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### COLLABORATION OF STAKEHOLDERS IN THE DEVELOPMENT OF ECOTOURISM OF TANGKAHEN VILLAGE IN PULANG PISAU REGENCY OF CENTRAL BORNEO

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**Abstract.** Indonesia is known for its various panoramas of natural beauty that are tempting to visit. Various natural tourist destinations in Indonesia are favourite destinations for local and foreign tourists. This is of course a huge potential for the development of Indonesian tourism. The government has also started to promote ecotourism programs as a tourist destination for travellers in Indonesia. Ecotourism is one of the environmentally friendly tourism activities by prioritizing aspects of nature conservation, aspects of socio-cultural empowerment, local community economy, and aspects of learning and education, and ecotourism development is one of the best efforts to save forests from human-caused damage. Cooperation between stakeholders involved in ecotourism development is a way to make it happen. This article aims to analyze collaboration between stakeholders in the development of ecotourism in Tangkahen Village in Pulang Pisau district, Central Borneo Province. This research uses descriptive qualitative, data collection techniques are using interviews, observation, and documentation. According to the result there are differences in the strategic mission of each stakeholder and the development of ecotourism depends on regional finances. The supporting factors for this collaboration are the role of the ecotourism manager as well as the traditional religious leaders in the village and a very strong role of the head of the working group team to accelerate tourism development.

**Keywords:** collaboration, collaborative governance, stakeholder, ecotourism, development.

**JEL Classification:** Q01, Q23, Z32, Z38, O20.

## INTRODUCTION

Indonesia is known for its various panoramas of natural beauty that are tempting to visit. Various natural tourist destinations in Indonesia are favourite destinations for local and foreign tourists. This is of course a huge potential for the development of Indonesian tourism. The government has also started to promote ecotourism programs as a tourist destination for travellers in Indonesia. Indonesia has tourism potential which is one of the industries that has such great growth. Based on data from the Ministry of Tourism (2016), the tourism industry is in the top five of the ten other industries from 2011 to 2015 and foreign exchange generated from the tourism sector continues to increase every year from 2015 to 2019 like the table below:

*Table 1*  
*Foreign exchange generated from the tourism sector*

Year	2015	2016	2017	2018	2019
<b>Foreign exchange</b>	12,2 billion USD	13,6 billion USD	15 billion USD	17 billion USD	20 billion USD

*Source: Ministry of Tourism and the Central Bureau of Statistics*

By looking at the table above, the tourism sector contributes a large foreign exchange each year. In the National Medium-Term Development Plan (RPJMN) 2020-2024, the target set for tourism development is oriented towards the target of people's income from tourism, and tourism must have a welfare impact on the surrounding community. Central Borneo Province has natural potential and diversity can be developed into tourist objects, the number of domestic and foreign tourists visiting in 2018 was 988,999 tourists, and in 2019 the number of domestic and foreign tourists increased to 1,556. 488 (BPS Central Borneo, 2019), ecotourism so that it has a positive impact in the form of increased and in the form of economic improvement, conservation, environmental preservation, and empowerment of local communities (Rahzen, et al, in Yuniarta 2018). Ecotourism has developed not only in the form of observing animals in the forest (Nugroho 2019), or traveling into the forest, but has changed its orientation towards the concept of forest conservation and residents (Chafid Fandeli. 2000). Good ecotourism development can encourage local economic growth and preserve natural resources, although the opposite occurs in the case of Southern Ethiopia due to poor ecotourism development that causes environmental damage (Wondirad and Tolkach, 2019).

Central Borneo Province has natural potential and diversity can be developed into tourist objects, the number of domestic and foreign tourists visiting in 2018 was 988,999 tourists, and in 2019 the number of domestic and foreign tourists increased to 1,556. 488 (BPS Central Borneo, 2019). Ecotourism development efforts in Pulang Pisau district can run if all related parties work together in an effort to make this happen, Pulang Pisau district has potential natural resources for ecotourism development. Moreover, Pulang Pisau has very good natural potential, such as the potential of Tangkahan village forest. This village has the advantage of its unspoiled forest, the diversity of native Dayak plants, and animals typical of Central Borneo can still be found in Tangkahan ecotourism. however, in the development effort, there are obstacles faced, as expressed by the head of the tourism sector Sari Mumpung "in the effort to realize the ecotourism development, it is still constrained by the conditions and the area that is spread to tourist attractions is not optimal". Another thing, as stated by the Acting Head of the Home Office of Public Works and Public Housing of Pulang Pisau district, Usis I Sangkai, was related to collaboration "in

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developing tourism, there needs to be collaboration such as government, society and the private sector like us from the PUPR service to have a role in supporting tourism development, especially ecotourism, such as infrastructure arrangement". The same thing was conveyed by the Official (Acting) of the Regional Secretary (Sekda) Pulang Pisau (Pulpis) H Saripudin that "the development of Tangkahan Village ecotourism continues to be built, especially in relation to its facilities and infrastructure" (C-MYE, 2019).

The era of good governance is a concept that refers to the process of achieving decisions and their implementation which can be accounted for collectively, as a consensus reached by the government, citizens, and the private sector. The government has decreased its role in development by providing opportunities to other actors, this is because the government realizes that it has limitations on other public problems. Regarding the ecotourism development of Tangkahan Village, it is necessary to carry out collaboration between stakeholders so that these development efforts can be realized immediately. Based on this description, this study will discuss the collaboration between stakeholders in the development of ecotourism in Tangkahan Village, Pulang Pisau Regency, Central Borneo Province.

## LITERATURE REVIEW

Collaboration efforts to gather various parties with different interests to produce a common vision, build an agreement on a problem, create a solution of the problem, and put forward shared values to produce joint decisions that benefit all parties (Simatupang, T.M. and Sridharan, 2008). Collaboration is a relationship that is designed to solve a problem by creating solutions in limited conditions, for example, limited information, time and space. Collaboration is a concept used to explain the cooperative relationship that is carried out during the efforts of combining thoughts by certain parties in search for solutions of the problem from different perspectives (Agranoff et al., 2003). Thomson, A., Perry, J. and Miller, (2009) *Journal of Conceptualizing and Measuring Collaboration*, collaboration is a process in which autonomous or semi-autonomous actors interact through formal and informal negotiations, together creating rules and structures that govern their relationships and how to act or solve the problems that hold them together; it is a process involving shared norms and mutually beneficial interactions. Collaborative governance is a working mechanism to resolve any public issues involving many parties and stakeholders from government, private and also the community (Ansell and Gash, 2008, 2017). Through this framework collaborative governance should reach a mutual agreement and a win-win solution as well as collaborative governance is also developed (Emerson, Nabatchi and Balogh, 2011; Gravelle, Baird, and Green, 2008; Mah and Hills, 2012; Schultz et al., 2018; Wanna, 2008).

Ecotourism is one of the forms of tourism that are integrated with the surrounding nature contains a lot of education to the visitors to protect the environment, preserve the culture and local wisdom start to feel that everything is packed with the elements of professionalism and skill so that people who travel in ecotourism will get very valuable experience from the visit (Nugroho, State and Yuniar, 2018; Nugroho et al., 2016). According to (Laarman and Durst, 1987) ecotourism is another term in tourism but the concept is the same; there is only some difference of practice in the field where ecotourism is more directed to nature which is still far from the touch of human and natural both in terms of flora and fauna. So through the activities of ecotourism the visitor will get an interesting experience about the biodiversity and uniqueness of it that are not found in other (Sharpley, 2006). A program that involves related parties in its implementation needs to identify the actors or stakeholders involved, this is done so that in its implementation it can minimize errors or failure of a program. Freeman (1984) Stakeholders are individuals or groups who can influence and/or be influenced by the organization as a result of its activities. Waligo et al., (2013) stakeholders are also referred to as people or groups involved in an activity related to tourism development, therefore it can be influenced by actions and decisions related to these activities.

## PAPER OBJECTIVE

The paper objective is to describe the roles of stakeholders involved in the Tangkahan ecotourism development collaboration and to identify the factors that affect the collaboration in the development of Tangkahan ecotourism.

The purpose of this research is to analyse the role of stakeholders in the Tangkahan ecotourism development collaboration as well as to analyse the supporting and inhibiting factors in the development of Tangkahan ecotourism.

## METHODOLOGY

The method used in this research is a descriptive method. Referred to Bogdan and Taylor, qualitative research is a research procedure that produces descriptive data in the form of written or oral words from people and observable behaviour directed at the background and individual holistically (whole). The analysis technique used in this study is a qualitative method with descriptive research techniques. Miles and Huberman (1984) in Sugiyono argued that data analysis in qualitative research carried out interactive activities and continued until complete. Data analysis is very important in a study in order to provide answers to the problems studied, before data analysis is performed, data collection is first carried out, then analysed qualitatively and interpreted logically and systematically. Here it is used descriptive research with the aim to find out how stakeholder collaboration is in developing ecotourism, with research informants; the Pulang Pisau Regency Culture and Tourism Office, the tourism development acceleration group, the private sector, namely PT. Sawit Sumbermas Sarana, USAID Lestari, and Village-Owned Enterprises, as well as communities in the form of groups, namely the Tangkahan Village Forest Management Agency (MIFV).

## RESULT AND DISCUSSION

Ecotourism in Tangkahan Village began to be developed in 2017 after the issuance of the Decree of the Minister of Environment and Forestry of the Republic of Indonesia Number P.83 / MENLHK / SETJENKUM.1 / 10/2016 of 162 hectares with the designation of Village Forest, on-field observations it was found that the Tangkahan Village Forest became ecotourism for preventing forest conversion to oil palm plantations and logging and forest fires that have occurred frequently in several places in Central Borneo Province. The people of Tangkahan Village voluntarily protect, care for and preserve the forest with the awareness that the forest is a hope to be passed on to their children and grandchildren, and the belief of the Tangkahan village community that their village forest is a place where the ancestor/god "Bawi Ayah" descended their life. Tangkahan has the potential to become ecotourism in the form of unspoiled forests, the diversity of native plants of Central Kalimantan such as bajakah, earth pegs, and jamut wood, and typical animals such as orangutans, hornbills, and red water from tree roots. Through interviews with the Village Tangkahan Institution Managers of the Village Forest (MIFV) in 2019, several countries have visited the area, including from the United States, Canada, the Philippines, Germany, and Australia, their arrival to conduct research on forests and the diversity of flora and fauna, see the life of the indigenous people of Tangkahan village.

As the result of field research stakeholders involved in ecotourism development and joined in a forum for the Regional Tourism Development Acceleration Team. In this forum, there are stakeholders from government, community, and private / NGO elements. The purpose of the establishment of this forum is to have a collaboration forum, to facilitate coordination and communication, so that the goal can be achieved. Tangkahan Village is one of the priorities for tourism development in Pulang Pisau Regency. Apart from having a natural village forest, it also

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has historical and cultural values and this has the potential to be used as ecotourism. In the development of ecotourism in Tangkahen Village, there are stakeholders involved in it, from the government there is the Tourism and Culture Office, the Public Works and Public Housing Service, the Development Planning Agency, and Regional Revenue and Research (BAPPEDALITBANG), and there are two parties involved such as PT. Sawit Sumbermas Sarana, USAID Lestari, and BumDes. The contribution of PT SSS in Corporate Social Responsibility (CSR) for sustainable development in Pulang Pisau Regency, USAID Lestari plays an important role in the community by providing assistance and training related to village forest management, assistance for local crafts that can be further processed and have high economic value and BUMDES provide financial assistance for the construction of treehouses.

Then from the community side, where the community here can be among individuals and groups, who play an important role in the success of the village community group, namely the Village Forest Management Institution, which is the Tangkahen Village community who are motivated to preserve and develop benefits from the forest without destroying the forest. On the other hand, the advantage of MIFV is that it is willing to help tourists who visit with existing limitations so that they do not have good service standards and still have to fix several things to support Ecotourism Village, and another advantage of MIFV is that its members are also mantir / traditional leaders from every religion in the village. To make it easier to explain the results of this study, the following researchers present them in the following table:

*Table 2*  
*Mapping stakeholder and Field result*

Stakeholders	Informant	Filed Result
<b>Governance</b>	1. BAPPEDALITBANG 2. DISPARBUD 3. DISPUPR	1. Support the development of ecotourism as a regional development coordinator. 2. Leading sector in tourism development in the region. 3. Infrastructure development (roads, bridges)
<b>NGO</b>	1. PT. Sawit Sumbermas Sarana 2. USAID Lestari 3. BUMDes	1. The provision of supporting infrastructure and facilities to support Ecotourism Village Tangkahen. 2. Provide assistance and training for village communities related to village forests and ecotourism 3. Provide financial assistance for the construction of tree houses
<b>Civil society</b>	The Institution Of Village Forest Management Tangkahen	Protect forest area, develop the potential of the forest without damaging it, and prohibit all forms of destruction of the forest by anyone

*Source: Formed by authors*

If the results of this study are associated with collaborative governance theory (Ansell and Gash, 2008), they can be used to develop better ecotourism, as follows:

*The initial condition*

Referring to the opinion (Lahat and Sher-Hadar, 2020; Mukhlis, Rahmatunnisa and Yuningsih, 2019), the initial condition is one of the keys to success in running a mechanism focused on implementing the issued policy by the government. The initial condition of Tangkahan ecotourism was a production forest area, then received appreciation and support from the Pulang Pisau Regency Government, and a strong desire by the village community to protect their village forest, then with the issuance of a Decree of the Ministry of Environment and Forestry Number P.83 / MENLHK / SETJENKUM.1/10/2016.

*Institutional design*

Referring to a more detailed explanation of the institutional design according to (Lestari and Jannah, 2017; 2016) where the institutional design includes 8 (eight) parts of the design which are effective participation of each stakeholder and support of resources, lack of democratization in the forum, targets, the ineffectiveness of the discussion mechanism for each stakeholder, the trust in government agencies, the realization of any agreement, the resolution of conflicts and the ways of governance in society.

*Leadership*

Leadership here to take the leadership shown by the Pulang Pisau Regency Government, represented by the PPS Working Group, and to the Pulang Pisau Regency Culture and Tourism Office. Referring to the opinion expressed by (Agbodzakey, 2020; Hsieh and Liou, 2016) leadership in collaborative government must be built and can also receive input and suggestions from various parties which of course have their own goals.

*Collaborative process*

Referring to opinions (Piatak et al., 2018; Widhanarto et al., 2013) provide clearer information about this collaborative process, which emphasizes trust in institutions and commitment. The Pulang Pisau Regency government provides space for the private sector and the community to collaborate in Tangkahan eco-tourism development by carrying out the mandate of the Ministry of Environment and Forestry (KLHK) in forest management and continuing to be committed to the goal of ecotourism development.

***Factors Influencing the Development of Tangkahan Village.***

In the development of ecotourism, the Pulang Pisau Regency Government provides a lot of support to the Tangkahan village community and this has received the support of various stakeholders. Of course it cannot be separated from various factors that influence its development. The factors that influence the development of Ecotourism in Tangkahan Village so far based on the results of research by field researchers are as follows

a. Development Priorities

In interview with the Head of the Pulang Pisau Regency Tourism and Culture Office, that the development of ecotourism in Tangkahan Village is not a priority in tourism development, even though Tangkahan Village Ecotourism is included in the target of tourism development. Kurung Park as a district city icon that is a priority for development

b. Lack of community participation

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The participation of the Village community Tangkahlen in supporting the development of Ecotourism is very necessary, to any meeting to discuss the development of ecotourism, the community is choosing to perform activities miner sand zircon which happened along the river, with the assumption that following the meeting day the same just lost money Rp. 200.000,-. And the Village community Tangkahlen most livelihoods are as the sand miners zircon, this job was a long time ago made by the people of the Village Tangkahlen.

#### c. Facilities and Infrastructure in the department related

Human Resources (HR) is one very important factor in an organization, institution, or company. Human resources are also the key that determines the progress or decline of a company. Human resources in the form of humans who are employed in an organization as movers, thinkers, and planners to achieve the goals of the organization itself. The Culture and Tourism Office of Pulang Pisau Regency as the leading sector, is an agency that is nationally responsible for such as promotion, preparation of tourism needs, research, and tourism information. As the leading sector this service lacks the number of personnel and performance support facilities.

Based on the results of the field research, the researchers got insufficient information about the existence of Tangkahlen Village ecotourism, both those listed in the Pulang Pisau Regency brochure or in the internet. In addition, there are still some Pulang Pisau people who do not know about the existence of the Tangkahlen Ecotourism Village in the Pulang Pisau area.

## CONCLUSION

The conclusion of the research of stakeholder collaboration is that stakeholder collaboration in fact works partially, although basically helping each other, but the problem of strategic target budgets in each agency makes collaboration difficult. The factors that affect the ecotourism development process include 3 components, namely development priorities, lack of community participation, existing facilities and infrastructure in related agencies, promotion of Tangkahlen Village ecotourism which can hinder development of ecotourism goods. Besides that, the initial improvement can be done through promotion to the wider community about the existence of this Tangkahlen Village ecotourism village through social media or print media or entering national news.

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## СПІВПРАЦЯ СТЕЙКГОЛДЕРІВ У ПРОЦЕСІ РОЗВИТКУ ЕКОТУРИЗМУ СЕЛА ТАНГКАГЕН У РЕГІОНІ ПУЛАНГ-ПІСАУ ЦЕНТРАЛЬНОЇ БОРНЕО

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Індонезія відома своїми різноманітними панорамами природної краси, які споکушають туристів відвідати країну. Різні природні туристичні напрямки в Індонезії є улюбленими напрямками для місцевих та іноземних туристів. Це, звичайно, величезний потенціал для розвитку індонезійського туризму. Уряд також розпочав просувати програми екотуризму як туристичного напрямку для мандрівників в Індонезії. Екотуризм є одним з екологічно чистих видів туризму, надаючи пріоритети аспектам збереження природи, аспектам соціально-культурного розширення можливостей, економіці місцевої громади та аспектам навчання та освіти, а розвиток екотуризму є одним з найкращих напрямів для порятунку лісів від техногенної шкоди. Співпраця між зацікавленими сторонами, які беруть участь у розвитку екотуризму – це спосіб реалізації політики уряду щодо розвитку екотуризму. Ця стаття має на меті проаналізувати співпрацю між зацікавленими сторонами у розвитку екотуризму в селі Тангкаген у районі Пуланг Пісау, центральна провінція Борнео. У цьому дослідженні використовуються якісні описи, методи збору даних використовують інтерв'ю, спостереження та документацію. Відповідно до результату, існують розбіжності у стратегічній місії кожної зацікавленої сторони, а розвиток екотуризму залежить від регіональних фінансів. Підтримуючими факторами для цієї співпраці є роль менеджера з екотуризму, а також традиційних релігійних лідерів у селі та дуже сильна роль керівника робочої групи для пришвидшення розвитку туризму.

**Ключові слова:** співпраця, спільне управління, стейкголдери, екотуризм, розвиток.

Hikmah, N., Larasati, E., Purnaweni, H. and Yuniningsih, T. (2021), "Collaboration of stakeholders in the development of ecotourism of Tangkahlen village in Pulang Pisau regency of Central Borneo", *Management and entrepreneurship: trends of development*, 2(16), pp. 31-41. Available at: <https://doi.org/10.26661/2522-1566/2021-1/16-03>.

## **СОТРУДНИЧЕСТВО СТЕЙКХОЛДЕРОВ В ПРОЦЕССЕ РАЗВИТИЯ ЭКОТУРИЗМА СЕЛА ТАНГКАГЕН В РЕГИОНЕ ПУЛАНГ-ПИСАУ ЦЕНТРАЛЬНОЙ БОРНЕО**

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Индонезия известна своими разнообразными панорамами природной красоты, которые облазняют туристов посетить страну. Различные природные туристические направления в Индонезии являются излюбленными направлениями для местных и иностранных туристов. Это, конечно, огромный потенциал для развития индонезийского туризма. Правительство также начало продвигать программы экотуризма как туристического направления для путешественников в Индонезии. Экотуризм является одним из экологически чистых видов туризма, предоставляя приоритеты аспектам сохранения природы, аспектам социально-культурного расширения возможностей, экономике местной общины и аспектам обучения и образования, а развитие экотуризма является одним из лучших направлений для спасения лесов от техногенной вреда. Сотрудничество между заинтересованными сторонами, участвующих в развитии экотуризма – это способ реализации политики правительства по развитию экотуризма. Эта статья имеет целью проанализировать сотрудничество между заинтересованными сторонами в развитии экотуризма в селе Тангкаген в районе Пуланг Писау, центральная провинция Борнео. В этом исследовании используются качественные описания, методы сбора данных используют интервью, наблюдения и документацию. В соответствии с результатом, существуют различия в стратегической миссии каждой заинтересованной стороны, а развитие экотуризма зависит от региональных финансов. Поддерживающими факторами для этого сотрудничества являются роль менеджера по экотуризму, а также традиционных религиозных лидеров в селе и очень сильная роль руководителя рабочей группы для ускорения развития туризма.

**Ключевые слова:** сотрудничество, совместное управление, стейкхолдеры, экотуризм, развитие.