial governments), comprehensive and sustainable tourism development, cross-sectoral coordination, management of strategic area, empowerment of micro, small and medium enterprises located within and around the tourism destinations, agencies promoting tourism, tourism associations, business standardization, and competence of tourism workers, as well as empowerment of tourism workers through human resource training.

Hence, the concept of sustainability in Law No. 10/2009 is in line with the concept of Sustainable tourism which includes environmental, economic, and socio-cultural sustainability.

Geo-tourism development in the development and management of GeoPark is driven as a tool or a way to achieve sustainable economic development. In recent years, GeoPark concept was developed for promoting economic development through geo-tourism which utilizes the geological resources in the GeoPark (Gray, 2004, 2008).

The Ministry of Tourism (2018) defined geo-tourism as a tourism activity that utilizes all aspects of geology, including formation, geological processes, geo-history, geological knowledge base, and their supporting factors such as culture and biodiversity related to geology. Brahmantyo (2014) developed components forming geo-tourism which initially only consisted of three, i.e. geological formation, geological formation process, and tourism (Newsome, 2006) into six components, namely geological formation, geological formation process, tourism, geo-history, basic geological knowledge, and geo-tourism supporting factors.

GeoPark development is basically carried out according to the principles of sustainable development. Oktariadi (2015) formulated a sustainable GeoPark development framework which essentially based on environmental sustainability, economic sustainability, and socio-cultural sustainability. Environmental sustainability is accomplished through the conservation of geological diversity integrated with the conservation of biodiversity (flora and fauna) and culture, as well as the use of GeoPark resources in a sustainable manner (without harming the nature).

Economic sustainability is actualized through economic development which relies on Geo-tourism development. Meanwhile, socio-cultural sustainability is accomplished through community development, i.e. encouraging the community as the main actor in GeoPark development, increasing the capacity of local communities, and increasing the understanding and pride of the community in the values of geological, natural and cultural heritage contained in GeoPark areas.

The international and national relevance of

geo-park can be understood as a form of sustainable development aimed at protecting the earth's heritage. The earth's heritage can benefit future generations, so it is necessary to develop conservation awareness, education, and local economic development. Granting international or national Geopark status as an initial stage to realize development that protects natural resources, culture, and the welfare of local communities. Thus, Geopark is a slice of international and national interests involving various stakeholders for sustainable development (Robinson, 2015; Newsome & Dowling, 2006).

3. Research Method

The research was conducted in the Belitung Geopark Area, Bangka Belitung province. The selection of this research object is based on the success of Geopark in getting recognition from UNESCO in 2021. The research focus is on the dynamics of collaborative governance that involve stakeholders. This research uses a qualitative descriptive type. This research explores the dynamics that occur in stakeholders in managing Geoparks to get UNESCO recognition. Exploratory research has been commonly used in tourism governance studies (Araujo & Bramwell, 2002; Moscardo, 2011; Wan & King, 2013; Zahra, 2011).

Primary data was collected through observation and interviews. Secondary data was collected from various literature sources such as research reports, mass media, regional development plans, and other sources relevant to the research topic. Informants were determined purposively and represented the government, the private sector, and the community.

Data collection using interview techniques with 10 stakeholders from various groups including local tourism office officials (2), Bappeda (Regional Development Agency) (1), private sector members

(4), non-profit organizations (1), associations (1) and academics (1).

Secondary data in this study were obtained from various sources such as mass media, research reports, news and other sources relevant to the research topic. The research was conducted before the pandemic period for two months during (November – December 2020) in Bangka Belitung, Riau Islands, Indonesia.

Data analysis was carried out using a manual method following the stages of data collection, data reduction, analysis, and drawing conclusions (Creswell, 2016). The research data was processed using descriptive techniques which included 4 stages of data collection: the process of collecting data from various informants representing government, private, and community elements; second data reducing/sorting: data selected refers to the focus of research; third data analysis: researchers analyze the interrelationships between data from sources to produce important findings to answer research questions; and fourthly drawing concluding: researchers establish conclusions based on data analysis as an important result of this research.

4. Results and Discussion

Bangka Belitung GeoPark Tourism

Indonesia is known as a country that has natural wealth, uniqueness and geological diversity. Its very strategic geographical location can make the country of Indonesia has extraordinary natural beauty from the western end of Sabang to the eastern end of Merauke. This causes Indonesia to have abundant geopark potential which can be used as a valuable asset for Indonesia because it has its own charm for domestic and foreign tourists. UNESCO as an international organization in charge of education, science and culture, has 5

main programs, namely: education, social and human sciences, natural sciences, culture, and communication and information. One of the programs that have been established is geopark.

UNESCO Global Geoparks are single, unified geographical areas where sites and landscapes of international geological significance are managed with a holistic concept of protection, education and sustainable development. A UNESCO Global Geopark comprises a number of geological heritage sites of special scientific importance, rarity or beauty. These features are representative of a region's geological history and the events and processes that formed it. It must also include important natural, historic, cultural tangible and intangible heritage sites.

The development of geological resources as a tourist attraction in the Province of the Bangka Belitung Islands has actually been carried out since 2009 through the preparation of geo-tourism routes by bringing 'tin theme', starting from the history of tin discovery and processing, ex-tin mining pond or aperture or pit, to the processing of traditional and modern tin. In 2012-2013, the Provincial Government of the Bangka Belitung Islands recommended the development of GeoPark as one of the results of the Study focusing on the Development of Leading Tourism Destinations and Tourism Villages in the Bangka Belitung Islands Province, which was continued by the preparation of geo-tourism paths in the pilot area, Belitung Island. Moreover, in the Master Plan of Belitung Regency Tourism Development arranged in 2014 and stipulated by Regional Regulation Number 12 of 2015 stated that the vision of tourism development of Belitung Regency is directed at the establishment of Geo-tourism Destinations which are Globally Competitive, Ethical, and Sustainable for the Community Welfare.

The Bangka Belitung Islands geologically constitute the upper part of the Sunda Shelf; most of which are rocky islands covered by thick late-rite deposits (van Bemellen, 1949). As the most

productive tin producer in the world, the distribution of tin ore in these islands is still a continuation of the Mesozoic "Granite Belt" stretching from Burma, Thailand, Malaysia, Riau Islands (Singkep Island, Karimun Island, and Kundur Island), Bangka Island and Belitung Island, to Karimata Island. The "Granite Belt" is a row of granite formations rich in the mineral Cassiterite which later became mostly known as "The Tin Belt".

The wealth and importance of the geological diversity of the Bangka Belitung Islands is immensely significant for conservation, but it must also be able to provide extensive and expansive economic benefits for the community. Education to the public and stakeholders about the abundance and significance of the geological diversity of the Bangka Belitung Islands must be carried out continuously to provide a comprehensive understanding so as to encourage the rise of a sense of belonging, high appreciation, and awareness to protect geological resources.

The study of GeoPark in Bangka and Belitung Islands is an initial effort to explore the importance of geological diversity and its relationship to the growing and developing biodiversity and cultural richness of the community. Figure 1 shows some landscapes depicting the beauty of Belitung GeoPark.

The successful management of the Belitung Geopark is the result of multi-stakeholder collaboration. The diversity of stakeholders from the aspect of organizational capability can be united in the same vision to make geoparks a part of UNESCO. Each stakeholder complements and complements each other's capacities through good communication, coordination, and cooperation processes so that capabilities become better.

Capability becomes a key element since it is related to the ability of an institution (government) in responding to environmental conditions, particularly to deal with the environmental changes. This is significant due to the fact that the capability of an institution can determine what it can do

and how it can provide effective and progressive changes (Teece, 2018: 363). Amit and Schoemaker (1993) defined capability as the capacity of various integrated resources to carry out some activities or to achieve the goals which have been set. Capability is also related to human resource deve-

lopment and management capacity development (Edoho, 1998:237). Hence, the capability which will be mainly concerned is the sensitivity of a government in seeing, capturing, and maximizing its potential.



Figure 1 | Belitung Geopark Attractions

Based on the previous description, it can be concluded that a government must have the ability in dynamic governance. There are two main levers for developing dynamic governance capabilities, the presence of capable people and agile processes.

The capability of the Government of Bangka Belitung Province to utilize GeoPark tourism becomes one of the indicators of the quality of the bureaucracy in maximizing the economic potential of the region to increase Original Local Government Revenue (local term: *PAD*). In addition, opportunities are also given to business actors to improve community welfare.

The dynamics of governance in the manage-

ment of GeoPark Bangka Belitung consists of 3 elements, namely planning, monitoring and evaluation as well as synergy among the institutions. The following is a brief description of the research results:

a. *Strategic Planning*

The results of interviews with the resource persons related to strategic planning revealed a number of issues expressed by the informants. The issues involved: preparation and potential of creative economy, preparation and planning, strategy, implementation and outcome.

Bappeda informants explained the information about GeoPark Babel destination object as follows:

"We have prepared a variety of attractions, adequate accessibility and amenities. Building tourism must provide these three components. The number of tourist objects and the quality of GeoPark in this tourist destination must be improved so that it also has specific characteristics of culture, education, and cultural heritage. In my opinion, it is natural that it will become one of the Global GeoParks in the future".

Strategic planning activities have been carried out by the government of Bangka Belitung Province. In macro planning, transformation is carried out from the mining sector to the tourism and marine sectors. It is also supported by its geographical condition because this area has a beautiful stretch of beach, easy access from Java Island and Asian countries, as well as the presence of culturally diverse local people living here since a long time ago. In 2021 the United Nations Educational, Scientific and Cultural Organization (UNESCO) recognized the Belitong Geopark, on Belitung Island, Babel, as a world geopark area for reasons of geological, biological and cultural uniqueness.

Strategic planning related to the thinking ahead process. Every program and policy must be directed at certain goals which are beneficial for the welfare of the community. In the study related to strategic planning, a number of issues were expressed by the informants during the interview. These issues included preparation and potential of the creative economy, preparation and planning, strategy, implementation and outcome. The Belitung geopark development plan must follow the rules set by UNESCO, save the earth for the welfare of life. Geopark management must think about future generations so that they can enjoy the benefits of the Belitung geopark. Strategic development is regulated in regional action plans which refer to the national action plans in accordance with the constitution. These plans can only be realized through multi-stakeholder colla-

boration. The strategic planning carried out by the Government of Bangka Belitung is in line with the forward-thinking process based on Neo and Chen (2007) as referred in this article.

b. Monitoring and Evaluation

Monitoring and evaluation are closely related to the capability to think again in a dynamic capability concept (strategic planning). The ability to think again is the capability to measure the reality and implementation of programs with the initial designs and targets. Then, the process of redesigning strategies, policies and programs are evaluated so that better quality and results can be achieved. Rethinking capability is a mechanism to think the existing policies and programs again while simultaneously assessing whether the existing policies are still relevant to the national agenda and community needs in the long term.

Informants from Tourism agency stated that:

"The development of sustainable tourism in Indonesia has a positive impact on tourism for the community and all stakeholders in the tourism destination. The managers of tourism objects in Indonesia mostly still need to comprehensively understand the principles of sustainability in their tourism activities, mainly in terms of destination management, economic benefits for the community, as well as cultural and environmental preservation. All of these are standards which have been set by the Ministry of Tourism in the Regulation of Minister of Tourism Number 14 of 2016 on Guidelines for Sustainable Tourism Destinations or Ministerial Regulation 14/2016".

Monitoring and evaluation efforts on GeoPark management refer to integrated policies from the central to regional government. This policy is essential since GeoPark management with a variety of natural-sourced tourist destinations must be maintained and preserved. At the local level,

the Regional Regulation of the Bangka Belitung Islands Province Number 2 of 2014 about Spatial Planning of Bangka Belitung Islands Province area of the Period of year 2014-2034 regulates spatial structure pattern and regional spatial pattern in Bangka Belitung Province. The development of GeoParks and geotourism is not explicitly mentioned in this RTRW; however, this regional regulation states that the objective of the provincial spatial planning (Article 5) is to perform an integrated, balanced and equitable spatial layout of the Bangka Belitung Islands Province with agromarine basis for supporting tourism and controlling mining areas in order to ensure sustainable development.

Tourism and mining become the focus of regional (provincial) development which seeks to develop tourism and to control mining. These two sectors provide the energy to do some real efforts to protect the natural environment and tourism so that they are in line with the principles of GeoPark and geo-tourism development.

The description above implicitly illustrates that the currently existing mining activities must be controlled so that geological-based tourism objects can be maintained and preserved, and become a leading tourism commodity in Bangka Belitung Province.

The evaluation process conducted was generally sufficient to meet the indicators of "rethinking" according to Neo and Chen (2007), namely: a) reviewing and analyzing actual performance data and understanding public input; b) further exploring the causes of the public input, or the observed facts, information and behavior, both found and lost targets; c) reviewing strategy, existing policies and programs to identify features and activities that work and those that do not; d) re-designing policies and programs, either partially or entirely so that their performance can be improved and match their objectives; e) implementing new policies and systems so that citizens and customers are served better and feel comfortable with

the impact of these policies and systems.

c. *Synergy between Institutions*

Synergy between institutions in the management of GeoPark tourism is carried out by the government, Culture and Tourism office and Public Works and Public Housing office in the form of providing socialization about the synergy of the Belitung GeoPark Development.

This inter-institutional synergy involves elements of the government, the private sector, and the community. In addition, this synergistic activity was attended by managers of Tourist Attractions in Belitung Island, Representatives of the Management Agency of Belitung Island GeoPark, Asita, IHGMA, ASPPI, ASITA, PHRI, HPI Belitung Regency.

The integration of stakeholder roles in the development of Belitung Island geo-tourism, followed by material strengthening the role of culture is essential to support the development of Belitung Island geo-tourism.

As one of the real efforts, the capability to think across, the Management Agency of the GeoPark invited the direct actors of community-based geo-tourism management. Such experience sharing is fundamentally important for managers to carry out cross-agencies, cross-regions, and even cross-countries reviews to make comparisons and to learn about good geo-tourism management. A number of presentations about the success stories from some community-based geo-tourism managements were delivered by the manager of Bukit Pramun, Adong, the manager of Aik Rusak, Iswandi, and the manager of Tebat Rasau, Nasidi.

This participation, in particular, is aimed at the youth as agents of change in the society. They are expected to be able to work together as collaborators with the government to participate in the development as well as to be innovators for developing the resources existing in their regions.

The theme concerning inter-institutional synergy is related to thinking across capabilities in

dynamic capability theory. UNESCO Global Geoparks empower local communities and give them the opportunity to develop cohesive partnerships with the common goal of promoting the area's significant geological processes, features, periods of time, historical themes linked to geology, or outstanding geological beauty. UNESCO Global Geoparks are established through a bottom-up process involving all relevant local and regional stakeholders and authorities in the area (e.g. land owners, community groups, tourism providers, indigenous people, and local organizations). This process requires firm commitment by the local communities, a strong local multiple partnership with long-term public and political support, and the development of a comprehensive strategy that will meet all of the communities' goals while showcasing and protecting the area's geological heritage.

The successful management of the Belitung Geopark is supported by assistance, research, and community service activities. The contribution of the Bandung Institute of Technology added an Astro-tourism program to the Belitung Geopark. This program introduces unique events and the beauty of celestial bodies at night. This phenomenon has become a necessity for urban communities, who until now have only seen a bright sky. ITB and the Belitung Management Agency have been working together to realize Astro-tourism in the Belitung Geopark area since 2020. Relevant to this collaboration, the government is also encouraging the development of Astro-tourism which has great potential to support tourism and foreign exchange for the country. Department of Biology, Faculty of Mathematics and Natural Sciences (FMIPA) IPB University, initiator of collaboration between institutions in building and developing the success of the Belitung Geopark. Through this collaboration between institutions, the Belitung Geo-park received a score of 850 and was successfully accepted by UNESCO Global Geopark.

The facts above illustrate that educational institutions play an important role in the management

of the Belitung Geopark. The role of educational institutions is focused on conservation and education on biodiversity, as well as assistance for communities around the geopark area to protect and maintain the wealth contained in the Belitung Geopark.

The 2020-2024 Geopark development program is structured based on three pillars, namely: the pillar of conservation (geological, cultural, and biodiversity heritage), the education pillar (geological research, biodiversity, and rich cultural history as well as disaster and climate change), the development pillar community economy in a sustainable manner (community/community economic development, development of sustainable tourism and creative economy, development of regional infrastructure and renewable energy), as well as supporting facilities and infrastructure (development of funding, development of regional governance and management, and development of geo-park).

This participation, in particular, is aimed at young people as agents of change in society. They are expected to be able to work together as collaborators with the government to participate in the development, as well as become innovators in issuing innovations for developing existing resources in their regions. The theme of inter-institutional synergy is related to thinking across capabilities in dynamic capability theory. According to Neo and Chen (2007), the ability to think across is the ability of an institution to get out of traditional zones and existing boundaries and learn from the experiences of other parties who have good ideas or rules and or practices, which may be adopted or studied and adapted according to unique or special needs to develop their potential.

Based on information from various sources, it can be described that the dynamic capabilities in the management of the Belitung Geopark are as follows:

- a. Each stakeholder provides information and views on opportunities for economic and

social benefits for the community around the GeoPark. The community will increase its welfare in line with the presence of tourists. Socially, a community that has a concern with the sustainability of the Belitung geopark will also be built. This is reinforced by the action plans for managing Geoparks by the central, provincial, and district governments.

b. Each stakeholder shares accurate information about Geopark assets and their management system. Dynamic capabilities are built in the form of additional knowledge and shared learning.

c. Coordination between stakeholders who have different capacities becomes easier due to efficient cooperation and communication. Institutional differences in capacity are not an obstacle to coordination, because each stakeholder understands the same vision and

mission for managing the Belitung GeoPark.

d. Each stakeholder creates a collaborative governance that is open to evaluation at any time. This means that the exchange of resources between organizations is carried out to create stakeholder innovation and creativity coupled with the use of technology to strengthen collaboration.

e. Each stakeholder experiences organizational adaptation according to the needs of collaboration. They changed mindsets, increased capacity, developed flexible organizational structures, and created new identities to collaborate in managing the Belitung GeoPark.

In summary, an overview of the synergy between actors in the management of GeoPark Belitung is presented in table 1.

Table 1 | Actor Role Summary Elaboration

No	Actors	Role and Authority	Having Power, Interest, and Influence
1.	Government Agency	<ul style="list-style-type: none"> a. maintaining the sustainability of Belitung GeoPark tourism in the context of economic, social, and cultural benefits as well as sustainability b. carry out planning, management, and control related to GeoPark Belitung tourism objects c. empowering the structure and capacity of local community organizations 	Government agencies, in this case, the Tourism Office, and Provincial and Regency Governments, have great power, interest, and influence in managing the Belitung GeoPark tourist area.
2	Communities	<ul style="list-style-type: none"> a. maintaining the sustainability of Belitung tourism b. carry out educational and advocacy activities in the management of GeoPark Belitung tourism c. carry out cooperation with other parties in order to increase community capacity 	In general, the community has a great interest in tourism management, but in terms of power and influence, the ownership is relatively small.
3.	Private Institutions	<ul style="list-style-type: none"> a. Take an active role in maintaining the beauty of the Belitung GeoPark tourism environment in the form of financing, maintenance, and conservation, as well as empowering buffer communities that have been planned by the central, provincial, and regional governments b. Carry out GeoPark tourism management in accordance with the field of duty and designation. 	The existence of a Business Entity in the management of GeoPark Belitung tourism is quite large. Business entities that include entrepreneurs in the tourism sector have power, interest, and influence.
4	Academician	<ul style="list-style-type: none"> a. Prepare biology curriculum for high school students in Belitung b. Holding an international event entitled International Summer Course on Biogeology of Belitung Geopark in three consecutive years (2018, 2019 and 2020) c. Another educational activity is the 2020 Thematic Real Work Lecture (KKNT) by IPB University students from East Belitung at the Tebat Rasau Geosite, East Belitung. d. Actively exploring Belitung's plant diversity in several geosites in the Belitung Geopark e. ITB implemented the program assistance, research, and community development in Belitung Geopark 	Academics have an interest in educating the public to preserve geoparks and promoting them to the international world
5	UNESCO	<ul style="list-style-type: none"> a. assessing and approving geopark proposals 	UNESCO has interest, power, and influence

Source: Author, 2021

The description above illustrates that elaborately various actors involved in GeoPark management have roles and authorities. In addition, actors also have power, interests, and influence. Although the organizational capacities are different but united by the same vision and mission to realize a global Geo Park Belitung, the actors have succeeded in synergizing. The synergy that was carried out succeeded in building good collaboration so that GeoPark Belitung was successfully recognized by UNESCO as an international asset that must be maintained and used for various educational and tourism purposes. To realize this concept, environmental aspects also need to be maintained. (Grip & Blomqvist, 2020) Stakeholder involvement through collaborative and comprehensive planning in the development of GeoPark tourist destinations in the Belitung Regency is a non-negotiable requirement in creating sustainable coastal and marine areas by strengthening the understanding that local communities are still very dependent on the area's coast.

5. Conclusion

The dynamics of capability in the management of the Belitung geopark occur in planning, monitoring and evaluation activities. Each stakeholder experiences a dynamic process because all agencies have information from various sources that is not yet accurate. Each stakeholder accepts differences with the same spirit of vision and mission. They accept as a democratic learning process by using the concept of think again, think across, think ahead, and think together.

Multi-actor collaboration increases the personal capacity of those representing their institutions in the context of collaborating in managing the Belitung geopark. The organization is able to develop good ways of working to continue managing the Belitung Geopark as a world heritage that

is beneficial for future generations.

Multi-actor collaboration in the management of Belitung Geopark has won recognition from UNESCO.

Limitations: Researchers are still limited to using manual data analysis so that they have not been able to fully describe the dynamics of informal collaboration that supports the success of the Belitung Geopark.

Contribution for further research: further researchers are suggested to observe the role of shadow actors who also contribute in preparing and assisting the Belitung Geopark to get International recognition by UNESCO.

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