

Community Empowerment from A Collaborative Governance Perspective (Study in Situ Gunung Tourism Area)

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Abstract

This research aims to describe and analyzing the community empowerment in Situ Gunung tourist area in collaborative governance perspective. A qualitative case study approach was used in this research by considering problems related to community empowerment around the Situ Gunung tourist area. Research findings show the conflict between local communities, NGOs, and PT Fontis Aqua Vivam. The institutional leadership has an important role to facilitate the collaboration between various related parties from government, universities, private sector, NGOs and community. Meetings and consultations were held with various stakeholders to resolve problems in Situ Gunung. Several meetings were held, but not all hopes and agreements were implemented. The conclusion of this research is the community empowerment in Collaborative Governance perspective can improve the economy of community around the Situ Gunung tourist area by involving 5 actors of government, private sector, community, NGOs and academics.

Keywords: Collaborative Governance, Community Empowerment, Situ Gunung

INTRODUCTION

Efforts to develop the quality of Human Resources (HR) through education require religious, political, economic, legal, socio-cultural and managerial administrative approaches. The development participation by empowering the community is a process where the community actively participates in all important decisions to community life.

Community empowerment must lead to improve four aspects of cognitive, conative, affective and psychomotor skills in community. These four aspects can create sense of self-confidence in society because society has a blessed vision. The concept of empowerment not only addresses individuals but also collectives to realize the human existence (Suhendang, 2013). Empowering communities around Conservation Economic Areas (CEA) must pay attention to all principles of sustainable forest management as a whole. The success of community empowerment programs in this area depends on management of these three aspects. However, based on previous journal literature studies done by researchers, it will be possible to manage a total of four aspects of empowerment (economic, ecological, cultural and social).

The research location is Kadudampit District, located around the Conservation Economic Area (CEA). The population is 57,300 people with an area of 5,460.23 ha; and average population density per hectare is 15 people. The conservation area has functions as a life support system protection area, hydrological and climate protection recognized and felt the benefits by wider community and natural tourism activities. However, Situ Gunung location has conflict related to lack of clean water, illegal logging of trees and perceived lack of community empowerment. The higher visitors to Situ Gunung tourism area are not consistent with community empowerment in Situ Gunung area.

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Several factual conflicts in field create public protests to the performance of PT Fontis Aquam Vivam (FAV) which has not resolved the problem. One of national objectives in Preamble of 1945 Constitution is to promote general welfare. PT Aqua Vivam is considered unable to realize these goals. Therefore, all actors, including government, private sector, NGOs, academics and society, have a strategic role. This is consistent with development of public administration paradigm through the emergence of concept of collaborative governance.

The community empowerment in collaborative governance can create gaps when the community empowerment implemented in Situ Gunung tourism area does not accommodate the participation and involvement of all stakeholders in a fair and balanced manner. The gaps and conflicts are caused by communication problems between parties are also based on *karuhun* cultural customs which in Situ Gunung community, West Java. The cultural elements and norms that deeply rooted in Situ Gunung community contradicts with PT Fontis Aqua Vivam as the manager of Situ Gunung Tourism Area where the community is not involved in important decisions regarding their area and there is no empowerment that they feel in return for managing the Situ Gunung Tourism Area. It is important to apply the principles of collaborative governance in community empowerment. These principles include participation, transparency, accountability and close collaboration between all stakeholders. These principles implementation should make all parties can be actively involved in decision-making process and formulate a more inclusive and sustainable empowerment.

Based on this description, there is a theoretical problem regarding community empowerment in improving the Situ Gunung tourism area based on collaborative governance. There is an approach to handling community empowerment in Situ Gunung tourism area which has not changed since then until now. The regulation of P.43/MENLHK/SETJEN/KUM.1/6/2017 on Community Empowerment around Nature Reserve Areas and Nature Conservation Areas raises questions about how to implement the Regulation of Minister of Environment and Forestry for communities in Situ Gunung tourism area. Therefore, this research examines the community empowerment in Situ Gunung tourism area based on a collaborative governance perspective using the Ansell and Gash (2007) approach.

LITERATURE REVIEW

Public Administration Oriented to Governance

Administrative developments continue to changes along with the people's lives. The government is very interested in realizing good and credible government. Good governance is achieved through the birth of a government system that is well-organized, clean, transparent, authoritative and democratic. Democratic governance emphasizes on the location movement and focus of power into hands of people rather than just the government. Good governance practices lie between three human components, government and business actors who act coherently, harmoniously, simultaneously and proportionally (Thoah, Miftah, 2005).

The governance has various comprehensions depend on who understands it. Governance has several important dimensions. First, institutions are management systems that involve many parties. Thus, concepts of networking, partnership, co-distribution and co-production are common forms of agreement in bureaucracy. Second, the values is basis of power to produce efficient and effective government to develop democratic governance, including a social contract requiring participation, fairness, consensus-based governance, informality, and reuse. Third, process is the dimension to describe how various factors and institutions respond to different public issues.

Community Empowerment

The term empowerment is not something new; this term is often used since the growing recognition that humans are a very important factor in progress of development. The empowerment becomes an alternative approach to build community initiatives, where the state plays a role in creating enabling, facilitating and supporting conditions. Figure 1 shows the community empowerment model from Deepa Narayan (2005)

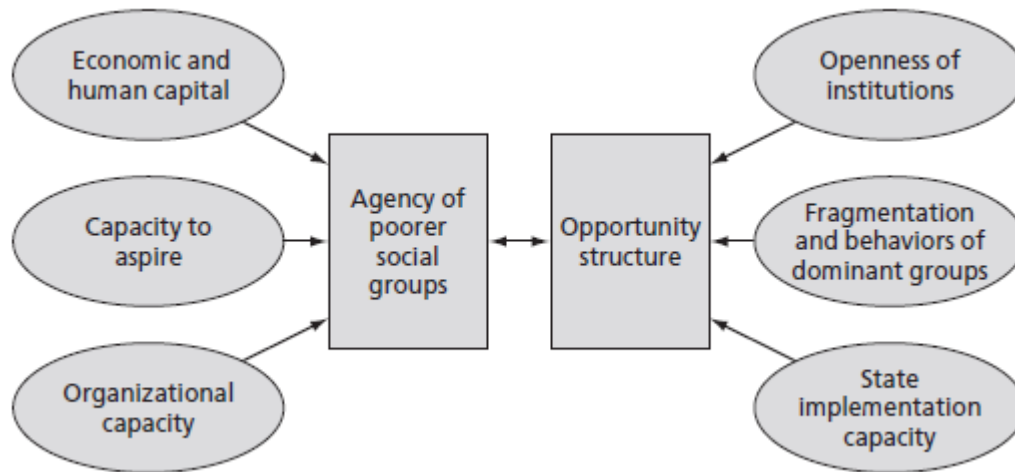


Figure 1. Causal Framework for Empowerment in State-Society Context

Figure 1 shows that empowerment of poor individuals or groups is influenced by (a) changes in capacity of these actors to take purposeful action to exercise agency, and (b) changes in social, political, and institutional contexts that define broader opportunity structures where the actors pursue their interests. There is lot of interaction between agency and opportunity structures, shown by double-headed arrow in center of figure.

The general aim of community empowerment is to improve the welfare of community in an effort to improve the living standard of community, an empowerment pattern that right on the target is very necessary, for example by providing opportunities for community to plan and implement the programs determined. A development approach through a local independence perspective suggests that all stages in process of empowering communities in general and ecotourism communities in particular must be done in a decentralized manner.

Collaborative Governance

Collaborative governance (Pardo, Gil-Garcia and Luna-Reyes, 2010; Guo and Li, 2016) consists of two syllables, "collaborative" and "governance". The word "governance" is a term that refers to government. There have been many studies and expert opinions to define the "governance" with different meanings. Terminologically, governance is understood as governance, many people still think that governance is a synonym for government. Bappenas in Tahir (2015) said that the government is easier to understand as "Government" namely the institution and its apparatus which has the responsibility to manage the country and carry out the will of people. Governance is the entire series of policy/decision making processes and entire series of processes by which decisions are implemented or not implemented.

Collaborative Governance Model according to Ansell and Gash (Ansell & Gash, 2007) consists of following stages.

Starting Conditions. The relations between stakeholders with different background can produce a form of asymmetrical relationship at the starting condition stage.

Facilitative Leadership. Ryan in Ansell and Gash identifies three components of effective collaborative leadership, namely:

- Adequate management of collaboration process;
- Management of ability to implement technical credibility;
- Ensure that the collaboration is empowered to make credible and convincing decisions for all actors.

Institutional Design. Ansell and Gash describe that institutional design refers to basic protocols and basic rules for critical collaboration; most emphasized being procedural legitimacy in collaboration process. The emphasize in collaboration process is the government must be open and inclusive.

Collaborative Process. The collaboration process model develops collaboration as a progression of stages. Gray in Ansell and Gash defines three stages of collaboration process namely problem setting (determining the problem), direction setting (determining goals), and implementation.

RESEARCH METHODS

Research Type

This dissertation research uses a qualitative case study approach. This research focuses and pays close attention to a case intensively and in detail. This qualitative research approach cannot be answered through experiments or measured with numbers, but requires interpretation to describe the meaning of phenomenon (Mohajan, 2018). The researchers attempt to analyze in detail and in depth the collaborative governance process and role of actors in empowering communities around the Situ Gunung tourism area.

Informants are people who are trusted to provide the information needed. The selection of informants was done by purposive sampling to produce a sample that could logically be considered representative. The informants consist of several elements below.

The government consists of National Park Office (BBTN) Situ Gunung, National Park Management Section IV (SPTN IV) Situ Gunung.

The private sector is PT Fontis Aqua Vivam as the holder of natural tourism business permit.

The community consists of residents of Sijagung Lapang, chairman of Karang Taruna Sukamanis Village, residents of Gede Pangrango Village, National Park traders, local guides, motorbike taxi community.

Non-Governmental Organizations consist of Sukabumi Hijau NGO, Indonesian Farmers Union, and Dampal Jurig NGO.

The tertiary institutions are students from Nusa Putra Sukabumi University, Linggabuana PGRI Sukabumi University, STISIP College, Bogor Agricultural Institute, and Open University.

Research Instrument

The qualitative approach uses the researchers as research instrument. The researcher carries out all research activities independently, including determining focus, selecting informants, collecting data, assessing data quality, analyzing data, interpreting data and at the same time drawing conclusions on research findings (Sugiyono, 2016).

Data Analysis

The data analysis techniques adopt the Creswell (2018) model, which contains the following 5 stages of analysis process.

Organize and prepare data for analysis

Read or view all data

Start coding all the data

Results description and themes

Represents description and theme

RESEARCH RESULTS AND DISCUSSION

Community Empowerment with a Collaborative Governance Perspective

The Conservation Forest Area is a magnet for visitors who are hungry for natural adventure and beauty of a well-maintained ecosystem. Therefore, Indonesian government needs to apply the principles of collaborative governance in tourism development. Collaborative governance is a model of managing, organizing and handling problems by involving various stakeholders in a network or group. This collaboration relates to a clear cooperative relationship with trust balanced by commitment, structure and institutional capacity.

Ansell and Gash in their critical review provide a contingency model for collaborative governance that identifies and groups various factors that useful for organizing collaborative governance practices and predicting their outcomes. They argue that the nature and quality of collaborative outcomes depends on process itself, influenced by or dependent on three main contributing elements including initial conditions, institutional design, and facilitative leadership.

Initial Conditions

Initial conditions affect before the collaboration process begin. There are conditions which can support or hinder cooperation between stakeholders, and between institutions/organizations and stakeholders. The three major initial condition variables are imbalance between influence/power (resources, knowledge of stakeholders), history in past as previous collaborations or conflicts among stakeholders, and encouragement and obstacles in collaboration participation (Ansell & Gash, 2008).

The management of Situ Gunung tourist attraction by PT Fontis Aqua Vivam has caused a lot of turmoil with National Park, local communities and NGOs without proper solutions. Community empowerment is also disrupted, especially accessibility and public facilities usage as vehicles. The youth organization leader of Suka Manis Village also said that only some people feel helped, while others have not felt any benefits.

Collaboration is needed when there are interdependence between stakeholders, problem, disparity in power and/or resources, and uncertain, differences in perspectives between stakeholders cause hostile relationships; and decisions taken unilaterally that are unlikely to produce satisfactory results (Kramer & Gray, 1990) .

Facilitative Leadership

Situ Gunung tourism requires leadership that can be accepted and trusted by stakeholders to become a mediator in collaboration. Strong leadership will be really needed in collaboration to make collaboration successful. This strong leadership usually emerges from the stakeholder community (Ansell & Gash, 2008) .

PT Fontis Aqua Vivam has facilitative leadership. It was manifested in following action.

PT Fontis try to maintain employees during the Covid-19 pandemic by providing the option of working from home with 50 percent salary or continuing to work with 100 percent salary.

PT Fontis is active in CSR (Corporate Social Responsibility) activities, such as planting regeneration trees, building infrastructure such as coffee shops, and supporting area patrol and environmental protection activities. The company also provides financial assistance to community for construction of mosques, schools and other infrastructure projects.

PT Fontis places employee welfare as a top priority in its CSR. They try to adapt the assistance to local community needs.

PT Fontis strives to create a positive impact on society and surrounding environment, improve the company's reputation, build good relationships with stakeholders, and ensure the long-term sustainability of their business. The two main roles of leadership are protective leaders and chosen leaders (sponsors and champions) (Crosby & Bryson, 2005). Patrons (sponsors) are individuals who have prestige, authority, and access to resources to use on behalf of collaboration. Choices (champions) are people who focus on keeping the collaboration and

use their skills to help the collaboration achieve its goals. Leadership change should occur in long-standing collaborations, so collaborating partners prepare leadership successors and develop ways to maintain collaboration during changes in leadership (Alexander et al., 2001; Merrill-Sands & Sheridan, 1996) .

Institutional Design

Institutional design refers to basic rules for collaboration. This is very important to provide procedural legitimacy in collaboration process. The emphasize of institutional design is the rules of game in collaboration participation, forums creation, clear implementation rules and transparency in collaboration implementation process (Ansell & Gash, 2008) . The characteristics of institutional design are (1) clear rules, (2) consistent rules, (3) process transparency to each stakeholder, and (4) realistic deadline setting (Mardiyanta, 2022) .

The community empowerment in Situ Gunung showed that procedures setting and composition of main tasks of working group can become part to develop master plan in tourism destination. Research results show several aspects that can serve as guidelines related to community empowerment in Situ Gunung, including: The master plan to develop tourism destinations in Situ Gunung can include strategies and programs designed to empower local communities. This can include training programs, skills development, and providing employment opportunities for local communities. The master plan must regulates clearly the community empowerment implementation, including resource allocation, implementation time, and evaluation of these empowerment programs.

The working group of community empowerment in Situ Gunung must have a clear and well-defined structure of main tasks. Each working group member must have specific roles and responsibilities in according to their area of expertise. The composition of main tasks of working group must also include coordination between group members, periodic reporting, and evaluation mechanisms to ensure the effectiveness of empowerment program implementation. The master plan regulates community empowerment procedures and a well-structured arrangement of main tasks of working groups. The community empowerment in Situ Gunung should be implemented effectively and sustainably. This will improve the welfare of local community and strengthen relationships between the various parties involved in managing the tourism destination.

Institutions should be created in an effort to empower the community in Situ Gunung. Institutions are interpreted as a form of human interaction which includes three levels, namely: 1) having a reference for lower institutions in form of cultural values; 2) institutions have rules in form of laws and regulations to be obeyed together; 3) the transaction process is regulated contractually. The institutional analysis of an organization needs to be done comprehensively, supported by various approaches, including organizational behavior and culture, law, economics and sociology (Syarif, 2013) . The interactions between stakeholders should be regulated with clear rules of game in order stakeholders have equal position, bound and responsible to do these rules of game to achieve synergy.

Eade in Syarif (2013) stated 5 main issues as the focus in developing institutional capacity. First, strengthening institutional capacity is done as an instrument for effective implementation of development projects. Second, strengthening institutional capacity must be able to catalyze dialogue and contribute to achieving development goals. Third, the objectives development must be stated explicitly to facilitate monitoring and evaluation. Forth, the goal must be clear and institutional elements must be analyzed contextually so that the final goal is achieved; 5) Linkages with external environment, structure and activities are felt to be appropriate, reasonable and fulfilling.

Strengthening institutional capacity is important to increase the stakeholder competence in community empowerment while ensuring the success of collaboration. The governance is an effort to build and promote institutional capacity, because this institutional capacity becomes an increase in civil society competence and result of effective collaboration. Some scholars interpret the term institutional capacity as institutional capital. The promotion of institutional capacity is paramount in collaborative governance, because this capacity can help people to build new collective ways of thinking and enable the formation of a more competent civil society. Institutional capacity can be distributed over networks, and allows any problems to be dealt effectively.

Increasing the institutional capacity of stakeholders is a prerequisite to build and maintaining a collaborative government system and quality of public participation and influencing the role of government with institutional capacity of stakeholders. There are four institutional designs that reflect collaboration between the Government, PT Fontis, NGOs, community and other related parties in Situ Gunung. First, the rules of game in cooperation process in Situ Gunung are considered very fundamental, with a transparent institution. This reflects the importance of synergy between various parties to achieve sustainable development goal (SDG) and improve regional economic prosperity. Second, PT Fontis has collaborated with community through various activities, as using local motorbike taxis as transportation tool and purchasing goods from the local community. The payment system and cooperation schedule with motorcycle taxis are well regulated to ensure that all parties get their fair share. Third, synergy efforts between National Parks, regional governments and local communities in terms of education, understanding conservation and tourism development have increased social relations and awareness in environmental conservation. Forth, PT Fontis seeks a balance between helping local communities by purchasing goods from them and safeguarding the company's business interests by maintaining quality and price standards.

Collaboration Process

Collaboration is important in conservation and management of natural resources. Gray (1985) stated that collaboration can be defined as the combining of appreciation and/or real resources by two or more stakeholders to solve a series of problems that cannot be solved individually.

Collaboration in context of resource management involves cooperation between various parties who have an interest or impact on certain resources. By collaborating, stakeholders can work together to achieve common goals, solve environmental problems, and managing natural resources sustainably. The following are efforts that can be made in collaboration process.

Face to Face Dialogue

The negotiation between collaborating actors is done by face-to-face interaction, so that there is equality of space in obtaining information. Face to face is a tool to build commitment and trust in collaborative mutual understanding between actors which prioritizes dialogue in every process to identify problems and determining the mutual agreements (Islamy, 2018) .

The information from various levels of society around Situ Gunung showed that the face-to-face dialogue between collaborative actors to empower the Situ Gunung tourism community create dissatisfaction and difficulties in communication with related parties, such as PT Fontis and National Park. There are efforts to resolve problems through deliberation, but satisfactory responses are often difficult to obtain. The collaborative governance model requires all stakeholders to be involved in dialogue, where these stakeholders represent themselves in expressing their interests (Booher & Innes, 2002) .

Based on information gathered from employees of Gunung Gede Pangrango National Park, an explanation was obtained that the cooperative relationship between PT Fontis, District and Sector Police was limited to socialization and deliberation regarding problems arose. Deliberations or meetings are held once a year, where residents, village, sub-district, police and PT Fontis representatives are invited. However, there are some people who are against or dissatisfied with PT Fontis' activities. They may have certain hopes or desires that are not fulfilled, so some people stage demonstrations. But in end, they want the opportunity to own a business there or get a share from the company, even though PT Fontis has given the community the opportunity to carry out their activities with a condition that their ID card is the member of community around Situ Gunung.

Situ Gunung resort staff, Gunung Gede Pangrango National Park, explained that the resolution of disputes between the community, PT Fontis and National Park was based a discussion and deliberation approach. The benefits of collaboration between PT Fontis and National Park management are especially visible in development of tourism and its impact on economy of local communities. However, there are complaints from local residents regarding environmental disturbances, especially in summer. The recommended solution is cooperation between parties to solve problems together without benefiting one party. Thus, cooperation is

expected to provide significant economic benefits, although it is necessary to carefully consider the ecological and social impacts.

Information was gathered from the Situ Gunung tourism motorcycle taxi community. The income from PT Fontis is not very much, but there is cooperation between PT Fontis and tourist motorcycle taxi group. He also explained that when asked about dispute resolution, he stated that problems could be resolved through deliberation with related parties, such as PT Fontis and National Parks. This shows that problem solving is directed through deliberation and coordination between parties. He emphasized that the collaboration between PT Fontis and tourist motorcycle taxi group should continue to develop and beneficial for all parties. This stakeholder dialogue is usually done to identify opportunities by putting forward the narrative that there will be mutually beneficial conditions for stakeholders if they can collaborate (Ansell & Gash, 2008) .

Building Trust

Ansell, C. and Gash (2008) stated that building trust is a time-consuming process and requires long-term commitment to achieve collaboration. Therefore, if there is antagonism between stakeholders, then policy makers or stakeholders must find time to rebuild trust. If stakeholders cannot build trust then collaboration will not be possible. The collaborative criteria have been fulfilled in process to build trust between collaborative actors. This can be started from the trust between the government, private sector and community who participate in environmental conservation efforts and tourism development in Situ Gunung area. Even though there are still challenges and tensions, collaborative efforts continue to be made to achieve the common goal of preserving nature and welfare of community around the Situ Gunung.

The trust building between the government, private sector and society has gone well, realized through various collaborative efforts and active participation from all related parties. Some of initiatives that have been done. First, activities such as developing tourism driving groups and educational activities by Regional Government together with private sector and NGOs are examples of collaboration that strengthen synergy between them. Second, community is empowered to participate in efforts to preserve the environment and tourism development activities such as Field Work Practices and Independent Internships as well as the formation of tourism driving groups. Third, clean operation activities involve the community, such as the mountain clean operation and waste care clean operation, are a concrete manifestation of collaboration between the government, private sector and community in maintaining a clean environment. Forth, efforts to advance the welfare of local communities through better collaboration between government and private sector are the focus, such as by providing opportunities for local communities to manage certain aspects of tourism, such as parking management.

The various initiatives, joint efforts to build trust and collaboration between the government, private sector, community, NGOs and universities have been realized to achieve the common goal of preserving nature and welfare of community around the Situ Gunung area. In general, literature shows that local collaborative networks can help build trust and social capital that help communities engage in successful collective action (Humphries et al., 2020; Lauber et al., 2008; Lubell & Morrison, 2021) .

Commitment in Collaboration Process

Islamy (2018) stated that trust and commitment are the main assets in collaboration to minimize the resistance from the community. The commitment to empower Situ Gunung tourism is demonstrated as follows. First, PT Fontis is actively involved in local economic development by providing employment opportunities for local residents, assisting in construction of infrastructure such as coffee shops that can be used by community, and involving them in development projects. Second, Local communities also show commitment by participation in projects managed by PT Fontis. They are not only beneficiaries, but are also involved in managing and marketing tourism products. Third, the local government also shows commitment by providing support and appreciation for PT Fontis efforts in local economic development. This is reflected in awards given by local governors and regents. Forth, The Head of Resort (Kares) in Situ Gunung and academics expressed their readiness to commit to supporting efforts to improve the economy in region. They believe in collaboration with PT Fontis and other related parties to achieve common goals.

The commitment reflects strong and sustainable cooperation between PT Fontis, government, local communities, NGOs and universities in an effort to improve the economy and welfare in Situ Gunung area. The commitment of actors in collaborating is an important factor in success of collaboration. However, carrying out this commitment is sometimes full of dilemmas. If collaborative efforts do not involve all stakeholders, efforts to build program effectiveness will be hampered (Lauber et al., 2008) . The research results show that there is active involvement and synergy between the government, private sector, community, NGOs and universities. It is hoped that community empowerment in Situ Gunung can be achieved effectively and sustainably. Commitment to collaboration is very important in running a program because commitment will determine the success or failure of collaboration in achieving common goals. Commitment relates to motivation of individuals or groups to participate in formulating and implementing joint programs to achieve a mutually agreed goal. This commitment begins with formulation of a policy or program collaboratively by all parties involved, which is then mutually agreed upon after considering all input and suggestions, and filtering them according to mutual agreement.

Shared Understanding

Islamy (2018) stated that at several points in a collaborative, stakeholders must develop a shared understanding. Shared understanding concerns the same mission, common goals, shared vision, shared ideology, clear goals, clear and strategic direction, implementation of core values, alignment on problem definitions.

Cooperation and communication from the actors involved between the government, PT Fontis, NGOs, communities and universities show the importance of cross-sector collaboration in management of Situ Gunung. They expressed a desire to improve communication, understanding and collaboration involving all relevant parties. This understanding is reflected in efforts to create an effective collaboration process, by emphasizing transparency, practical political communication, and awareness of mutual interests in decision making regarding Situ Gunung.

The actors demonstrated an understanding of importance of paying attention to welfare of local communities and maintaining environmental sustainability in managing Situ Gunung. The communities, NGOs and universities hope for greater attention to environmental impacts, binding written agreements and commitment from all parties involved. Shared understanding is also reflected in efforts to create strong agreements between all parties involved, ensure a fair distribution of economic benefits, and maintain local cultural identity amidst globalization. Developing a vision and mission together can move people as individuals or part of masses to recognize and know themselves as part of a group.

Effective collaboration is done by building understanding together through sharing ideas between parties by providing an alternative solution to a problem. This understanding will create an effective decision-making mechanism through a process that focuses on shared problems and builds support through expanding ideas.

Intermediate Results

Collaboration is more likely to continue when the results of goals and benefits of collaboration can be felt in real terms, even though they are still small as an intermediate result (middle) of collaboration process. These small results (small wins) can become a driving force in building trust and commitment with stakeholders (Ansell and Gash, 2008). Meanwhile, Emerson et al., (2012) described the results of collaboration as an impact. The expected impact is "small-wins ", namely positive results that continue and provide enthusiasm for actors. Meanwhile, unexpected impacts include obstacles in implementing collaboration. Unexpected impacts can also arise directly or indirectly in collaboration process.

Ansell & Gash (2008) mentioned the collaboration as an intermediate outcome. Intermediate outcomes are the results of business activities that can be identified and measured in near future and indicators of long-term results, so intermediate outcomes that produce small wins are very important. They will motivate collaborative actors to act and innovate to achieve goals. Some literature also states that collaboration is only possible if the goals and benefits of collaboration are concrete and when small wins from the collaboration are possible

(Islamy, 2018). In other words, small wins are short-term goals to be achieved (Ansell & Gash, 2008). Small wins in intermediate outcomes are basically not much different from the collaboration outcomes referred to by Emerson & Nabatchi (2015); both refer to results to be achieved. However, outcomes of collaboration that Emerson mentions are much broader, not only short-term but regarding all changes that may result from collaboration, whether physical, economic, social, cultural, short-term or long-term.

The small wins which are referred to as small victories and short-term goals have been clearly illustrated in empowering the community in Situ Gunung. Several efforts have produced results, first, the food stall empowerment program in Situ Gunung Tourism Area involves contributions from various parties, and this program should have a positive impact on local economy. By increasing the quality of service and culinary variety on offer, food stalls in area can attract more visitors. This will not only increase the income of food stall owners, but also provide a more diverse culinary tourism experience for visitors. Thus, food stall empowerment program can be a driver of local economic growth and increase the tourist attraction of Situ Gunung area. Second, PT Fontis has efforts to provide non-commercial water facilities as a form of empowerment to community around Situ Gunung; it is an important response to problem of decreasing quality and availability of clean water. The access to clean and safe water directly benefits local communities to fulfill their daily needs. This not only improves community welfare, but also supports environmental sustainability in area. Third, human resources empowerment through training for tour guides is a strategic step in improving the quality of tourism services in Situ Gunung area. A well-trained tour guide can provide accurate information, support environmental sustainability, and create a memorable tourist experience. Thus, empowering human resources in tourism sector not only increases the professionalism of tourism actors, but also contributes to development of sustainable tourism in Situ Gunung area.

Collaboration outcomes are often referred as intermediate results because they refer to results of collaboration process (Kamara, 2020). The collaboration process does not only stop at outcomes but must also produce long-term impact as the final result. To determine the impact of collaboration, collaboration performance measurement is needed. However, considering the multi-sectoral nature of collaboration in community empowerment, measuring the results of collaboration seems to be quite difficult. (Thomson et al., 2007).

If viewed from the conceptual framework to measure the results of Situ Gunung community empowerment collaboration, the collaboration results in context of this research are still intermediate outcomes which are not yet the final result of community empowerment collaboration.

CONCLUSION

Referring to resulting data and discussion of research findings that have been described in previously, several conclusions from the research findings are presented below. First, initial conditions for collaboration in Situ Gunung can be identified from the conflict that occurred between the surrounding community, NGOs, and PT Fontis. This conflict arose from various societal demands. However, with intensive communication and holding of outreach activities regarding the use zoning of National Parks, common understanding began to grow and collaboration between National Parks and local communities began to increase. Second, facilitative leadership has an important role in facilitating collaboration between various related parties.

Third, institutional design is visible in meetings and consultation activities held between various stakeholders including the Tourism Office, PT Fontis Aqua Vivam and Sukabumi Regency government to resolve problems in Situ Gunung. Several meetings were held, but not all hopes and agreements were implemented. Fourth, collaboration process is done through face-to-face dialogue.

This research was conducted using qualitative methods so that the outcomes of collaboration in form of increasing employment opportunities and increasing people's income figures cannot be measured and proven. The use of quantitative methods, mix methods and social network analysis to measure the extent to which the intensity of relationship between the five governance actors is analyzed using correlation and regression statistical techniques could be a recommended method choice in future research with same theme.

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