

## Development of Community Based Tourism Destinations Through Collaborative Governance in Tanjungsari Village, Sadananya District, Ciamis Regency

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**Abstract:** This research is motivated by the lack of maximum development of natural tourism destinations in Tanjungsari Village, Sadananya District, Ciamis Regency. The purpose of this study is to find out the collaboration between the village government and the community in the development of tourist destinations. The research method used in this study is a descriptive research method with a qualitative approach, the data collection technique used by the author in this study is a literature study and a field study consisting of observation, interviews, and documentation. Meanwhile, data analysis techniques are carried out by data reduction, data processing, conclusion drawing and verification. Based on the results of the research, it is known that the collaboration between the village government and the community in the development of community-based tourist destinations in Tanjungsari Village, Sadananya District, Ciamis Regency has been running quite optimally.

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## INTRODUCTION

Indonesian is a country rich in natural resources. Resources are natural characters that are neutral until there is human intervention from outside that can change them to meet human needs. These resources can be in the form of marine natural resources, forestry, mining and tourism. Based on Article 1 paragraph (6) of Law Number 10 of 2009 concerning Tourism that "a tourism destination is a geographical area located in one or more administrative areas in which there are tourist attractions, public facilities, tourism facilities, accessibility, and people who are interconnected and complement each other in order to realize tourism".

This states that the community aspect is inseparable from a tourism destination, so in its development it is mandatory to consider the decisions of all elements in society. In tourism destinations, there is a role for local communities that have the potential in the form of various activities that can be created into tourism products in the area.

According to Pitana & Gayatri in (Rusyidi, 2018) "The understanding of tourism as a

system explains that there are many elements that participate in having a role in driving the tourism system. These actors, both individually and in groups, are also referred to as tourism people in various sectors related to tourism. In general, tourism actors are grouped into 3 main pillars, namely: (1) the community, (2) the private sector, and (3) the government. The community pillar leads to the general public in the area of the tourist location, the community is also the legal owner of resources that are tourism capital such as culture which is the most popular in which there are community leaders, intellectuals, non-governmental organizations, and mass media. The next actor is the private sector, namely tourism business associations and entrepreneurs who are directly or indirectly related to tourism. The last pillar is the government that has authority over various administrative areas, ranging from the central government to the local government onwards".

Tourism is one of the important sectors in development, because of the impact it has on the economy of the village visited by the tourists. The development of tourism itself has many positive impacts, including creating entrepreneurial opportunities, increasing tax revenues to the Government, and can also encourage increased investment from the tourism industry sector and other economic sectors (Ratnasari, A., 2022) Community Based Tourism as an approach that involves and places the community as an important actor in the context of a new paradigm of development, namely sustainable development, community-based tourism is an opportunity to mobilize all the potential and dynamics of the community, in order to balance the role of large-scale tourism business actors, Community-Based Tourism is not a small and local effort alone, but needs to be placed in the context of cooperation global society. From some of the reviews mentioned above, it can be concluded that community-based tourism is tourism where the community or local residents play an important and main role in decision-making, influencing and benefiting their lives and environment (Novaria, R., 2017).

In general, exploring the local potential of the village is an effort to encourage solving problems by looking at the problems in the village community itself (Endah. K, 2020). Tanjungsari Village has extraordinary natural tourism potential with very amazing scenery. Its natural beauty is the main attraction that can be developed sustainably. This potential can not only provide significant economic benefits to the village, but also be an addition that enriches the experience of tourists who visit this village. The tourism potential in Tanjungsari Village includes:

- 1) Panganten Waterfall. Panganten Waterfall is a charming tourist destination with a combination of stunning natural beauty waterfalls and exotic rice field landscapes around it. The rapid, clear waterfall provides a sense of serenity, while the surrounding rice fields add a mesmerizing natural backdrop. Visitors can enjoy the sound of the water gurgling and witness the green or yellow of the rice fields depending on the season, creating a great visual experience.
- 2) Leuwi Pamipiran. Leuwi Pamipiran offers visitors a unique experience with a natural pool-like atmosphere. Here, visitors can enjoy swimming, playing in the water, or simply soaking to unwind after activities. The area itself is quite large with the deepest point reaching 2 meters.
- 3) Awilega Campground. Being in the middle of the mountains with fresh air and green natural scenery definitely provides the perfect opportunity to relax and enjoy the beauty of nature. Setting up a tent at night at the Awilega Campground also provides a special experience. Enjoying the refreshing cold night air while looking at the beautiful sky and shining stars overhead, all add to the romantic and magical value of the camping experience at this place.

If the tourism potential receives attention from the local community, the tourist attraction

will further develop, because there is a potential if developed it will be mutually beneficial. This has an impact that can be felt by all parties. The importance of the meaning of participation is known because community-based tourism really requires community involvement (especially the surrounding community). Without community involvement, community-based tourism will not be able to achieve goals or objectives.

According to Rohim in (Widjaya, O., 2021) Community involvement in tourism development in the form of participation can be seen in five stages as follows:

- 1) Preparation Stage. Community participation at this stage is by participating in socialization held to welcome the presence of tourism development.
- 2) Planning Stage. This stage consists of needs identification and capability analysis. At this stage, participation in what has been determined by experts from outside the local village who are given trust in tourism development.
- 3) Operational Stage. This stage consists of physical participation and non-physical participation. In physical participation, local community participation is carried out in several ways. First, mobility itself, which means that the community is fully aware of building fissile facilities to support the development of tourism in their villages.
- 4) Development stage. At this stage, community participation is sporadic in nature, among others, by establishing and managing businesses related to tourism, such as the management of lodging businesses, food and beverage stall businesses, and businesses that sell daily necessities.
- 5) Supervision Stage. At this stage, community participation is more about practical and preventive supervision.

The government as a government organizer has the responsibility to provide services and meet the needs of the community properly and optimally. In achieving this goal, good governance is needed. In line with the concept of good governance which prioritizes the involvement of the government, the private sector and the community together in the implementation of development, it is absolutely necessary to collaborate between the three stakeholders as a pillar of good governance. Therefore, it is natural that collaborative governance is needed.

Collaborative Governance is a control model in which one or several public institutions involve non-State stakeholders or stakeholders outside public institutions in a formal, consensus and deliberative collective policy-making process with the aim of making and implementing public policies and managing public programs (Ansell and Gash, 2008). The role of the government and the community is very important in the involvement of the management of tourist attractions so that the tourism potential can be utilized as much as possible, not only helping in the community's economic income but also being able to preserve the natural tourism potential that they have.

However, the collaborative governance process between the village government and the community in the development of community-based tourism destinations in Tanjungsari Village, Sadananya District, Ciamis Regency is still not optimal. This can be seen from several indicators of the problem as follows:

- 1) Facilities and infrastructure at tourist sites are inadequate, namely access to tourist sites is still difficult, and public facilities such as toilets and prayer rooms are not available.
- 2) There is no tourism master plan, namely there is no strategic planning for the sustainable development and management of tourist areas.

- 3) The capacity of human resources of the tourism-aware group is still low, namely there are still few people who are aware of the tourism potentials in Tanjungsari Village.

Based on the above problems, the researcher is interested in conducting a research entitled Development of Community Based Tourism Destinations Through Collaborative Governance in Tanjungsari Village, Sadananya District, Ciamis Regency.

## RESEARCH METHOD

The method used in this study is a descriptive method with a qualitative approach. According to Moleong (2010:6) "Qualitative research is research that intends to understand the phenomenon of what is experienced by the research subject, for example behavior, perception, motivation, action, holistically by means of description in the form of words and language, in a special context that is natural by utilizing various scientific methods".

In this study, the researcher used a qualitative descriptive approach. According to Margono (2013:39) "With a qualitative descriptive approach, the data obtained (in the form of words, pictures or behaviors), and is not expressed in the form of numbers or statistical figures, but by providing an exposure or description of the situation or condition being studied in the form of a narrative description". Thus, the qualitative approach will convey an assessment procedure that produces descriptive data in the form of written or spoken words from people and observed behaviors. In this case, the researcher interprets and explains the data obtained by the researcher consisting of interviews, observations, documentation, so as to get detailed and clear answers to the problem.

## RESULT AND DISCUSSION

Collaboration between village governments and communities is the key to successful and sustainable tourism development. Involving all parties involved, be it the village government, local communities, and other stakeholders, is an important step to create tourist destinations that are not only attractive, but also provide significant positive benefits to local communities and the surrounding environment.

In the context of tourism development, the role of the village government is very important as the main regulator and manager. Village governments have the responsibility to develop policies and regulations that support sustainable tourism development. This includes spatial planning, environmental management, and the arrangement of supporting infrastructure such as roads, sanitation, and security.

On the other hand, the active involvement of local communities is key to ensuring that tourism development is not only economically beneficial, but also socially and culturally. Local communities can play a role in providing authentic tourism products, maintaining local wisdom, and providing a unique experience to visitors. In addition, they are also important agents in preserving the natural and cultural environment, as well as ensuring that tourism growth does not damage existing ecosystems and traditional values.

To find out how the collaboration between the government and the community in the development of community-based tourism destinations in Tanjungsari Village, Sadananya District, Ciamis Regency, the author conducted field research through interviews and observations with relevant parties with reference to the collaborative governance model proposed by Ansell and Gash in (Islamy, 2018), which is as follows:

- 1) Starting Conditions

- 2) Institutional Design
- 3) Fasilitative Leadership
- 4) Collaborative Process

Based on this, it can be seen that the implementation of field observations and interviews with each informant can be presented based on the question indicators as an elaboration and dimensions as follows:

### 1. Starting Conditions

It is an analysis process to see the gap in power and strength, resources or knowledge between the parties who will collaborate, including the strengths and obstacles in collaborating.

- a. The existence of human resources to carry out collaborative governance in the development of tourist destinations. Human resources are the main actors in this collaborative governance process. The human resources of the actors in this study are the village government and the community. Collaborative governance will not run if there are no human resources for collaboration. Based on the results of interviews and observations conducted in the field, the researcher analyzed that there are adequate human resources to carry out collaborative governance between the government and the community in the development of community-based tourism. Although not all actors have special skills in the field of tourism, this is not a significant problem. This is due to continuous coaching efforts, both by the village government and by the tourism office. This coaching covers various aspects needed to develop tourism potential in Tanjungsari Village, such as technical skills training, management, and increasing knowledge about the tourism industry. In addition, this coaching also aims to increase community awareness and active participation in maintaining and promoting the tourism potential in their villages.
- b. There are benefits that are beneficial for collaborative governance actors. In carrying out collaborative governance, of course, there must be useful benefits that will be obtained when conducting collaborative governance, why do collaborative governance if there are no benefits obtained. Based on the results of interviews and observations conducted in the field, the researcher analyzed that there are useful advantages after conducting collaborative governance in the development of community-based tourism destinations, especially in terms of increasing the economy and original village income. Although this positive impact has not been fully felt because the income is not ideal, this is due to the status of Tanjungsari Village which is still new and still in the early stages of tourism village management because it has just entered the category of tourist village and has just received a regent's decree as a tourist village this year, although it is still in the early stages, at least some of the benefits have begun to be felt by the community. One of the significant advantages is the opening of opportunities for the community to establish micro, small, and medium enterprises (MSMEs) around tourist sites. It provides an opportunity for locals to increase their income through the sale of products and services to tourists

In the dimension of the starting condition, it is an analysis process to see the gap in power and strength, resources or knowledge between the parties who will collaborate, including the strengths and obstacles in collaborating in line with the theory put forward by Simatupang and Sridharan (2008) "Collaboration is an effort to gather various parties with different interests to produce a common vision and mission, building consensus on a problem,

creating solutions to the problem, prioritizing common values to produce decisions that benefit all".

## 2. Institutional Design

It is an institutional design that supports the collaboration process to encourage participation and transparency in collaboration activities.

- a. There is active participation from collaborative governance actors  
Based on the results of interviews and observations conducted in the field, the researcher analyzed that this participation reflects good cooperation between the two parties, which is not only limited to the implementation of activities at tourist sites, but also includes other crucial aspects for tourism development. Community participation in tourism development can be seen from their involvement in various activities related to the management and promotion of tourist destinations. The community plays an active role in providing suggestions, innovative ideas, and constructive input to improve the quality and attractiveness of tourist destinations in their villages. In addition, the community is also involved in the decision-making process, especially when facing obstacles or challenges in tourism development. This shows that the village government opens up space for the community to participate in determining the direction and strategy of effective and sustainable tourism development. This cooperation creates an inclusive and participatory institutional mechanism, where each party has clear roles and responsibilities.
- b. There is a communication forum for the village government and the community in the collaborative governance process. Based on the results of interviews and observations conducted in the field, it can be known that the communication forum that has been formed in this village is the Tourism Awareness Group (POKDARWIS). POKDARWIS in Tanjungsari Village serves as a forum for the community and village government to communicate, coordinate, and collaborate in tourism development. This forum is a place where various ideas, suggestions, and inputs from the community can be conveyed and discussed together with the village government. The existence of POKDARWIS reflects efforts to build active and inclusive participation in tourism development, so that all parties involved can contribute to the maximum. Because Tanjungsari Village has three different tourist location points, under the auspices of POKDARWIS, a working group (POKJA) was formed for each of the tourist location points. This POKJA is responsible for the management and development of each tourist location, ensuring that each range receives appropriate attention and is well managed. With the existence of the POKJA, tourism development can be carried out in a more focused and effective manner, considering that each working group has a deep understanding of the needs and potentials in the tourist locations they manage. This institutional structure allows for a smooth flow of information and good coordination between various parties involved in tourism development in Tanjungsari Village. Thus, problems or obstacles that arise can be immediately identified and solved through effective communication in the forums that have been formed. This collaborative effort is expected to encourage the growth of the tourism sector in Tanjungsari Village, improve community welfare, and strengthen village independence in managing their tourist destinations.
- c. There is a policy in the form of a regulation that supports collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that one of the policies that is in the



process is a village regulation (*perdes*) that specifically regulates tourism. The existence of the village regulation is very important to provide a clear legal basis and guidance for the management and development of tourism in the village. The process of drafting the Tanjungsari Village tourism regulation has been going on for the last two years and is currently still in the form of a draft. Although the regulation has not been officially passed, support from the Ciamis district government has begun to be seen. The district government has shown interest and support for the tourism potential in Tanjungsari Village, which is marked by a decrease in the decree (SK) of tourist villages this year. The tourism village decree from the Ciamis district government is good news that provides encouragement for the village government and the people of Tanjungsari to be more active in developing the tourism sector. With the Decree, efforts to accelerate the preparation and ratification of tourism regulations are intensifying. The plan is that this regulation will be passed by the end of 2024.

- d. There is openness from the village government and the community in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that the aspect of openness includes various aspects such as finance, organization, and communication, all of which play an important role in ensuring the smooth and successful development of tourism in the village. Openness between the community and the village government has gone well. In terms of finance, transparency is implemented so that information regarding budgets and expenditures for tourism development can be accessed by all parties involved. This ensures that the available funds are used effectively and efficiently to support various tourism-related programs and activities. In terms of organization, the structure and role of each party in tourism development are clearly explained. Information regarding the organization's activities and decisions is also shared openly, allowing all members to participate and make meaningful contributions. Open communication between the village government and the community allows for a smooth and effective flow of information. Information related to programs, activities, and the latest developments in tourism development is conveyed transparently. Each actor in this collaboration has full access to the necessary information, so that any limitations or shortcomings in implementing the program can be identified and overcome together.

In the dimension of institutional design which includes participation, limited forums, basic rules that support collaboration, and transparency in line with the theory according to Thomson and Perry (2006: 23) developed a definition of collaboration as a process in which actors with autonomous authority interact through formal and informal negotiations, jointly creating rules and structures that govern relationships and ways of acting or giving decisions on issues that bring them into necessity Togetherness. This is a mutually beneficial interaction.

### **3. Fasilitative Leadership**

There is democratic leadership as a mediator as well as a facilitator in the collaboration process. Ansel and Gash in (Islamy, 2018) state that "Facilitative leadership is a factor that affects the success of the collaborative process. They develop a collaborative governance model with a collaborative process as the main element that is influenced by leadership and institutions in achieving the desired results". Leadership in the collaboration process involves facilitating cooperation between individuals or teams in achieving a common goal.

- a. There are facilitators in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that the main facilitator in this collaboration is the village government, with the Village Head playing an important role as a facilitative leader. The Head of Tanjungsari Village acts as a facilitator leader in various ways, one of which is by facilitating the formation of the Tourism Awareness Group (POKDARWIS). POKDARWIS acts as a mediator who helps facilitate discussions, assists in decision-making, provides resources, and assists in the planning and implementation of tourism activities. With effective facilitators in this collaboration process, it is hoped that the development of natural tourism destinations in Tanjungsari Village can run smoothly and successfully. The Village Head who acts as a facilitative leader ensures that every element in the community is involved and contributes, creating strong synergies and optimal results in tourism development.
- b. There is supervision regarding collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that this supervision involves various parties, ensuring that each stage of tourism development runs well and in accordance with the goals that have been set. Supervision is carried out by the village government, both directly by the Village Head and through the intermediary of the Hamlet Head who checks directly to the field to monitor the tourism development process. The village government also involves the Village Consultative Body (BPD), Babinsa, and Babinkamtibmas which play a role in supervising security and order aspects in the management of tourist destinations. In addition, religious and community leaders also participate in this supervision. They ensure that the tourism development process does not conflict with religious values and does not interfere with the comfort of the community. The involvement of religious and community leaders in this supervision is important to maintain social harmony and ensure that tourism development is carried out in a manner that respects local customs and culture. The supervision carried out by various parties was followed by a joint evaluation. This evaluation aims to assess the progress that has been made, identify the obstacles faced, and formulate solutions to overcome existing problems. This joint evaluation ensures that each party involved has the opportunity to provide input and contribute to the improvement of the tourism development process.

In the dimension of Facilitative Leadership where facilitative leadership is a factor that affects the success of the collaborative process in line with the theory according to Emerson, Nabatchi and Balogh, (2012) put forward "the role of facilitative leadership during the collaboration process is as a party that seeks support for collaboration, initiators of meetings, facilitators and mediators, representation of actors, and collaboration as a whole, distributor of knowledge, encouraging the use of technology in collaboration, as well as advocating to the public. Another key role of leaders is how to act when encouraging deliberation or overcoming conflicts, and how to increase the actors' determination towards the goals of collaboration (carried out during the collaboration process)".

#### **4. Collaborative Process**

The collaborative governance process is always described as the agreement development stage that explains how the phases of the collaboration program are



carried out starting from the pre-negotiation phase, the negotiation phase, to the implementation of the program. So that the success of collaboration depends on how the collaboration cycle revolves starting from communication, building trust, commitment, sharing understanding to the results to be achieved (Ansel and Gash, 2008). This cycle continues to rotate and repeat during the collaboration process, where in the collaboration process there is a Face to face dialogue, building trust, building commitment, as well as through discussion activities and exchanging ideas between the parties involved slowly but surely so that in the end it fosters public awareness of the importance of tourism development.

- a. There is a face-to-face dialogue between the village government and the community in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that this face-to-face dialogue is a means of direct communication that has run optimally between the village government and tourism managers in Tanjungsari village. In practice, face-to-face dialogue has occurred well between the village government and the community involved in tourism development. Both the village government and tourism managers are actively involved in discussions and discussions regarding various aspects of tourist destination development. This reflects the commitment of both parties to collaborate effectively in planning, implementing, and evaluating various activities related to tourism development. By maintaining effective face-to-face dialogue, it is hoped that collaboration in the development of natural tourism destinations in Tanjungsari Village can continue to run well and produce a positive impact on the local community and increase overall tourist attractions.
- b. There is trust between the village government and the community in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that this trust is the main foundation in making policies and decisions aimed at achieving common goals in tourism development in Tanjungsari Village. Trust between the village government, tourism managers, and the community is very optimal. The village government gives full trust to the tourism managers to develop the destinations they manage. This reflects the village government's commitment to empowering local communities in tourism management, as well as recognising their expertise and knowledge of local potential and tourism needs. On the other hand, the community also feels confident to convey aspirations and constructive ideas for tourism development in Tanjungsari Village. There is mutual understanding and mutual support between the village government and the community in carrying out the decision-making process that affects tourism development. Openness and well-established dialogue also support the creation of this trust. Strong trust between all parties involved in tourism development creates a harmonious and productive collaborative environment. This enables more effective and targeted decision-making, as well as accelerating the implementation of various initiatives that support tourism growth.
- c. There is a strong commitment between the village government and the community in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that this commitment is a key factor that supports the progress and success of tourism development in Tanjungsari village. The commitment between the village government, tourism managers, and the community has been running optimally. All parties involved

show a high commitment in advancing tourism development in Tanjungsari Village. This commitment is based on trust and mutual understanding between all members of the collaboration, which makes their cooperation more effective and productive. The village government shows its commitment by providing full support in tourism management and development, as well as supporting initiatives to improve the local community's economy through tourism. Tourism managers, who may consist of tourism awareness groups (POKDARWIS) or working groups (POKJA), also show commitment in carrying out their duties to advance the tourist destinations they manage. On the other hand, the local community also shows commitment by actively participating in various tourism development activities, providing input and support, and supporting efforts to make Tanjungsari Village an attractive tourist village. This strong commitment from all parties has a clear common goal, namely to improve the economic welfare of the community, make Tanjungsari Village an attractive tourist destination, and increase Village Original Income (PADes). With this solid commitment, it is hoped that the development of natural tourism in Tanjungsari Village can continue and have a significant positive impact on all parties involved.

- d. There is a common understanding between the village government and the community in collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that the same understanding has been established between the village government, tourism managers, and the community. All parties have the same goals, namely to develop the tourism potential in Tanjungsari Village, community empowerment, and increase the economy and Village Original Income (PADes). Village governments and tourism managers play an active role in managing tourist destinations by considering the needs of the community and ensuring that management is carried out in a sustainable manner and has a positive impact on all parties. This same understanding is the basis for effective cooperation in the development of natural tourism destinations. The existence of open communication and well-established understanding allows all parties to work together in facing various challenges and making the right decisions for the common good. Thus, it is hoped that Tanjungsari Village can continue to develop as a sustainable tourist destination and provide maximum benefits for the local community and the surrounding environment.
- e. There is an intermediate outcome of collaborative governance in the development of community-based tourism. Based on the results of interviews and observations conducted in the field, it can be seen that in a collaborative effort to develop the tourism potential of Tanjungsari Village, which has only been running for the last two years, with an intensive focus that has begun to be directed about a year ago. Although no significant achievements have been achieved at this stage, various strategic steps have been taken to ensure the achievement of better results in the future. It is important to note that mature strategy implementation and strong commitment from all parties involved are key to achieving more tangible intermediate outcomes in the future. With a well-established commitment between the village government, tourism managers, and the local community, Tanjungsari Village has great potential to achieve sustainable growth in the tourism industry in a relatively short time. These initial steps, although they have not achieved significant results at present, are an important foundation to face the challenges and achieve long-term goals in the development of natural tourism in Tanjungsari Village.

In the dimension of Collaborative Process which explains how the phases of the collaboration program are in line with the theory according to O'Flynn and Wanna (2008) put forward "the collaborative process in collaborative governance, namely: First, it includes cooperation to build togetherness, increase consistency, and straighten out activities between actors. Second, cooperation can also be a negotiation process, which includes a preparation for compromise and making agreements. Third, it can also be a form of mutual anticipation through a series of rules against possible mistakes that will occur. Fourth, cooperation can also be a power and coercion, the ability to drive results. Fifth, cooperation includes future commitments and their intensity, planning or preparation to straighten out the activities to be carried out. And sixth, cooperation includes involvement, the process of developing internal motivation and personal commitment to the project to be done". The collaborative governance process involves several important stages by following the stages of collaborative governance can create an environment that supports effective cooperation and the achievement of common goals.

## CONCLUSIONS AND RECOMENDATIONS

Based on the results of research on the development of community-based tourist destinations through collaborative governance in Tanjungsari Village, Sadananya District, Ciamis Regency as a whole has been running optimally. This can be seen from the results of the study which can be concluded as follows:

1. In the Starting Conditions dimension, there are two indicators, namely related to the existence of human resources for collaboration actors where there are adequate human resources to carry out effective collaboration between the village government and the community and there are benefits that are beneficial to the village government and the community.
2. In the Institutional Design dimension, there are four indicators, namely the active participation of the village government and the community in the collaboration process, which reflects good cooperation between the two parties, There is already a communication forum that is a forum for the village government and the community to communicate, coordinate and collaborate in tourism development so that all parties involved can contribute to the maximum, There has also been openness between the village government and the community, covering various aspects such as finance, organization and communication, all of which play an important role in ensuring the smooth development of tourism. However, there is one indicator that is not considered optimal, namely the absence of tourism village regulations (perdes) which are the legal basis for the collaboration process.
3. In this dimension of Facilitative Leadership, there are two indicators, namely the existence of facilitative leadership where the Village Head plays the role of facilitative leadership that facilitates the collaboration process, and there has been supervision from various parties such as the government and the community as the main actors of collaboration as well as supervision from BPD, Babinsa, Babinkamtibmas and supervision from religious leaders.
4. In this dimension *Collaborative Process*, there are four indicators, namely the existence of face-to-face dialogue that has occurred between the government and the community in discussions and discussions regarding various aspects of tourist destination development, the commitment between the village government and the

community has also run optimally where both parties involved show a high commitment in advancing tourism development, this commitment is based on trust, mutual understanding, and having a common understanding of the vision and mission in the collaboration process that makes their cooperation more effective and productive, as well as having a mature strategic plan and a strong commitment to achieve the initial achievement of more tangible collaboration results in the future.

Based on the results of the research that has been carried out, the researcher provides suggestions that can be used, including the following:

1. In Starting *Conditions*, In order for collaboration to run optimally in the development of natural tourism destinations in Tanjungsari Village, it is important for the village government and the community to increase the frequency of training and coaching. The training includes tourism management, specialized skills such as tour guides and financial management, as well as an understanding of environmental sustainability. Coaching is also needed to support the daily management of tourist destinations, including infrastructure and sustainable development of tourism products.
2. In Institutional *Design*, To accelerate tourism development, it is important for the Village Government to immediately ratify the draft Tourism Village Regulation (Perdes) that has been prepared. This step will provide a clear legal basis in regulating all aspects related to tourism development, such as land use, environmental maintenance, and service standards for visitors.
3. In *Facilitative Leadership*, To ensure that collaboration in tourism development in Tanjungsari Village runs optimally, the village head has a crucial role as a facilitative leader. First of all, village heads need to be active in facilitating open communication between village governments, tourism managers, and local communities. This includes holding regular meetings, discussion forums, and deliberative sessions to discuss various aspects of tourism development, such as planning, achievement evaluation, and strategic decision-making. Furthermore, village heads must encourage the active participation of all parties involved, including tourism awareness groups (POKDARWIS) and working groups (POKJA), in formulating policies that are sustainable and have a positive impact.
4. In the *Collaborative Process*, careful strategic planning is necessary to ensure that each step taken is based on an in-depth analysis of tourism potential, environmental sustainability, infrastructure development, as well as effective marketing. With this approach, it is hoped that Tanjungsari Village can achieve sustainable tourism growth and provide significant economic and social benefits for the local community.

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