



**ANALYSIS OF COLLABORATIVE GOVERNANCE
FOR THE DEVELOPMENT OF BETAWI VILLAGE
TOURISM IN SETU BABAKAN, SOUTH JAKARTA**

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Abstract

This research aims to know the processes and factors that influence Collaborative Governance in managing the Setu Babakan Betawi Cultural Village tourist village, South Jakarta. The research used a qualitative descriptive method of the Collaborative Governance theory approach according to Ansell and Gash (2007) as an analytical study in this research. The data collection techniques are through interviews, documentation, and literature study. The results of the research show that the management of the Setu Babakan Betawi Cultural Village has been running effectively, judging from the initial conditions, institutional design, facilitative leadership, and collaboration processes which have produced a collaboration model in the Setu Babakan Betawi Cultural Village. This is due to the influence of resource factors, institutional forms, government programs, and private sector participation. Some challenges must be addressed in maximizing the management of the Setu Babakan village and the limitations of the UPKPB's institutional functions as a regional organizational work unit which is under the authority of the Culture Service. This limits several functions and authorities to support development in the Setu Babakan Betawi cultural village.

Keywords: Collaborative, Governance, Setu Babakan, Authority

**ANALISIS COLLABORATIVE GOVERNANCE
PENGEMBANGAN DESA WISATA
PERKAMPUNGAN BETAWI SETU BABAKAN
JAKARTA SELATAN**

Abstrak

Penelitian ini bertujuan untuk mengetahui proses dan faktor-faktor yang mempengaruhi Collaborative Governance dalam pengelolaan perkampungan wisata Perkampungan Budaya Betawi Setu Babakan, Jakarta Selatan. Penelitian ini menggunakan metode deskriptif kualitatif dengan pendekatan teori Collaborative Governance menurut Ansell dan Gash (2007) sebagai kajian analisis dalam penelitian ini. Teknik pengumpulan data dilakukan melalui wawancara, dokumentasi, dan studi literatur. Hasil penelitian menunjukkan bahwa pengelolaan Perkampungan Budaya Betawi Setu Babakan sudah berjalan dengan efektif, dilihat dari kondisi awal, desain kelembagaan, kepemimpinan fasilitatif, dan proses kolaborasi yang menghasilkan model kolaborasi di Perkampungan Budaya Betawi Setu Babakan. Hal ini dikarenakan adanya pengaruh dari faktor sumber daya, bentuk kelembagaan, program pemerintah, dan partisipasi sektor swasta. Beberapa tantangan yang harus diatasi dalam memaksimalkan pengelolaan perkampungan Setu Babakan adalah keterbatasan fungsi kelembagaan UPKPB sebagai satuan kerja perangkat daerah yang berada di bawah kewenangan Dinas Kebudayaan. Hal ini membatasi beberapa fungsi dan kewenangan untuk mendukung pembangunan di perkampungan budaya Betawi Setu Babakan.

Kata kunci: Kolaboratif, Tata Kelola, Setu Babakan, Kewenangan

INTRODUCTION

The government is actively working to improve tourists' experiences and broaden the range of tourist offerings through the establishment of tourism villages. It is anticipated that the economic revival of rural communities will result from the development of village-based tourism. The community is expected to take charge of managing village tourism development, embracing the concept of community-based tourism to leverage its diverse potential.

Tourism management initiated by the local community, supported by multi-stakeholder partnerships, will trigger the spirit of promoting the economy of the village community independently, creating a resilient and competitive community (Muhajir Efendi, 2021).

The key factors for the successful development of tourism villages are the role of community participation, social entrepreneurship, and innovation (I Gede Maharta Fujihasa, Ida Ayu Putri Widawati, Ni Made Eka Mahadewi et al., 2022). In other studies, a high sense of care for the environment in maintaining cultural traditions in the era of globalization. Government participation in building infrastructure affects the development of tourist villages (Orfin Kaburak, Suparno et al., 2022).

In its management, Desa Wisata has involved the community from the planning, implementation, and evaluation stages. This can be seen that the Pokdarwis is a management institution established by the village and local agencies whose members come from various elements of the community in the village (Putu Agus Prayogi, 2022).

In the context of developing tourist destinations, the government and village tourism awareness groups act as facilitators in preparing tourism infrastructure and dynamizers who provide training in tourism village management skills. So that the management of tourist destinations becomes more professional and capable (I Gede Putra Nugraha (1) Made Dian Putri Agustina (2), n.d.).

Several research findings in various tourist villages unmistakably demonstrate the crucial role of the community approach in the progress of rural tourism and entrepreneurship. These endeavors are inseparable from the active participation and cooperation of local communities, governmental bodies, and business entities, whether they are directly or indirectly engaged in the tourism sector (I Wayan Wiwin, 2019).

Apart from being one of the business centers and central government administrative areas, DKI Jakarta Province plays a strategic role in supporting the number of tourist distribution. In Figure 1 for 2022, foreign tourists (Wisman) were recorded, amounting to 934 thousand foreign tourists after the Denpasar entrance of 2.1 million foreign tourists, while national tourists (wines) amounted to 63 million trips.

As an effort to support the tourism village development program, since 2021 the Ministry of Tourism and Creative Economy has built the Jaringan Desa Wisata (JADESTA) system, which is an information system for the distribution of tourism villages with profiles and indicators of tourism village categories according to the results of self-assessment from tourism village managers. Through data collection and analysis from the JADESTA system, DKI Jakarta province has 23 potential tourist villages as shown in Figure 2.

The tourist village in DKI Jakarta is a separate magnet to compete with existing artificial attractions and become a tourism icon in Jakarta. However, tourist villages are still not the leading attractions of DKI Jakarta tourism. The following is attached data on visits to DKI Jakarta's leading tourist attractions in Table 1.

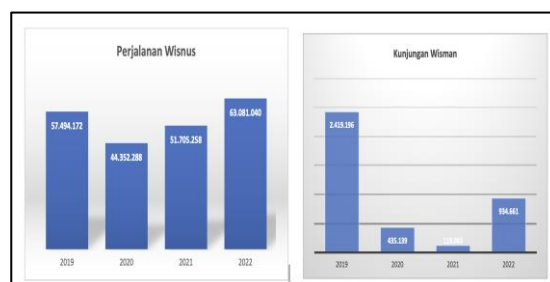


Fig 1. Number of foreign tourists and domestic tourists in DKI Jakarta 2019-2022
Source: Badan Pusat Statistik, 2023

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Fig 2. Number of Tourism Villages in DKI Jakarta

Source: Kementerian Pariwisata dan Ekonomi Kreatif; 2023

Table 1 . Number of Tourist Visits in DKI Jakarta

Top Tourism Objects	Number of Tourist Visits to Top Tourism Objects by Location in DKI Jakarta		
	2020	2021	2022
1. Taman Impian Jaya Ancol	2.351.961	3.248.408	13.012.020
2. TMII	1.123.542	889.993	1.057.316
3. Ragunan	633.963	784.639	6.551.846
4. Monumen Nasional	443.034	-	5.007.359
5. Museum Nasional	67.088	28.700	523.141
6. Museum Satria Mandala	3.183	2.465	-
7. Museum Sejarah Jakarta	153.223	51.952	542.554
8. Pelabuhan Sunda Kelapa	16.348	32.950	12.256
Total	4.792.342	5.039.107	26.706.492

Source: BPS Pariwisata Provinsi DKI Jakarta 2023

One of the highlights among the tourist destinations in Jakarta, a metropolitan city, is the Setu Babakan Betawi Village situated in Srengseng Sawah, Jagakarsa District, South Jakarta. Functioning as the focal point of the Betawi Cultural Village, it serves as a meticulously preserved area dedicated to upholding the authentic

The Betawi cultural heritage, Setu Babakan Betawi Village, was established by the Jakarta Government on January 20, 2000. The creation of this village is motivated by the objective of continuously preserving and advancing the original Betawi culture. Nestled in the outskirts of South Jakarta, this village is a distinctive tour spot, offering a rich experience of Betawi culture through a variety of tourist attractions and the traditional customs of the indigenous Betawi people.

Situated in Srengseng Sawah Village, Jagakarsa District, South Jakarta City, the Setu Babakan Betawi Cultural Village spans 289 hectares, with 65 hectares under government ownership, of which only 32 hectares are currently under management. The village is home to a minimum of 3,000 families. Setu Babakan acknowledged as a Betawi Cultural Heritage site, was formally inaugurated in 2004 as part of Jakarta's 474th Anniversary celebration. The inauguration was officiated by DKI Jakarta Governor Sutiyoso. Notably, in October 2002, the Pacific Asia Travel Association (PATA) held a conference in Jakarta, designating Setu Babakan Village as one of the selected tourist attractions.

In addition to serving as a tourist attraction, Setu Babakan Village functions as a hub for preserving, advancing, and coordinating activities related to Betawi culture. This distinctive quality led Setu Babakan to secure the top spot in the 2021 Indonesian Tourism Village Award, particularly in the CHSE (Cleanliness, Health, Safety, and Environment Sustainability) category.

The Governor of DKI Jakarta for the 2017-2022 period, Anies Rasyid Baswedan, expressed his appreciation and stated that the success of the Betawi Setu Babakan Tourism Village was the implementation of the "Jakarta City of Collaboration" with the active involvement of stakeholders from both the local government and the community.

Every tourist village possesses diverse potential for development, and the engagement of multiple stakeholders plays a pivotal role in the prosperity and growth of these villages. This involvement includes local communities, Pokdarwis (Tourism Awareness Groups), and village governments, encompassing

the entire process from preparation and implementation to supervision and preservation (Santika, 2017). Fundamentally, the success attained by the Kampung Betawi Setu Babakan Tourism Village is notably shaped by the efficient collaboration among the various parties involved. Given these accomplishments, researchers aim to delve deeper into understanding the mechanics of collaborative governance implementation and identify the success factors that contribute to the advancement of tourist villages.

In fostering tourism development and promotion, the active involvement of all pertinent stakeholders, particularly local communities, local governments, and rural tourism entrepreneurs, is crucial. The success of tourism development in rural areas hinges on at least ten key factors: (1) the provision of comprehensive tourism packages, (2) effective community leadership, (3) backing and engagement from local government entities, (4) sufficient financial resources for tourism development, (5) strategic planning, (6) coordination and collaboration between entrepreneurs and community leaders, (7) cooperative efforts among rural tourism entrepreneurs, (8) access to information and technical assistance for tourism development and promotion, (9) the presence of tourism institutions and travel agencies, and (10) the level of support from the local community for tourism initiatives (I Wayan Wiwin, n.d, 2019).

The results showed that the dynamics of collaboration in the DKI Jakarta tourism management process with the location of the old city of Jakarta tourist destination that a) the movement of shared principles, deliberation has not gone well because it rarely conducts discussions. b) shared motivation, shared trust, and shared understanding have not been good due to a lack of communication and ties between communities that are too strong. internal legitimacy and clear commitment. c) the capacity for collective action in managing tourism in Jakarta's old town is good from the dimensions of procedures and collective agreements, leadership, and knowledge, but not yet good in the dimension of resources. d) the actions of collaboration are good enough to facilitate and advance the collaboration process. e) the impact and adaptation of the collaboration process have had an impact that can be seen from the community's growing awareness of tourism awareness but is not yet significant, and seen from the revitalization that has not been completed until now because the Sapta personal goals have not been achieved as a whole (Maulidah, 2023). Based on these facts, researchers are interested in looking further into the implementation of collaborative governance in the Setu Babakan Betawi Cultural Village tourism village and its influencing factors.

Collaboration plays a key role in achieving a sustainable subject goal using a lot of collaboration and cooperation. Because collaboration not only raises awareness of the problem but also helps to address the root of the problem (Moseley, 2020). And collaboration has built a lot of important things in achieving the goal of sustainability. If collaboration can continue the process and also as a sustainable goal then to achieve the goal, collaboration is needed. The government should increase its collaboration with local communities and other institutions because in its application the country can more easily achieve its goals (Gayle R Jennings, 2009).

THEORY

Collaborative governance

Collaborative governance refers to a set of arrangements in which one or more public institutions actively involve "non-state" stakeholders in a formal, consensus-oriented, and deliberative policymaking process. This process is crafted to formulate or implement public policies and manage public programs or assets (Ansell and Gash, 2008). The study's findings are categorized into four main variables, which include: (1) initial conditions; (2) institutional design; (3) leadership; and (4) collaborative processes.

1) Initial conditions

Initial conditions affect before the collaboration process occurs, some conditions can be supporters or obstacles to cooperation between stakeholders, and between institutions/organizations and stakeholders. There are 3 (three) major variables of this initial condition, among others: the imbalance between influence/power, resources, and knowledge of stakeholders. History in the form of previous collaborations or conflicts that have occurred between stakeholders and the encouragement and constraints to participate in collaboration.

2) Institutional Design

Institutional design refers to how the basic rules in collaboration, this is very important because it becomes a procedural legitimacy in the collaboration process. What is emphasized in this institutional design is how the rules of the game in participating in collaboration, how the forum is formed, the form of clear implementation rules, and how there is transparency in the process of

implementing collaboration.

3) Leadership

In collaborative efforts, the presence of high conflict and disagreement, coupled with substantial distrust among stakeholders, is a common occurrence. However, concurrently, there is often a strong desire among stakeholders to participate in the collaboration actively. Therefore, effective leadership becomes essential, characterized by acceptance and trust from stakeholders, serving as a reliable mediator in fostering collaboration. A robust and respected leadership, typically emerging from within the stakeholder community, is crucial for the likelihood of successful collaboration.

4) Collaborative process

At the beginning of the collaborative process is very difficult to determine where to start. Of the five collaborative processes. Chris Ansell & Alison Gash, 2007 modeled collaborative governance in Figure 3.

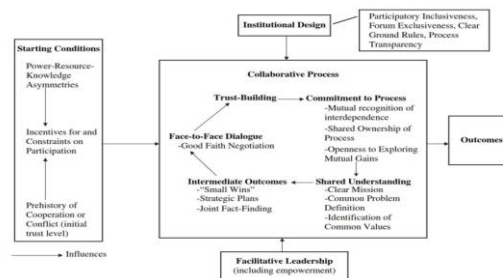


Fig 3. Model Collaborative Governance

Source: Ansell dan Gash (2008), in book Collaborative Governance dalam Perspektif Administrasi Publik (Retno Sunu Astuti, Hardi Warsono dan Abd. Rachim, 2020

Ansell and Gash (2007) also set 6 important criteria to define Collaborative Governance: (a) The forum is initiated by a public agency (b) Forum participants include non-governmental organizations (c) Participants are involved in policy-making rather than just playing a consultative role (d) The forum is formal and is a joint meeting (e) The forum aims to seek consensus on policy (although in practice consensus is not always reached) (f) The focus of the collaboration is public policy and public management.

Village Tourism

History of Tourism Village

A tourist village represents an amalgamation of attractions, accommodation, and supporting facilities, encapsulated within the framework of community life that is closely aligned with prevailing procedures and traditions (Nuryanti, Wiendu, 1993). The inception of the rural tourism concept can be traced back to Club Mediterranean, which introduced the idea that urban dwellers, in their need for holidays, seek environments markedly distinct from their everyday surroundings. Club Mediterranean initiated its inaugural 'Vacation Village' on the Spanish Island of Majorca in 1950 (Kunwar, 1997 in Tilak Pasak Kandel 2011).

International case: Tourism and Collaborative Governance

Hallstatt villages, Austria is a tourist village listed as UNESCO World Heritage (1997), Factors that support the successful development of tourist villages are, (Placeholder1) cultural uniqueness (salt mining activities since 1300 BC), natural wealth (UNESCO version of the World Heritage Site), besides that the success of Hallstatt village is the result of a collaboration involving actors including the Federal Ministry for Education, Arts, and Culture, Salt mining entrepreneurs (Private), Media, Community.

For the Spanish case study, in the Gipuzkoa region, collaborative governance of tourism sector development through the Etorkizuna Eraikiz (Building the Future) program, is an innovative program for more open and collaborative governance. The Etorkizuna Eraikiz program and its outcomes fit well with the philosophy of collaborative governance. The program proved to be the key to creating a stable framework of cooperation between actors united in tourism development

METHODS

This research adopts a descriptive analysis with a qualitative approach, concentrating primarily on the developmental aspects of Setu Babakan Tourism Village, specifically within the framework of collaborative governance. The data for this study were derived from in-depth interviews conducted with key informants, including UPT Setu Babakan UPPKB, DKI Provincial Tourism Office, the Head of the Tourism Village Institution, and the Village mobilization team. The collected data underwent analysis through processes such as data reduction, presentation, and verification. The verified data were then subjected to analysis using the collaborative governance framework proposed by Ansell & Gash (2008).

Bogdan and Taylor, as cited in Moleong (2010: 04), define qualitative research as "a research procedure that generates descriptive data in the form of written or spoken words from people and observable behavior." Qualitative descriptive research is geared towards providing detailed descriptions, explanations, and insights into the issues under investigation. This approach seeks to closely examine an individual, group, or event to describe, explain, and understand the intricacies of the subject matter.

Based on the understanding of several experts, it can be concluded that descriptive qualitative research is a series of activities to obtain data that is what it is without being in certain conditions whose results emphasize meaning. This research uses primary data and secondary data. Data analysis uses triangulation theory.

Research Focus

This research focuses on aspects of Tourism in Setu Babakan Village, South Jakarta which includes how Collaborative Governance in Setu Babakan Village, South Jakarta with descriptive qualitative methods through premier data collection techniques which include interviews and several questionnaires and also through secondary data which includes existing documents in hardcopy and softcopy.

Research Informants

According to Sukandarumidi (2012: 65), research informants are individuals or entities capable of providing information, which can include people, objects, or institutions (organizations), whose characteristics are being studied. In this particular study, the research informants consist of UPPK Setu Babakan, the Tourism and Creative Economy Office, and members of the community actively engaged in Collaborative Governance within the tourism context of Setu Babakan Village.

RESULTS AND DISCUSSION

Starting Condition

The inception of Setu Babakan in the 1990s was propelled by the commitment of Betawi cultural advocates to safeguard Betawi culture. The government played a supportive role by facilitating the selection of alternative locations, including Rorotan, Kemayoran, and Srengseng, employing a series of community involvement processes through seminars and workshops. UPPKB Setu Babakan was officially established on August 18, 2000, as per DKI Jakarta Governor Decree No. 92 of 2000, which outlined the arrangement of the Betawi Cultural Village Environment in Srengseng Sawah Village, Jagakarsa District, South Jakarta.

As it progressed, the initial focus of development predominantly revolved around the Betawi cultural preservation program. This was marked by proactive cultural initiatives and community-led endeavors to establish a social movement organization specifically dedicated to the Betawi cultural village.

Informant interview results; *"It's clear that without a strong desire from the community or Betawi leaders, and a top-down approach, the initiative wouldn't have materialized. The decision-making process was participatory and location-specific. For instance, if the community in Rorotan agreed, the efforts would be directed there. Similarly, if revitalization was deemed suitable for Condet, it would be centered there. However, Setu Babakan emerged as a result of community consensus with a shared vision not only to preserve culture but also to derive economic benefits from the initiative."*

Over time, the decline in people's livelihoods in agriculture, plantations, and livestock, as well as the increase in needs has moved the community to add value to the Setu Babakan cultural village economy. This explains that the availability of resources greatly influences the success of collaboration. The resources in question can be in the form of financial resources, as well as human resources (Aulia et al., 2021).

The government's endeavors to enhance the cultural role of Setu Babakan by incorporating educational, research, preservation, and tourism components have fostered collaboration with the

community. This aligns with findings from Andhita's research in 2020, which emphasizes that tourism development is shaped by the collaborative efforts and communication patterns established by the government and various stakeholders, including the community.

The results of the informant interview; *"So that because the community feels, fortunately, if we are a cultural village that knows it is not just culture. The work of selling hodgepodge, which was only 3 plates, can sell 10 plates, that's the fact, making money for rent, can send children to school and all kinds of things. People buy rambutan and all kinds of things, and eventually their children can work here (Setu Babakan) and so on. So the economic vision and mission, when there is a benefit, the support comes from the community, not because of the agreement of the people here."*

During the visit to Setu Babakan village, where the community warmly welcomes visitors, tourism activities are indirectly implemented, laying the foundation for the growth of various aspects of tourism development such as attractions, accessibility, amenities, services, and promotion. The interaction between the government and the community takes the form of collaborative efforts to advance and develop Setu Babakan.

The engagement of the community extends beyond indirect participation to direct involvement in cultural activities, art, craft-making, and tourist services. Discussions and idea exchanges within the community environment are initiated to instill public awareness about the significance of tourism development while still preserving Betawi culture. This aligns with research findings indicating that local communities play a pivotal role in all tourism activities and are actively involved in forums dedicated to tourism management. The community assumes duties and responsibilities in tourism activities based on their respective expertise (Hermawati, 2020).

Ansell and Gash (2007: 550) This initial condition then triggers the desire of the parties involved to collaborate both from the government and other institutions to get involved. The desire or need for collaboration will arise through a form of cooperation. The impetus for the impact of economic benefits and the spirit of preserving Betawi culture are the initial conditions that generate the desire, incentive, and need for collaboration between stakeholders.

Institutional Design

According to Ansell and Gash (2007), another crucial aspect that requires attention is the clarity of rules and procedures. The government plays a vital role in supporting tourism businesses by providing regulations, policies, and infrastructure (Dwimahendrawan & Saputri, 2022). The management of Setu Babakan tourism village is established on the foundation of Betawi cultural relationships, a shared vision and mission for the economic benefits of tourism village activities, and government program interventions. Stakeholders engage in formal and informal communication, adhering to agreed-upon rules.

In support of this collaborative effort, tangible evidence is seen in the formation of an organizational forum responsible for overseeing the Setu Babakan tourist village. The Governor Regulation of the Special Capital Region of Jakarta Province Number 197 of 2015 regarding the Betawi Cultural Village Assessment and Development Forum stipulates that the forum, in carrying out its duties, functions, and activities, takes into account and considers the aspirations of the community, both those residing within and outside the Betawi Cultural Village Area. Furthermore, in the implementation of Betawi Cultural Village management, the forum includes individuals from both inside and outside the Betawi Cultural Village Area.

According to Goddard, the partnership relationships between government and non-government entities are characterized by five key elements: shared aims, trust, reciprocity, equity, and shared funding (Molla et al., 2021). To maximize the tourism potential of Setu Babakan, the focus is on elevating the position and role of the community as a key player in tourism. The institutional framework and delineation of community roles are outlined in the establishment of the Setu Babakan Betawi Cultural Village Tourism Awareness Group (POKDARWIS). The specifics of this arrangement are detailed in the Decree of the Head of the Tourism and Creative Economy Office of the South Jakarta Administrative City, Number 1248 of 2022, regarding the Determination of the Setu Babakan Betawi Cultural Village Tourism Awareness Group.

POKDARWIS serves as a community management institution entrusted with overseeing the tourism village. Its formation aims not only to introduce, preserve, and utilize the potential tourist attractions of the Betawi Cultural Village but also to mobilize, foster motivation, enhance abilities, and create opportunities for the community as active participants in the tourism sector.

Facilitative Leadership

Facilitative leadership is a factor that influences the success of the collaboration process. The leader of a collaborative governance institution is a facilitative leader, who can facilitate all stakeholders to sit together at the negotiating table, meet face-to-face, build mutual trust, commit, and make a strategic plan, roadmap, vision-mission, and common goals agreed upon by consensus. "

Facilitation is a method that imposes minimal intrusion on the management prerogatives of stakeholders. A facilitator's primary responsibility is to safeguard the integrity of the consensus-building process. On the other hand, mediation involves a greater degree of third-party intervention in the substantive details of negotiations, particularly when stakeholders struggle to effectively explore potential win-win outcomes." (Ansell & Gash, 2008).

Regarding the management of Setu Babakan Betawi Cultural Tourism Village, the findings in the field that the head of UPKB Setu Babakan is a leader with a facilitative character, the facts in the field can establish communication, accept community ideas, foster the community to innovate, apply the principle of hospitality and be active as a liaison between the Government, Private Sector, academics, and the community.

The results of the informant interview: "that community development is not only continuous but also involves various agencies and can be temporary, such as development related to the sustainability of the Betawi cultural village which does require cooperation."

Table 2. Strategic Activities Carried Out by UPKB Setu Babakan

Number	Activity Name
1	Workshop of the Indonesian Landscape Architects Association (IALI)
2	Training with Sanggar Silat Lampah Gunung
3	Socialization of One Brand One Village and Registration of Individual Companies
4	Introduction to the Betawi Culture of Mr. Abdul Aziz Ariarasta's Group
5	Introduction to Betawi Culture of Social Foundation for the Visually Impaired
6	Gathering of senior Kebetawian figures ahead of Ramadan 1444H
7	Visit of DPD RI DKI Jakarta Province
8	Visit of SMPN 178 Jakarta
9	Temasek Polytechnic Singapore Student Visit
10	Activities of the Red Pomegranate Pencak Silat Studio
11	Counseling on Ready-to-eat Food Safety for Food Managers / Servers
12	Commemoration of World No Tobacco Day at the South Jakarta level
13	Setu Babakan Betawi Cultural Village activities go digital
14	Betawi Dance Practice
15	Forum Group Discussion (FGD) with Tourism Business Actors in the Setu Babakan Area and with UMKM Batik Betawi Actors
16	Celebration of the 466th Anniversary of Jakarta City and Launching of Betawi Cultural Village Toponymy Book
17	Ngaji Budaya "Book Review on Toponymy of Setu Babakan Village. Setu Babakan Betawi Culture Village"
18	A series of activities commemorating Jakarta's 496th anniversary: Ngederes, Gambang Kromong and Bazaar
19	Ngaji Budaya with the theme Reflection of 496 Years of Jakarta and 23 years of Betawi Cultural Village
20	Betawi Traditional Games Competition in a series of Setu Babakan Cultural Arts Festival activities
21	Betawi Traditional Games Competition and Betawi Nuance Competition in Setu Babakan Cultural Arts Festival series of activities
22	Introduction to the Culture of Betawi Sudin East Jakarta.

And the head of UPKB Setu Babakan also facilitates meetings between the stakeholders involved. Leadership is an activity to influence others, and leadership affects teamwork (Febrianto, 2021). The Received: 2023-12-30; Accepted: 2024-05-29

role of the head of UPKB can influence the community to be able to get economic benefits from activities in Setu Babakan.

Collaboration Process

The collaboration process involves three stages: problem setting, direction setting, and implementation. This process is characterized as irregular and non-linear. Often, collaboration is perceived to depend solely on accomplishments related to ideal objectives like communication, trust, commitment, mutual understanding, and results. Despite the irregular nature of the collaboration process, communication remains central to collaboration. Therefore, the analysis typically commences with face-to-face dialogues, aiming to build trust, commitment to the process, mutual understanding, and interim outcomes (Ansell & Gash, 2008).

The government employs a Collaborative Governance approach in the development of tourism villages, which is shaped by cooperation and communication patterns established by the local government with various stakeholders, including the private sector, the community, academics, and the media. The local government takes the initiative to organize regular meetings, bringing together diverse actors engaged in the development of tourist villages. The presence of structured and scheduled coordination facilitates the government's ability to monitor programs effectively in the development of tourist villages (Andhita et al., 2020).

In the Collaboration Process in Setu Babakan tourism village, the Government always approaches through dialogue and discussion together with the community, community, and stakeholders of government agencies and the media. The results of the interview with the chief executive of UPKB Setu Babakan found the fact that in building trust with the community, UPKB organized meetings involving various characters. There are formal meetings that are officially invited, but there are also meetings with a more informal nature, such as UPKPB visits and forums directly to the community. In addition, the approach involves involvement in cultural activities such as ngaji in some places and various other events, such as deaths or certain moments.

The results of the informant interview: *"UPK often holds meetings with the community. This is part of the routine that is carried out every month or according to a predetermined schedule. These meetings serve as a forum to communicate, discuss, and discuss various matters related to the UPK and activities in the neighborhood. So, it can be said that there are regular forums or meetings involving the UPK and the local community."*

"These forums cover a wide range of community needs, both formal and those closer to everyday life. Although some meetings may not be formally invited, UPKPB and the forum go directly to the community to get closer. This needs to be strengthened as community needs cannot always be determined by formal means."

It is important to continue to strengthen social roles in collaboration. UPKPB and the forum jointly run various activities, involving traditional leaders, youth, and women. This diverse pattern of collaboration includes approaches that engage communities in ways that suit their needs and traditions. For example, collaboration can take the form of visits and interactions that involve socialization, explanations, or simple activities according to the needs and convenience of the community. In carrying out activities, UPKPB and the forum apply a diverse approach, to build strong and well-established relationships with the community.

The results of the informant interview: *"We are always open to ideas and proposals from the community, including from community groups or other parties that have a positive contribution to tourism development. If there are ideas or proposals from the community related to tourism development, we are very enthusiastic to listen to them and are willing to consider any ideas that can improve the quality and attractiveness of tourist destinations. This is a joint effort to build a better environment and support sustainable tourism growth."*

FACTORS THAT HINDER AND SUPPORT

In this study, the supporting factors that influence the management of the Setu Babakan Betawi Cultural Village Tourism Village are resource support, institutional forms, government programs, and private sector participation. By other research, the drivers of development are categorized into two, namely internal factors (in the form of community awareness and willingness, the amount of potential that exists both economic potential and environmental potential, and there are many tourist attractions), external factors (in the form of support and assistance from the Village Government, Regency and Province) (Widiastuti & Nurhayati, n.d.).

First, resource support; HR has received a lot of support from government assistance programs (Local Government, Ministry of Cooperatives and MSMEs, Ministry of Tourism and Creative Economy, Ministry of Budristekdikti, Ministry of Trade, and others).

Second, there is regulatory and institutional support for the management of Setu Babakan Cultural Village. This support is evident through the issuance of regulations that pertain to the establishment of management institutions such as UPKPB (Regional Organizational Work Unit) and regulations focused on community empowerment through POKDARWIS (Tourism Awareness Group) institutions.

Third, participation of government programs and the private sector; since its establishment as a Betawi cultural village area, many government and private programs have entered to support the development of Setu Babakan in the form of community assistance, cultural event programs and tourism promotion, as well as CSR assistance.

In the management of this Betawi cultural tourism village, the weak factor is the limitation of UPKPB's institutional function as a regional organizational work unit under the authority of the Culture Office. This limits some of the functions and authorities to support development in the Setu Babakan Betawi cultural village, such as

First, the function of infrastructure development in the Setu Babakan area/land. The findings in the field are that there are obstacles to road arrangement in the Setu Babakan area until now in poor condition (the authority for road construction is in the OPD in charge of public works, but constrained by assets recorded in the OPD in charge of Culture).

Second, participation in the promotion of tourism activities. The findings in the field that UPKPB affairs in the form of cultural program tasks on the other hand the authority for tourism promotion in the tourism and creative economy office, so that the Parekraf Office still has not intervened much in the setu babakan cultural tourism development program.

CONCLUSIONS

Based on the results of field research, that collaborative governance has been running well and the involvement of each stakeholder has been built to build a tourist village of the Betawi cultural village of Setu Babakan. However, to build a Betawi cultural village tourist village in Setu Babakan, there are challenges, namely some authorities to improve the quality of the Setu Babakan tourist village need attention from the government, such as the function of structuring the infrastructure area in the Setu Babakan area and the intervention of UPKPB involvement in tourism and creative economy programs.

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