

The Dual Role of Stakeholders in Collaborative Governance: Agro-Tourism in Indonesia

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Agrotourism governance is an important mechanism in rural development and collaboration between stakeholders is needed. This paper aims to investigate the dual role of stakeholders in innovation building collaborative institutional networks and competitiveness of product, and to analyse the context of innovation model and enabling environment in collaborative governance for the development of sustainable agro-tourism. This article focuses on Cacao-based agro-tourism in the Village Tourism ‘Bumi Mulyo Jati Mojopahit’, Mojokerto. The findings show that the dual role of stakeholders in innovation builds institutional networks and product competitiveness based on mutual trust and informal agreements, while the initiation of collaboration comes from the community. A difference in strength, resources, stakeholder knowledge and enabling environmental factors in the form of ties to religious organization relations, contribute to the development of sustainable agro-tourism. Experiences from this case-study can contribute to the literature on collaborative governance in construction and discussion of the dual role of stakeholders.

Key words: *Stakeholder, collaborative governance, enabling environment, innovation, agro-tourism.*

Introduction

Tourism has long been pursued by various countries as a means of development in rural areas (McComb, E. J., Boyd, S., & Boluk, K. 2017). For this reason, active engagement is needed to encourage the community to carry out sustainable development as a means of broader social improvement (Iorio & Corsale 2013). The prerequisites for sustainable tourism development are the good management of natural resources, the building of and existence of good socio-cultural resources in tourism destinations (Briassoulis, H. 2002), and the development of sustainable alternative tourism as approved in rural areas (Aslam, M. S. M., & Awang, K. W. B. (2016); (Buultjens^a et al. 2004).

The Indonesian tourism industry has keep pace with the rapid development of the world tourism industry. In 2017, foreign tourist arrivals in Indonesia reached 14,039,799 people, and the tourism contribution to the country reached Rp. 205.04 trillion (The Ministry of Tourism Performance Report in 2017). For the further development of this sector, the establishment of appropriate policies, infrastructure development, human resource development, sufficient investment to services and facilities in the area of interest, readiness of rural communities to manage tourism in the area, private-public partnerships, and guidelines for sustainable tourism development is required (Uchinlayen .👤, Md Afjal Hossain 2018).

Tourism is a travel activity that is carried out temporarily, from the original residence to the destination area with the rationale not to settle or make a living, but to fulfill curiosity, maximize leisure time, enjoy a vacation and or many other purposes (Meyers 2009). One of tourism industries that is widely developed in Indonesia is ecotourism. Ecotourism development requires the support of community participation, because the community ultimately manages ecotourism (Eka 2014) and one of the potential alternatives to be developed in villages is agro-tourism. Agro-tourism is a special kind of tourism which focuses on agriculture, livestock and working farms as an attraction for tourists, as well as taking advantage of agribusiness as a tourist attraction, with the aim to expand knowledge, travel, leisure and business relationships in the field of agriculture (Andini, 2013). In developing countries, this type of tourism is increasingly recommended as a means of rural development, to improve the lives of farmers in a sustainable manner (Joseph, Montefrio & Sin 2019).

Collaborative research, partnerships, and joint management with the local community and culture, have become a trend in the process of tourism development in recent years (Robinson 2004). Stakeholder collaboration does not guarantee success, however the various components need to be involved in the sustainable process, particularly to build trust with various stakeholders (Comb, Boyd, and Boluk 2016) and satisfy the need to be



institutionalized and therefore it can contribute to the improvement of community economy. (Keyim 2016).

The tourism village "Bumi Mulyo Jati (BMJ) Mojopahit" initiated a fishing pond business for the public which is growing rapidly as a result of local villager innovation. In 2018, it further developed a cocoa-based agro-tourism which is supported by cocoa cultivation from villages in Delanggu district (I-M-KT-0519-1) where collaborative involvement of communities (farmer groups), private sector (local private companies) and governments (Village government) has successfully create a premium tourism market.

This article aims to reflect the dual role of stakeholders in innovation building institutional networking and product competitiveness from a collaborative governance perspective, as well as to discuss the support of religious organizations as a practice of governance as the potential environment that allows development of sustainable cocoa-based agro-tourism. Furthermore the intention is to illustrate the two interconnected processes: agro-tourism in rural agriculture with the premium tour opportunity, an experience of the cultivation of cocoa (upstream) through to the processing of cocoa beans (downstream) as; and the involvement of stakeholders besides farmers in the collaboration process, including local private companies and village governments. The study investigates firstly, the development of village tourism since cocoa-based agro-tourism became a premium tourism focus; and secondly, the role of multiple stakeholders in the collaboration process, specifically the establishment of farmer group institutions, local private companies as managers of tourism villages, and the provision of parking facilities and village street vendor stalls by village owned enterprises (BumDes). Innovation is an important concept investigated in this research discussion in order to prove the dual role of stakeholders and the environment in collaborative governance innovation.

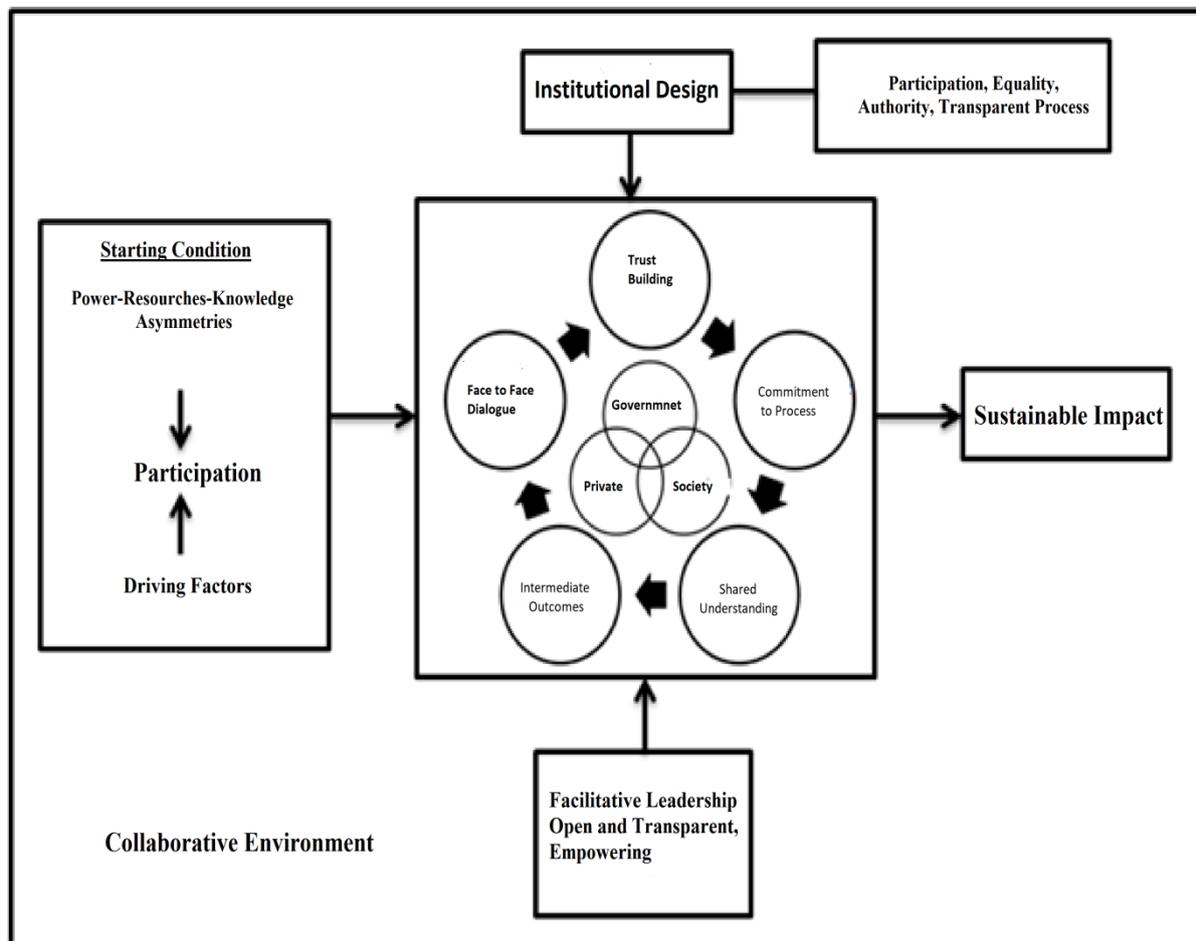
Research Method

The study used a qualitative approach (Denzin and Lincoln 2009) and data were collected from interviews, field records, documents and record archives. The data were then analyzed through three phases: (1) data reduction, (2) data presentation, and (3) stages of decision making and data verification. Source Triangulation was used as data validation (Sugiyono 2009). The study was conducted in 2018-2019. Data collection procedures used deep semi-structured interviews (Satori 2010; Esterberg 2002 in Sugiyono 2012) and 32 interviews were staged (Table 1). Field Data based observation (Chamin, 2010) of the respondents involved in the collaboration process is supported by documents (Satori, 2010).

The interview questions focused on the reasons why the farmer group were willing to cooperate with the CV. JKW MOLLY, village tour manager, and the presence of the Randugenengan village government in the collaboration process with the village tour. The

research investigation included exploration of the early activities of cocoa farmers and tourism village, and the innovations to collaborate on the development of village tourism into sustainable agro-tourism and cocoa farmer activities from cultivation (upstream), to processing and marketing Cocoa products (downstream); and analysis of deeper stakeholder involvement in institutional collaborations, and local values which strengthen the bond in the collaboration process. The analysis in this study used a combination of theories: Collaborative Governance theory of Ansell and Gash (2008); Collaborative Governance of Emerson, Nabatchi, and Balogh (2012) and one of the key factors of collaborative process in Collaborative Theory from Roberts et al. (2016) to develop the conceptual framework presented in Figure 1 below as the basis of the theory.

Figure 1. Research conceptual framework model



by Purnawansjah, D., Subianto, A. and Nuhman, N. (2019)

Source: processed by authors from various sources *, 2019

*) Modified Collaborative Governance model Ansell & Gash (2008);

Collaborative Governance variable by Emerson, Nabatchi, and Balogh (2012);

and one key collaboration variable from Robert's et al. (2016).

Table 1: Referential code of the Interviews

Code	Interviews
I-P-DR: 1 to 3	Interviews with Village Government Officials, including: - Head of Radugenengan Village
I-P-BD: 1 to 6	- Head of BumDes Village street vendor Parking Owner & Officers
I-M-KT: 1 to 9	Interview with the community/Farmer groups "MJ", including: - Chairman of the Farmer Group - Farmer Group Members
I-M-TO: 1 to 4	- Ro'is Syuriyah Assembly Deputy Branch NU Dlanggu District
I-S-CV: 1 to 8	Interview with Private Company CV JKW MOLLY manager of "BMJ Mojopahit" Tourism Village, including: - Owner of CV - Tourism village Manager of CV

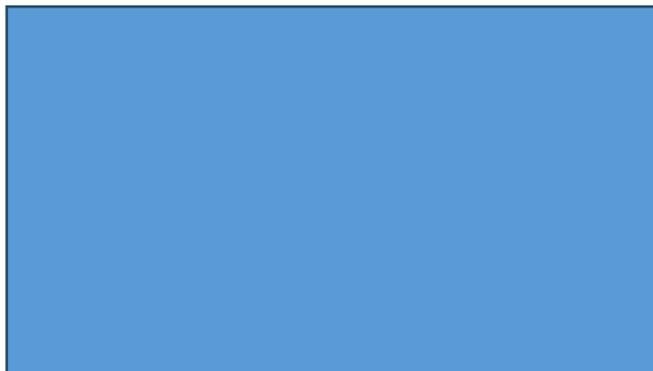
Information:

S-CV: Private CV JKW MOLLY; P-DR: Randugenengan Government-Village; P-BD: Government-BumDes Mekar Jaya; M-KT: MJ Community-Farmer Group; M-TO: Community-Organizations; KD-P: Village Owner Stall; W-AW: Agro-tourism Tourist; I: Interview.

Tourism Village "BMJ Mojopahit" Cocoa-Based Agro-Tourism

Tourism Village "BMJ Mojopahit", is a cocoa-based agro-tourism site located in Randugenengan Village, Dlanggu Sub-district, Mojokerto Regency, Indonesia, about 10 kilometers from the center of Mojokerto in the countryside of Pacet (Source: <http://www.wisatadesamojokerto.com>) (see Figure 2 below). This tourism location is easily accessible by land transportation, and the route to the tourism sites passes rice terraces with a rustic atmosphere. This tourist destination, was initiated in 1997 by Mr. Mulyono who purchased land previously used for perforated brick production and re-purposed it in 2018 as cocoa-based agro-tourism industry for the village (I-S-CV-0501-1).

Figure 2. Map of Tourism Village "BMJ Mojopahit"



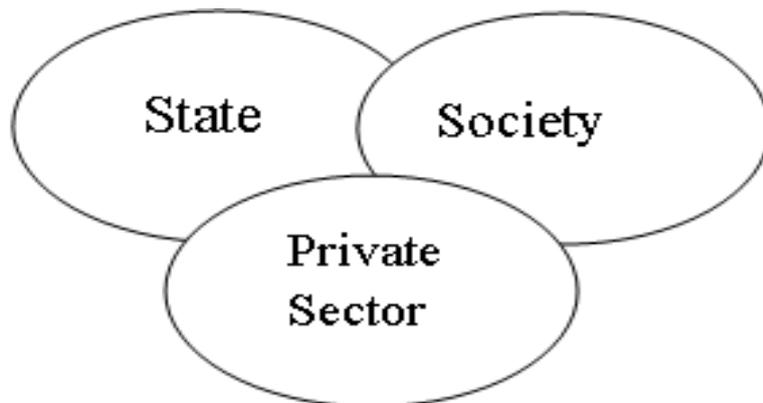
Source: Google map

Literature Review

Collaborative Governance

Governance is a new approach in the set of management orders (Santosa 2008:130). It is interpreted as the quality of the relationship between the Government and the served and protected community. Governance consists of three interrelated pillars (Figure 3 below) which comprise State/Government, private sector, and society (Sedarmayanti 2010:270). Good Governance of the public sector is interpreted as governance process which involves stakeholders in economic and socio-political activities and the utilization of various resources including: natural resources, financial and human resources that are fully managed to provide maximal results in basis justice, equity, equality, efficiency, transparency and accountability (World Conference on Governance, United Nation Development Programme-UNDP, 1999, in Sedarmayanti 2010:270).

Figure 3. Three pillars of governance



Source: Sedarmayanti, 2010

Implementation of Good Governance can be achieved through management of public sector, private sector, and the society who interact with each other and work together to be able to carry out their roles and functions appropriately (Waluyo 2007). Santosa (2008) argued that Good Governance is a synergistic and constructive relationship among government, the private sector, and society.

Collaboration is a system to accommodate stakeholders. The system requires clarity of roles and functions spelt out through agreements to be implemented proportionally that prioritize cooperation in sharing responsibility, authority and accountability in order to achieve shared results and goals (Wood and Gray 1991). Collaboration among key players is a fundamental element in sustainable development (Sautter¹ and Leisen² 1999), and to create sustainable

rural tourism development, synergy between government and non-government, the private sector and the society, is needed. The collaborative success of governance is influenced by the fair and equitable distribution of tasks and responsibilities, the role of skilled government, and adequate resources Keyim (2017).

According to Ansell, C., & Gash, A. (2008), collaboration is initiated by the government, and it can involve various parties outside the government with the aim of managing public bodies or the public sector. Wood & Gray (1991) in (Fairuza, 2017) define collaboration as a process where the involved stakeholders interpret a problem from different perspectives and constructively cope with the differences in order to find more appropriate and possible solutions from their point of view. According to Triana et al. (2014), collaboration must pay proportional attention to the aspects of duties, functions, authority of stakeholders and trust among stakeholders (Fairuza 2017).

Roslinda (2012) explained that building collaboration is mostly concerned with the relationships among stakeholders including mutually beneficial relationships and achieving common goals. The relationship includes commitment, responsibility, authority and accountability, resources and benefits sharing, and relationship in the form of organizational commitment from the leaders of each stakeholder. According to Fendt (2010) in (Luqito & Arrozaaq, 2016) there are three reasons why organizations need to collaborate: (1) organizations need to collaborate because they cannot complete certain tasks alone; (2) by collaborating, the benefits for the organization can be greater compared to when they are working alone; and (3) by collaborating, organizations can save on production costs, so that the products are cheaper and more competitive.

Tadjudin (2009) states that the important thing in collaborative management is that society should be actively involved in all processes. Community rights are considered in every decision-making process so that the best formulation is determined to manage resources. Borrini-Feyerabend et al. (2000) suggest that the application of collaborative management should at least contain the values of ethics and principles, open to various models of management other than that legally owned by the Government or parties; transparency and equality in natural resource management; more meaningful roles and responsibilities for society; empowerment with mutual reinforcing capacity and comparative advantages of involved parties; related rights and responsibility in the context of natural resource management; emphasis on process rather than short-term physical product results and reflection on the lessons through ongoing evaluation and improvement of natural resource management.

In Collaborative Governance (Stoker 1997), collaborative work is implemented by actors from inside and outside of the public authorities. They cooperate flexibly and eliminate the

boundaries of Hierarchy. Emerson, Nabatchi and Balogh (2012), defined collaborative governance as the process and structure of public policy making which involves governments, private sectors, and societies to achieve common goals. The success of collaborative governance is determined by the division of duties and fair responsibilities, the role of an expert government and the existence of adequate resources.

According to Ansell and Gash (2008), Collaborative Governance (Figure 2), consists of several phases:

1. Initial conditions: factors affecting the parties to participate in the collaboration process such as the strengths, resources, unbalanced knowledge, and also driving and constraints factors of participation;
2. Facilitative leadership: some effective collaborative leadership components such as leadership that can manage the dynamics that occur between actors who forge collaborations, open and transparent leadership, and leadership empowerment.
3. Institutional design: including open participation, power equality, clear rules, and transparent processes.
4. Collaboration process: a collaborative process model that begins with face-to-face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes.
5. The end result: the collaboration is achieved and improves the quality of society.

Enabling Environment

Roberts et al. (2016) in Fairuza (2017:7-8), proposed five keys to the collaboration process:

1. Common purpose: shared vision as a collaborative factor that will require all actors working together to achieve that goal;
2. Mutuality: mutuality occurs when each party contributes to the resources, so that the other parties gain benefit. The common mission, culture, and commitment to the collaborative objectives help to facilitate resources exchange;
3. The enabling environment: the collaborative environment comprises working environment and leadership style of the collaboration leader. The work environment and leadership style have a strong influence on the actors' performance in the collaboration process as leadership has an important role in creating and maintaining a collaborative environment by linking actor skills and knowledge;
4. Trust: trust is one of the factors underlying the success of collaboration. Trust is based on the belief that the actors will performed as agreed, adhere to commitments, and not exploit other parties. The excessive formal control can reduce the trust between actors, as controls are considered a symbol of distrust of actor ability and character;

5. Specific personal characteristics: in a collaboration, actors must be open and able to understand the motives and interests of other actors. Understanding the characteristics of a collaborating actor can generate compromise as a consequence of joint decision making.

Agro-Tourism

Agro-tourism is an integrated and coordinated system of activities for tourism development in relation to environmental preservation and improvement of the welfare of the farming society (Sutjipta 2001). Agro-tourism can be grouped within ecological tourism (eco-tourism), tourist travel activities that do not damage or pollute nature and re engaged with in order to admire and enjoy the beauty of nature, animals or wild plants in their natural environment and as a means of education (Deptan 2005). Agro-tourism is one form of rural tourism that offers agricultural activities as a tourist attraction as well as involving local residents in the planning and management of agro-tourism areas. According to Jolly and Reynolds, agro-tourism is business carried out by farmers who work in the agricultural sector for the pleasure and education of visitors (Andini 2013: 104).

The development of agro-tourism that emphasizes local culture in utilizing land is expected to increase farmer income, preserve land resources, and maintain local culture and technology (indigenous knowledge) which are generally in accordance with the conditions of their natural environment (Muzha, 2013). Agro-tourism models utilize certain agricultural objects, such as horticultural agro-tourism or plantation garden variants (Gunawan, 2016). Currently, rural areas are not always identical with agricultural or plantation activities. Socio-economic development requires rural communities to innovate through the use of natural, human and socio-cultural potential by collaborating with local stakeholders (Chin and Lo 2017), and the collaboration process begins with the planning, management and development of sustainable tourism and synergistic collaboration among stakeholders not only those directly related to tourism but also government, the private sector and the local society (Pjerotic et al. 2016).

Results and Discussion

Tourism Village "BMJ Mojopahit", initiated originally as a fishing pond business for public (I-S-CV-0501-2), and developed rapidly as shown in Table 2 below.

Table 2: Development of tourism village "BMJ Mojopahit", Mojokerto 1997 - 2019

Year	Tourist Attraction	Details
1997- 2001	Fishing pond	Initial tourism object
2001	Music stage	Week end
2002-2007	Fishing pond and music stage	-

2007	Out bond arena, swimming pool, and play ground	Tourism arena development
2008-2012	Fishing pond, music stage, out bond arena, swimming pool, and play ground	-
2013-2018	Home stay and meeting point	Tourism facility development
2018- now	Fishing pond, music stage, outbound arena, swimming pool, and play ground, home stay, meeting point, cacao plantation, cacao processing center, Cacao product gallery, and Cacao based education,	Developed into cacao based agro-tourism with 3 Ha wide.

Source: Obtained from various source (2019)

This agro-tourism business is growing such that tourist services are improved, evidenced in both the number of employees (I-S-CV-0401-3) and tourism support facilities (Table 3 below) and as noted in the following quote:

"Since the entertainment stage was held, many people visited. If I have only entertainment stage, school children would rarely visit, then I began to build a swimming pool and outbound arena for school children. After that many groups from schools visited "(I-S-CV-0501-4).

Table 3 Employee of Tourism Village “BMJ Mojopahit” 2002 – 2019

Year	Number of Employee	Details
2002	10	-
2019	40	75 % (+)

Source: Farmer groups archive, 2019

Agro-tourism activities are supported by the "MJ" Farmer Group, as a Cocoa farmer organization in Mojokerto Regency, which was established in 2013 by Mr Mulyono. As a consequence of the success of agro-tourism which encourages farmers in Cacao cultivation (I-M-KT-0501-2) (see Table 4 below), the area of cacao plants is growing (Table 5). Initially, the Cacao plant was socialized to NU residents in each *Lailatul Ijtima* forum in the villages of Dlanggu Subdistrict:

“Kaitan kulo semerap Kakao pas tumut pengajian teng bale deso, terus pak Kyai sanjang ngajak warga mriki nyoba nandur Kakao, terose damel tengeran nek warga NU niku nggriyane kudu ditanduri Kakao. Kulo nyoba tumbas 40 bibit, terus kulo tandur teng karangan wingking nggriyo, alhamdulillah sampe sak niki saget damel kebutuhan” (I-M-T0-1301-1).

"Initially I learned about Cocoa when attending a presentation at the Village Hall, then Pak Kyai invited all participants to try to plant Cocoa, he said as a sign that NU residents in his house had to be planted with Cocoa. I tried to buy 40 seeds, then I planted them in my backyard, Alhamdulillah until when I could meet the needs"

Table 4: Development of farmer group "MJ", in 2013 - 2017

Year	Number of Farmer (per family)	up (+) / down (-)	Details
2013	52	-	-
2014	83	(+)	37,35 %
2015	83	-	-
2016	90	(+)	7.77 %
2017	90	-	-

Source: Farmer group archive, 2019

Table 5: Development of the number of wide area "MJ", Dlanggu Sub-district, Mojokerto Regency, in 2013 – 2017

Year	Area of Cacao Plantation (in Ha)	up (+) / down (-)	Details
2013	26,71	-	-
2014	60,67	(+)	55,97 %
2015	60.67	-	-
2016	104,70	(+)	42,05 %
2017	104,70	-	-

Source: Farmer group archive, 2019

Common Interests Drive to Collaboration

The development of village tourism in Cocoa-based agro-tourism aimed to increase the added value of Cocoa products through empowering farmer groups and utilizing village potential. This agro-tourism was the result of the innovation from Mr. Mulyono as Director of CV. JKW MOLLY, concurrently as the leader of the "MJ" Farmer Group, in developing the "BMJ Mojopahit" Village Tourism, as follows:

"More and more people were planting cocoa, I thought that cocoa farmers must have a farmer group organization, finally after I hold a meeting with cocoa farmers, all agreed to form a farmer group, and I was chosen to become the chairman" (I-M-KT-0501-3).

Cocoa farmer groups have an interest in gaining easy access to market for Cocoa products, so, to realize this farmer groups collaborate with CV. JKW MOLLY, as shown in the following quote:

"Beginning in 2018, the farmer group received capital facilitation from the East Java Bank through the upstream downstream program of the Governor of East Java, then the farmer group built a chocolate product processing center on tourism village. Instead of having trouble finding buyers, then we prepare a place to sell chocolate products ". (I-M-KT-0501-4).

CV. JKW MOLLY, has an interest in increasing the number of tourists through the development of rural tourism into cocoa-based agro-tourism by utilizing the potential of cocoa plants, as indicated in the following quote:

"Beginning in 2018, we introduce this village tour as Cocoa-based tourism, because Cocoa here has begun to be known, and produce have our own chocolate products, for school children we also prepare Cocoa education, from seeding, planting, harvesting, processing to becoming chocolate products, also hold cooking classes, educate all about chocolate " (I-S-CV-1401-4).

Table 6: Innovations from stakeholder in agro-tourism collaboration

Governance' Perspective	Stakeholders		Institution from stakeholders' innovation
	Institution	Key player	
Society	Farmer group "MJ"	Mr. Mulyono	Farmer group "Mulyo Jati" founded in 2013
Private	CV. JKW MOLLY (Tourism Village Director)	Mr. Mulyono	Cacao based agro-tourism, developed in 2018
Government	Head of Randugenengan Village	Mr. H. Moh. Khoiri	Parking area and village street vendor stall managed by BumDes "MJ" in 2018

Source: Obtained by researcher from interviews and farmer group archives, 2019

Table. 7 Benefits and impact on involved parties in collaboration

Governance Perspective	Involved Parties	Benefits for each party	Impact
Society	Farmer group "MJ"	Competence of cocoa farmers and processors increases; Cocoa product marketing guaranteed; Get capital facilities from Bank Jatim	Cocoa bean prices are stable; Cocoa Farmer's activities are wider (downstream upstream)

Private	CV JKW MOLLY, ("BMJ Mojopahit" Tourims Village Organizer)	Tourism village developed into cocoa-based agro-tourism, so that it became a premium tourism	Cocoa-based agro-tourism is guaranteed on its sustainability
Government	Randugeneng an Village government	Village original income increases; Increasing opportunities for village community to have job (BumDes employees, parking attendance and village street vendors, and agro-tourism employees as well.	Public facilities and infrastructure increased; The village economy develops; Randugenengan village is increasingly known

Source: Obtained from various sources, 2019

In the beginning, farmer groups and CV. JKW MOLLY have a common interest (Roberts et al. 2016), thus encouraging them as stakeholders to build a collaborative network. Each party has different potential power resources. The "MJ" Farmer Group has a Cocoa plant, while the "BMJ Mojopahit" Village Tourism has tourists, potential supporters of the development of cocoa-based agro-tourism. Another driving factor, namely the dual role of stakeholders in collaboration ensures that the key player as society and private players are the same person, while another key player is the Head of Randugenengan Village, who has the authority to use village asset land for the benefit of the society. The three key players in this collaboration have the same vision and ideas and each has different potential strengths, so that each of the key players complement each other to achieve a common goal (Elise Truly Sautter¹, Brigit Leisen² 1999).

Collaborative Process

This research found that the process of collaboration among key players in the development of agro-tourism was not formally regulated. Existing regulations only regulated each of them internally, while the collaboration process was based on mutual trust and informal agreements (Healey 1996) in Fairuza (2017). Communication and coordination among key players is informal, formal meetings are held in the form of verbal communication as per the culture of rural communities. Communication patterns took place without hierarchical boundaries (Stoker 1997) but still uphold mutual respect, as evidenced in the following quote:



"We had capital of mutual trust only here. so, we didn't use rules kinds of things, and the important thing was we can take care of each other, especially all of this for villagers" (I-M-KT-1401-5; I-P-DR-0401-1).

Egalitarian and familial communication patterns, fostered a sense of mutual ownership and respect so that it was open for anyone to express their opinions (Stoker (1997); (Borrini-Feyerabend, et al. 2000). Mutual trust grew for parties in collaboration, because of ties emotionally motivated by the spirit of brotherhood and kinship, and originate from the social environment of NU residents, so there was no doubt, as shown by the following quote:

"Pak Mulyono, I had known him for a long time, I was with him as an administrator of the NU, so I knew very well how he was" (I-M-TO-1301-2).

The "MJ" farmer group, initially, sold the Cocoa beans to "Guyub Santoso" Farmer Group, Blitar Regency, until 2016, but in 2018 "MJ" Farmer Group granted capital facilities from the East Java Bank through the Upstream-Downstream Program of the East Java Provincial Plantation Office to develop the downstream sector of Cocoa (I-M-KT-0501-6). Furthermore, farmer groups collaborated with CV. JKW MOLLY, to facilitate marketing access and improve the competitiveness of processed cocoa bean products to tourists. CV. JKW MOLLY, besides utilizing farmer group Cocoa products for agro-tourism tourists (I-S-CV-1401-5), also marketed farmer group Cocoa products at PT. Cargil Manyar Gresik, PT. Tanah Mas Celebes Makassar, and the Koka Jember Research Center. The acceptance of Cocoa products by various parties had an impact on the stability of Cocoa prices internally, thus attracting the interest of farmers (Table 3) to cultivate Cocoa plants (Table 4).

The development of agro-tourism had an impact on tourist vehicle parking facilities, thus requiring a wider parking area. This condition motivated the Head of Randugenengan to take the initiative to provide a vehicle parking lot and village street vendor stalls by utilizing the village asset land area of 480 m² (Table 6).

"Increase in agro-tourism tourists, thus motivating the head of village to build a parking lot in front of the village tour. During the meeting of the BumDes management with the head of village, He asked the BumDes to manage parking, and 2018, we built a special parking space for four or more wheeled vehicles" (I-P-BD-1401-1).

Village parking lots and street vendor stalls were managed by BumDes "Mekar Jaya" in 2018, so villagers could be involved as BumDes employees. There were 2 Parking attendants on weekdays and 8-10 on weekends and holidays. In 2018, the number of tourists was estimated to reach 700-800 people/day on weekdays, while on weekends, 3,000-4,000 people/day and 14,000 people/day, on holidays (I-P-BD-0601-2). The tourism village, in

2018, was developed into Cocoa-based agro-tourism as a result of key player innovation (I-S-CV-1401-6) and has benefited those involved in the collaboration (Table 7):

"Besides as a good and honest person, so far he had been loyal to the interests of farmers. That made us, farmers, confident in their ability to raise the level of farmers ". (I-P-BD-1601-3).

Facilitative Leadership

Empowerment in collaboration is realized through increasing skills and contributing positively to the development of agro-tourism, so that it impacts on the welfare of group members and ensures the sustainability of the collaboration process (Ansell and Gash 2008). The key players in the collaboration process have to instill trust in proportional division of roles according to their capacities.

The Randugenengan Village Government established a village street vendor parking and business unit managed by the "Mekar Jaya" BumDes (Table 5), this was not only profit-oriented but also empowered the society through employment opportunities for parking attendants and village street vendors Stall (Table 8), thereby increasing the original income of villages and societies, as per the following quote:

"We were the village government, so what we thought about was how agro-tourism benefit many people, especially residents here, parking units employed young people and unemployed people, so they had income. The stalls we built were specifically for the residents themselves, so we were as the village government, the most important is how agro-tourism could improve the economy of society" (I-P-DR-1401-2).

Table 8: Village street vendor stall income and parking units 4 or more wheeled vehicles, on average per month, in 2019

Activity	Income/ Tariff (in Rupiah)	
	Weekdays	Weekend
Street vendor Stall	100.000	200.000
Parking Tariff	20.000	30.000

Source: Interviews with street vendor and parking (I-P-BD-1001-4).

Farmer groups have empowered their members through capacity building since 2013, as well as cultivation assistance (upstream) and processing of cocoa seed products (downstream) in 2018. Farmer groups cultivating Cocoa plants were given the confidence to contribute in the education of Cocoa and the supply of processed cocoa products in the agro-tourism chocolate gallery. CV. JKW MOLLY had the authority to manage agro-tourism as the owner of this



village tourism and the initiator of the innovation of developing rural tourism into cocoa-based agro-tour.

"The initiator of the Cocoa plantation was Mr. Mulyono, so we were as members belief in him. We could be like this, also because he had done a lot in the interests of farmers "(I-P-BD-1601-5).

Institutional Design

The parties involved in collaboration, since the beginning of 2018, developed a well-organized culture among CV. JKW MOLLY, Farmer groups, and village government. Each had equal authority. CV. JKW MOLLY as the owner of agro-tourism, did not regulate participation in other parties internally and they still had autonomous authority to regulate and manage their responsibilities. This means that there was no dominance of one party over the other parties and there was mutual respect, so that there were no hierarchical boundaries that hindered communication among the parties (Stoker 1997), and this became social capital in maintaining the sustainability of collaboration (Healey 1996).

Final Results/Impact

Based on information from informants (I-P-DR-0401-3; I-M-KT-0501-7; I-S-CV-1401-7) and documented data, the collaborative process of agro-tourism development brought benefits to the parties involved (Table 7). Village tourism developed into a Cocoa-based agro-tourism because it was equipped with a Cocoa garden, chocolate product processing center, Chocolate souvenir gallery and became a Cacao based educational tour where tourists experienced the process from the nursery to processing Cocoa beans (I-P-DR-0401-3), so that it became a leading tourism attraction. Farmer groups gained benefits in the form of capital facilities from the East Java Provincial Plantation Office through the Upstream-Downstream Program, in order to develop processed products of Cocoa beans with higher economic value, while the availability of farmer Cocoa plants was used as a supporter of Cocoa-based agro-tourism (IM-KT-0501- 8).

The analysis showed empirical facts which is in line with the theory proposed by Ansell and Gash (2008), the impact of collaboration was beneficial for key players involved in the collaboration process. It was proven by the increasing of their confidence and commitment to their authority and responsibilities, thereby, it supported the sustainability of the collaboration process. Roslinda collaboration (2012); (Sautter1 and Leisen2 1999); McComb, Boyd, and Boluk (2016).



The Role of Key Players in Building Networks, Competitiveness and Ensuring Continuous Collaboration

The success of the collaboration process cannot be separated from the role of key players (Sautter¹ and Leisen² 1999). The findings of this study showed the key player who had a strategic position that was the head of the farmer group (society), was a major element in agro-tourism, and also serves as Director of the CV. JKW MOLLY (private) as tourism village manager (I-M-KT-0501-9), so this key player had a dual role (table 5).

Collaboration in the development of sustainable agro-tourism positively contributed to the development of institutions and the economy of rural society. This could be happened because of the courage of key players to innovate. Key players of farmer groups (society) initiated innovations to build collaborative institutional networks with CV. JKW MOLLY (local private). In addition, the key player who owns the CV. JKW MOLLY initiated innovation by developing village tourism into cocoa-based agro-tourism and increasing the competitiveness of cocoa products from upstream to downstream, so that it had an impact on the increasing number of tourists (I-P-BD-1401-6). The village head as a key player took the initiative to provide a tourist vehicle parking lot and village street vendors. The success of this collaboration was due to the organizational culture that was open to innovation, encouraging key player innovation and realization as stated by Wood & Gray (1991) in Fairuza (2017).

Collaboration Model of Collaborative Governance of Ansell and Gash (2008)

The results of the study found some criticism of Ansell and Gash's (2008) model of Collaborative Governance as this theory does not specifically mention the stakeholders involved in the collaboration. This study showed that stakeholders were involved actively in the collaboration management of tourism village "BMJ Mojopahit" which has three pillars of Governance: Government as Randugenengan Village Government; private/private sector as CV. JKW MOLLY; and society as "MJ" Farmer group as explained by Emerson, Nabatchi, and Balogh (2012).

Collaborative Governance according to Ansell and Gash (2008) was collaboration initiated by the Government, while the results of the study found that collaboration was not initiated by the Government, yet initiated by the farmer Group (Society).



Collaborative Governance According to Emerson, Nabatchi, and Balogh (2012), and Stoker (1997)

The collaboration of tourism village development involves three parties; Government: Randugenengan Village Government; Private: MOLLY, CV. JKW, and the society: The farmer group "MJ", as argued by Emerson, Nabatchi, and Balogh (2012). The study found that each of the parties involved in the collaboration succeeded in establishing communication and coordination by ignoring the boundaries of the Hierarchy, just as Stoker (1997) found and thus, it established ongoing collaboration. However, the role of village government in collaboration was not dominant because it was only taking advantage of available business opportunities, while the role of farmer group chairman as stakeholder was more dominant.

The Enabling Environment Based on Roberts Et Al (2016)

The key players could build collaboration because of the enabling environment and leadership style of the working environment that guarantees the conductivity of the collaboration process, linking the skills and knowledge of actors (Roberts et al. 2016), and also the existence of stakeholder courage to innovate. The results showed the innovation success of the double role of stakeholders was supported by the ties of the relationship of NU religious organizations which flourished in rural society in the area of research village (I-M-TO-1301-3) and it was a form of the enabling environment (Roberts et al. (2016).

The working environment in the collaboration process was influenced by the primordial spirit and the culture of rural society that uphold the spirit of mutual cooperation and tolerance among citizens and the religious belief background of each party that was similar in the practice of worship affiliated to the Community Organization 'Nahdhatul Ulama' (NU) (I-M-TO-1301-4). In addition, stakeholders from the chairman of the farmer group in *Ormas NU* held the coordinator of the Economic Department of the Representatives Branch (MWC) NU Dlanggu Sub-district (2014 – 2019) and Treasurer II of NU branch manager for two periods (2014 – 2024) and thereby it encouraged collaborative parties supporting the development of sustainable agro-tourism as a broader effort to improve social conditions, as per the findings of Monica Iorio & Andrea Corsale (2013).

The success of the development of sustainable agro-tourism was due to an increase in collaboration of local stakeholders, as found by Erkuş-Öztürkab and Eraydına (2009) and was in line with the recommendations of the findings of Tresiana and Duadji (2017), that the success of tourism management requires a community-based management model or collaborative community management model. Erkuş-Öztürkab and Eraydına (2009) and Tresiana and Duadji (2017) found that environmental factors had not been considered in the



practice of collaboration, but this is not consistent with the findings of this study that enabling environmental factors actually supported the success of the collaboration process.

The findings of this study differ to those of Keyim (2017), who found that rural communities only received limited benefits from tourism, due to constraints to the specific socio-economic and institutional arrangements of the village. Stakeholder involvement in collaboration was dominated by the public and private sector as well (Tresiana and Duadji's, 2017) as a lack of tourism management stakeholder optimal involvement. Likewise, Joseph, Montefrio & Sin (2019), found that agro-tourism was driven by complex elite networks, involving state and private entities in patronage politics and collaborative governance arrangements that benefit land elites and exclude small farmers. However, this research found that collaboration benefits all parties: government, private and society.

Implications

This article explains that innovation from the dual role of stakeholders in collaborative institutional design succeeded in building networks and the competitiveness of Cocoa products for the development of sustainable agro-tourism. The success of collaboration was supported by a conducive environment, namely enabling environmental factors and leadership styles that supported the work environment and ensured the conductivity of the collaboration process, and also the courage of stakeholders to innovate. The result findings are that the success of collaboration was influenced by differences in strength, resources, knowledge and facilitative leadership. In addition, collaboration was based on mutual trust and informal agreements as well as the dual role of stakeholders in collaboration as community elite (heads of farmer groups) and private owners (agro-tourism owners). This recommendation of the study is that to prevent the emergence of conflict in agro-tourism development in the future, effective and efficient collaboration needs to be institutionalized in the form of regulations to ensure stakeholder commitment.

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