Collaborative Governance Approach for Community-Based Agritourism: A Case Study of Villa Ternak Cikerai Cilegon

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Abstract—Nowadays, community-based agritourism with strong community participation, as well as collaborative governance has gaining wider attention. And yet, few research had been conducted on community based agritourism by using collaborative governance approach. This paper aims to analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerai Cilegon, Province of Banten as it provides unique nature of private and public partnership, to be explored further. This is qualitative research conducted in 2018. This paper reveals that the Collaborative Governance approach has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies in realizing Cikerai Tourism Village. However, the Collaborative Governance process has not gone well because committees process dominated by private sector and shared understanding has not been carried out in joint planning and processes in achieving agritourism goals.

Keywords: Agritourism, collaborative governance, community based tourism, empowerment

I. INTRODUCTION

Collaborative governance has been widely applied in various countries in various good sectors which provide many benefits (Powell, 1990). The application of collaborative governance gives the opportunity to manage the government with one or more public institutions directly involving non-state stakeholders in formal, consensus-oriented and deliberative collective decision-making processes and aims to create or implement public policies or manage programs or public assets[1].

Collaborative governance has been applied to many fields, eg infrastructure and transportation[2] [3][4], socio-economic fields [5][6][7][8], as well as the field of environment and resources [9][10][11]; [12][13].

In addition, several researchers have applied the concept of collaborative governance in the field of tourism, eg about tourism planning in islands [14], Power in tourism stakeholder collaborations [15], tourism governance in protected areas:[16], dan Tourism Collaborative Governance and Rural Community Development in Finland [17]. Even though collaborative governance practices have been widely applied in various fields including tourism. However, few still use it as an approach in realizing community based agritourism.

One of the interesting tourist destinations to be analyzed using collaborative governance approaches is Villa Ternak Cikerai, a local ecotourism, located in the industrial city of Cilegon in the Province of Banten, is a unique tourist destination that develops the concept of agricultural tourism that gives attention to the empowerment of surrounding communities. There is not much agricultural-based tourism in the industrial cities, because usually agriculture-based tourism is in rural areas. In addition, community-based agritourism is even more interesting because it involves several stakeholders forming collaborative governance.

This paper aims to analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerai Cilegon, Province of Banten as it provides unique nature of private and public partnership, to be explored further.

This study finding is a good example in the development of community-based agritourism through collaborative governance approaches and is the finding of a new concept of local collaborative governance in rural areas.

II. METHOD

The study was conducted on 2018 at Villa Ternak Cikerai, a tourism destination located at Cikerai Village in Cilegon City in the Province of Banten. The tourist destination location is 6 km from downtown of Cilegon and 28 km from the provincial capital of Banten.

This study used qualitative research approach was applied to study about individual or community and incident with took into account the relevant context and aims to understand the social phenomenon through a holistic view and reproduce deep understanding [18]. The study focused to
analyze the development of community based agritourism and analyze the role of collaborative governance in encouraging community-based agritourism in Villa Ternak Cikerai Cilegon, Province of Banten as it provides unique nature of private and public partnerness, to be explored further.

Data was collected through direct observation, in-depth interviews, printed and electronic library resources. Furthermore, the data was analyzed by a hierarchical linear approach by several steps: data preparation, read the entire data, data organization (coding), description, narration, and interpretation.

The questions used to obtain information were submitted to respondents using purposive sampling. In total, five individuals were interviewed (Table 3) and data were also collected through participant observations during a guided tour of informal discussion with workers and community.

<table>
<thead>
<tr>
<th>TABLE 1. DESCRIPTION OF INFORMANTS</th>
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<td>Informant Number</td>
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III. RESULTS AND DISCUSSION

A. Description of the Research Site: Villa Ternak Cikerai

Villa Ternak Cikerai has an area of 7,000 m², located in Cikerai Village which in the Cibeber Sub-District of Cilegon City. At first Cikerai Livestock Villa was only a farm and fattening 'qurban' animals. But then it was developed into a place to learn for the visitors who came from kindergarten and elementary school. From that on, it became a Livestock Park.

Livestock Park offers a hilly panorama, the highest contour of the land parallel to the main road, while the lowest is the river. With the presence of lush trees makes the atmosphere of this place shady and cooler. Cikerai Livestock Villa is a tourist destination that attracts visitors because it has several advantages such as beautiful natural scenery, a place to study in the field of animal husbandry and agriculture, as well as the availability of a variety of culinary.

Farms that are tourist attractions are: cows, goats, ducks, chickens, pigeons, and fish. In addition there are also reptile animals such as iguanas, turtles, coral snakes and other snakes. Meanwhile, for agriculture, peanut gardens, melon gardens, pumpkins, grapes, and others. Tourist attractions are also equipped with local excellent culinary, such as local curry goat called “rabeg”, gnetum crackers snacks, as well as other common culinary, both inside the Villa's location and around the parking.

Villa Ternak Cikerai Management sets the entry ticket price of IDR 75,000 for cars and IDR 50,000 for motorcycle. Each visitor's ticket gets a facility of 1 cup of pure milk or mineral water, animal feed, free parking, horse riding tickets, and learns how to milk milk well and feed animals and get to know the natural environment.

The agricultural tourism activities will provide knowledge about the types of fruit plants and other agricultural crops (cognitive). Meanwhile, the attitude that is expected to emerge is caring about plants and their environment, motivated to plant fruit, vegetables, and others. The psychomotor aspects that appear are expected to be the skill of planting, watering plants. Agritourism activities at Cikerai Livestock Villa can be summarized in Table 3.

Table III shows the ideal goals to be achieved in developing agro-edutourism in Cikerai Livestock Villa. Almost all education facilities in agriculture and animal husbandry have been developed, but for education facilities in environmental field, only several things have been done, such as; making manure and its use, maintaining environmental cleanliness. Environmental education that has not been implemented will be the next 1-year plan.

| TABLE II. AGRITOURISM ACTIVITY OF VILLA TERNAK CIKERAI |
|-------------------|---------------|---------------|-------------------|
| Subject           | Animal Husbandry                                    | Agricultural                                           | Supporting facilities |
|                   | Livestock cultivation of cows, goats, rabbits, poultry and birds | Cultivation of vegetable and fruit                      | Villa resto & cafe |
|                   | Riding horse care                                     | Fruit plants in pots                                    | gazebo |
|                   | Fish cultivation                                      |                                                           | supply of qurban animals |
|                   | Reptile care                                          |                                                           | seminar room |
|                   |                                                       |                                                           | archery |
|                   |                                                       |                                                           | multipurpose |
|                   |                                                       |                                                           | room |
|                   |                                                       |                                                           | office |

Source: Data from observations

B. Community Based Agrotourism in Villa Ternak Cikerai

Community empowerment applied at Cikerai Villa Ternak is carried out through three steps : 1) Pilot project for community empowerment through agro-edutourism; 2) Supporting Cikerai Tourism Village through Empowerement; and 3) Farming Bussines through Farming Bussines School [19].

248
The piloting stage is the preparation period for livestock toward community-based, community-based agrotourism. Supporting Phase, the stage to support of society partnered with Villa Ternak Cikerai through Cikerai Tourism Village program. The program was appointed formally through Cilegon City Regulation No. 12 Year 2017 on Regional Tourism Development Master Plan. Stage of Empowering (Community Empowerment) to meet the increasing needs of the livestock business, there needs to be a place to improve the competency of the business actors. These requirements include those intended for: retired state-owned enterprises and the State Civil Apparatus (ASN), surrounding, and companies in Cilegon City that will discuss CSR in the fields of agriculture and animal husbandry.

Through these three stages, livestock villas will be able to realize agricultural education tourism (agro-edutourism) based on community empowerment with an environmental perspective. Cikerai's livestock is an agent of change in pushing for a change in the community mindset which originally assumed that businesses in agriculture and animal husbandry were trivial and non-productive jobs, then realized that business in agriculture and animal husbandry if managed professionally would result in large profits. In addition, because the professional management also requires good environmental management, the community will be encouraged in the application of environmentally sound business through efforts to maintain waste, waste management, and 3R principles in managing agriculture and livestock towards organic farming and livestock.

C. Collaborative Governance for Enhancing Community Based Agro-tourism

Ansell & Gash define about collaborative governance as governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets[1]

The criteria for a partnership to be called collaborative governance are: the forum is initiated by public institutions, participants are nonstate actors and engage directly in decision making, the forum is formally organized and meets collectively to make decisions by consensus, and the focus of collaboration is on public policy or public management.

Based on the collaborative governance criteria, the partnership in managing the livestock villa includes collaborative governance.

Some of the stakeholders involved in managing Villa Ternak Cikerai are presented in the following table III.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>• Policy: Regional Regulation of Cilegon City, Perda Kota Cilegon No. 12 Year 2017 about the Regional Tourism Development Master Plan which sets Cikerai Village as a city-based agricultural tourism village (Article 17) and community empowerment through tourism (Article 28). • Infrastructure: road access to Villa Ternak Cikerai</td>
</tr>
<tr>
<td>Privat/business entity</td>
<td>• Privat: Villa ternak Cikerai develop the concept of agrotourism, provides labor, shares knowledge and skills, and charity • NGO and business entity: transfer funding</td>
</tr>
<tr>
<td>Local Community</td>
<td>• Labor, visitors, supporting tourism activities</td>
</tr>
<tr>
<td>University &amp; Research Institution</td>
<td>• Researcher and Trainer</td>
</tr>
</tbody>
</table>

Collaborative Governance at Villa Ternak Cikerai is important to support community empowerment, as agreed by Haribowo below.

"Because we automatically want to raise the economic empowerment of the Cikeray community, so that it is the basis of our vision. We don't take many employees from outside, we empower all employees from the Cikerai community."

"Almost all employees from the Cikerai village, there are only a few expert teams, timber workers, civilians, maybe the foremen of my people. So our subordinates are from the Cikerai people,"


The Cilegon City Office of Tourism and Culture (Dinas Pariwisata dan Budaya) appointed Cikerai Urban Village to become a Tourism Village. Cikerai Village is one of the kelurahan that is included in Cibeber Subdistrict, the potential of paddy fields and extensive fields can be offered to play, unwind and study. Through the scenery offered, we can also take lessons to appreciate the hard work of local farmers who used to feed their livestock in the fields [20]

Based on observations, the Collaborative Governance process at Villa Ternak Cikerai is presented in the following table IV.
The Collaborative Governance approach has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies in realizing Cikerai Tourism Village. However, the Collaborative Governance process has not gone well because commitment process dominated by privat sector shared and understanding has not been carried out in joint planning and processes in achieving agritourism goals.

ACKNOWLEDGMENTS
The authors would like to thank all of the villagers, tourists, and all the people who assisted in the conduct of this study for their contributions to the interviews and the data collection processes, especially to Haribowo the owner of the Villa Ternak Cikerai.

Table 4 shows that almost all stages of the collaborative governance process are still dominated by the private sector, in this case the Villa Ternak Cikerai.

IV. CONCLUSION

The Collaborative Governance approach has provided opportunities for the private sector to develop the concept of agritourism through community support and the emergence of government policies in realizing Cikerai Tourism Village. However, the Collaborative Governance process has not gone well because commitment process dominated by privat sector shared and understanding has not been carried out in joint planning and processes in achieving agritourism goals.

REFERENCES

TABLE IV. COLLABORATIVE GOVERNANCE PROCESS FOUND IN VILLA TERNAK CIKERAI

<table>
<thead>
<tr>
<th>Variable of Collaboration Governance Process</th>
<th>Availability</th>
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<tbody>
<tr>
<td>Face-to-Face Dialogue;</td>
<td>Dialogue between the private government and the community is still limited to formal meetings without being planned together in the meantime the dialogue between the community and ‘Villa Ternak Cikerai’ happened mostly informally.</td>
</tr>
<tr>
<td>Trust-Building</td>
<td>Trust in the concept of agritourism applied in ‘Villa Ternak Cikerai’ emerged because of the commitment of managers in developing these tourist destinations. The community supports because of the many benefits obtained from the existence of these tourist destinations. The government also gave credence to the evidence of Villa Ternak’s Cikerai hard work.</td>
</tr>
<tr>
<td>Commitment to Process</td>
<td>Commitment in the collaboration process is dominated by Villa Ternak Cikerai as a private sector that has a direct interest in business development.</td>
</tr>
<tr>
<td>Shared Understanding</td>
<td>Shared understanding has not yet emerged as a result of a joint dialogue, but only limited to the same interests in achieving goals.</td>
</tr>
<tr>
<td>Intermediate Outcomes.</td>
<td>The ultimate goal of the collaboration process in the form of the realization of agritourism does not arrive suddenly, the result of joint dialogue, sharing understanding, and other collaborative processes. Each stakeholder is more focused on the intermediate results that can be directly received. The private sector and the community achieve the results of bidin in the form of material benefits, while the government obtains success in moving away from the institution’s customs program.</td>
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Source: Data from observations and interviews.