

Collaborative Governance Management of Tourism Villages Bukit Batu in Pentahelix Model

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ABSTRACT

Village tourism is the development of local resource potential carried out through tourist destinations, as an effort to accelerate village development, encourage the economy, social and culture of villages and improve the welfare of village communities. This research aims to analyze collaborative governance in the management of the Bukit Batu tourist village through a model, namely the pentahelix. The research method used is descriptive qualitative, with primary data sources obtained directly through interviews and observation. And secondary data that the author obtained from literature studies in the form of journals, regulations, and other related research. Data analysis was carried out using an interactive model, with stages consisting of data reduction, data presentation, drawing conclusions and verification. Collaborative governance research results in the management of the Bukit Batu tourist village in the pentahelix model by prioritizing 3 indicators, namely the dynamics of collaboration, collaborative actions, and the impact of collaboration. The actors involved in managing the Bukit Batu tourist village are based on the pentahelix model consisting of academics (STPR, UR, UNILAK, POLBENG), business (local MSMEs), communities (tourism awareness groups, arts and crafts culture groups, and studios), photography group), government (village government, tourism office and tourism ministry) and media (media Bengkalis Info).

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INTRODUCTION

Village tourism is regional development by making villages into tourist destinations. In Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan, in article 28 c, the strategy for increasing local potential and resources is explained in point b "development of local resource potential can be carried out through tourist villages". A tourist village is "a rural area with an overall original and distinctive atmosphere in terms of socio-economic, socio-cultural, customs, daily life, has unique building architecture and village spatial structure, interesting economic activities, and has great potential. can be developed." (Masrudi, 2021)

The Tourism Village Program is a program launched by the Minister of Tourism and Creative Economy as an effort to accelerate village development, encourage the economy, social and culture of villages and improve the welfare of village communities. Tourist villages not only invite tourists to enjoy the beauty of nature, but also learn and introduce the life and potential of village communities directly. (Masitah, 2019) Management of tourist villages in Indonesia is part of the sustainable tourism development program in accordance with the RPJMN 2020-2024. Its implementation is regulated in the Minister of Culture and Tourism Regulation No PM.26/UM.001/MKP/2010 concerning general guidelines for the national community empowerment program (PNPM) for independent tourism through tourist villages.

The criteria for a tourist village must pay attention to three important components, namely tourism potential, seeing interest from the community and the uniqueness of a village that differentiates it from other villages. (Krisnawati, 2021). Bukit Batu Village is a village located in Bukit Batu District, Bengkalis Regency, Riau - Indonesia. Bukit Batu Village is known as a historical village, with many remains from warriors and ancestors who have raised and advanced this area. The roles and struggles of the Datuk Admirals, including Datuk Admirals I, II, III and IV, namely Datuk Admiral Ibrahim (1767-1807), Datuk Admiral Khamis (1808-1864), Datuk Admiral Abdullah Shaleh (1864-1908) and Datuk Admiral Ali Akbar (1908-1928).

(https://jadesta.kemendparekraf.go.id/desa/bukit_batu).

Bukit Batu Village is a tourist village based on Bengkalis Regent Decree Number 445/KTPS/VI/2021. (Zata Lini, 2024). This Decree explains that the management of tourist villages is carried out by the Village Head and is responsible to the Regent. In managing the Bukit Batu tourist village there is a collaborative role of actors, namely academics, business, community, government and media.

METHODOLOGY

In analyzing the collaborative governance model in the pentahelix model of management of the Bukit Batu tourist village, the author used a descriptive qualitative research method. The data sources in this research use primary data and secondary data using data collection techniques through observation, interviews and documentation

studies. Primary data is data obtained directly through interviews and observation. Secondary data is data that the author obtained from literature studies in the form of journals, theses, theses, data from previous research, government regulations, including various data related to this research. In this research the author uses an interactive model, with stages consisting of data reduction, data presentation, drawing conclusions, and verification.

RESULTS AND DISCUSSION

According Collaboratif governance model by Emerson, Nabatchi and Balogh (2012) which is collaborated with the actor model in the pentahelix model, management of the hill tourism village by paying attention to 3 indicators:

Dynamics of Collaboration in Management of the Bukit Batu Tourism Village

In the dynamics of collaboration, it begins with the mobilization of shared principles, shared motivation and results in joint action. Driving the collaboration process in managing the Bukit Batu Tourism Village is the Bukit Batu Village Government. The appointment of the Head of Bukit Batu Village as the manager of the Bukit Batu tourist village is based on the Decree of the Regent of Bengkalis No 445/KTS/VI/2021 concerning the Determination of Tourism Villages in Bengkalis Regency which decides that the management of the tourist village is carried out by the Bukit Batu Village Government and the Village Head is responsible to the Regent of Bengkalis. Furthermore, the Village Government formed a Tourism Awareness Group (Pokdarwis) based on the Decree of the Head of Bukit Batu Village No. 28/KPTS/BB/2021 concerning the Determination of Volunteers for Bukit Batu Village, Bukit Batu District, Bengkalis Regency, determining that in the management of the Bukit Batu tourist village it is necessary to form Bukit Batu Tourism Village Volunteers who in its implementation, it is responsible to the Village Head. The composition of Bukit Batu Village Volunteers can be seen in the following table:

Table 1. Composition of determining volunteers for Bukit Batu Tourism Village

Position	Name
Advisor	Kepala Desa Bukit Batu
Chief Executive	Juwandi, S.H., MH
Vice Chairman	Erwin Martianis, ST., MT
Secretary	Hukmul Fikri
Treasurer	Nurul Fahmi, MT
Homestay Section	Linda Marlina
Member	Heruzi Shiti Aisyah

	Aidil Fitra, A., Md Nurfadila
Digital and Creative Section Member	Insanul Akbar, S. K,S.T Hikmatul Amri, MT M. Sabrani, MT M. Khairon Resti Haryani, S.Kom
Malay Classics of Literature Review Section Member	Dr. Hasbullah, M.Si Dr. Haruka Sumiati, S.Sos Ade Idra Suhara, M.Si Muhammad Amin, SH
Malayness and Islam Value Development Section Member	Muhammad Fahmi, S.Pd Juliansyah, S.Pd.I M. Supriadi Syahril, S.Pd M. Sayuti
Tourism Village Institutional Collaboration Section Member	Indartno, S.Pd.I Manja Sari, M Pd Anisa Aprila Rosniyati, SH

Source: Decision of the Head of Bukit Batu Village No 28/KPTS/BB/2021

The dynamics of collaboration in the management of the Bukit Batu tourist village from each actor can be seen in the table below:

Table 2. Dynamics of Collaboration in Management of the Bukit Batu Tourism Village

Actors	Parties Involved
Academics	Sekolah Tinggi Pariwisata (STP) Riau Universitas Lancang Kuning Politeknik Negeri Bengkalis (POLBENG).
Bussines	Local creative economy product/MSMEs
Community	Tourism awarness group Arts and crafts studio cultural group Photography group
Goverment	Head of Bukit Batu Village

	Bengkalis department of culture and tourism
	Tourism department of Riau Province
	Ministry of Tourism
Media	Bengkalis Info Media

Source: processed author, 2024

In the table above, the dynamics of collaboration in the management of Tourism Villages are explained by collaborating with various related actors, namely *academy*, such as the Riau Tourism College (STP), Lancang Kuning University, Bengkalis State Polytechnic (POLBENG). *Business*, the establishment of Business Cooperation for Local Creative Economy Products/MSMEs in Bukit Batu Village. *Community*, There are several communities that are members of the Bukit Batu Tourism Village, including a tourism awareness group, an arts and crafts cultural group, and a photography group. *Government*, the government parties related to the management of the Bukit Batu tourist village are the Head of Bukit Batu Village, Bengkalis department of culture and tourism, Tourism department of Riau Province, and the Ministry of Tourism. Apart from the government, Bukit Batu tourist village also collaborates with the private sector, namely PT Pertamina Hulu Rokan (PHR), PT Pertamina RUU II Sei Pakning, PT Sekato Pratama Makmur (SPM). *Media*, one of the mass media that collaborates with Buti Batu Village is Media Bengkalis Info.

The obstacles faced in collaborative management of Bukit Batu village are the lack of community preparedness and understanding in dealing with the fact that the area has become a tourist destination. The dynamics of collaboration between actors requires joint commitment in managing the Bukit Batu tourist village. Especially the commitment to sustainable development of the Bukit Batu tourist village.

Collaborative Actions in Managing the Bukit Batu Tourism Village

Each actor has a role in managing the Bukit Batu tourist village, each actor works together to carry out their role in achieving the goals. At this stage, the collaborative actions of each actor involved are explained. More details can be seen in the table below:

Table 3. Collaborative Actions in Management of the Bukit Batu Tourism Village

Actors	Parties involved	Collaborative Actions
Academic	Riau Tourism College (STP)	Students program internship in Bukit Batu Village
	Lancang Kuning University	Students program internship in Bukit Batu Village

	Bengkalis State Polytechnic (POLBENG)	Carrying out research activities related to tourism in the Bukit Batu Tourism Village
Bussines	Local Creative Economy Products Business/MSME Culinary Processed Sago and Fish (Bukit Batu Sago Crackers)	Sago Crackers UMKM formed a partnership with the Bukit Batu Tourism Village in expanding marketing. Wet and Dry Cake MSMEs formed a partnership with the Bukit Batu Tourism Village in expanding marketing.
	MSMEs Fashion Products	The Bukit Batu lejo weaving business is used as branding for the Bukit Batu Tourism Village
	Craft Products	Leko Nipah handicraft MSMEs in Bukit Batu Village have reached domestic and foreign markets
Community	Tourism awarness group	Facilitate visitors, carry out events, and take part in the management and development of the Bukit Batu tourist village
	Arts and crafts studio cultural group	Take part in events held at the Bukit Batu tourist village
	Photography group	Take part in events held at the Bukit Batu tourist village
Government	Head of Bukit Batu Village	Forming Bukit Batu Tourism Village Volunteers, as well as providing a budget for managing the tourist village
	Bengkalis department of culture and tourism	Carry out guidance and supervision in the management of the Bukit Batu Tourism Village
	Tourism department of Riau Province	Perform construction and supervision
	Ministry of Tourism	Developing the management of the Bukit Batu Tourism Village

Media	Bengkalis Info	Collaborate in covering activities and events held in the Bukit Batu tourist village
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Source: processed by author, 2024

From the table above, the collaborative actions of each actor involved are explained, namely;

Academy, Academics involved in managing the Bukit Batu tourist village, namely the Riau Tourism College (STP), Lancang Kuning University, with collaborative actions carried out practical field work (PKL) activities in the Bukit Batu tourist village, Bengkalis State Polytechnic (POLBENG) in conducting research.

Business, there are several Local Creative Economy Product Businesses/MSMEs that collaborate with the Bukit Batu Tourism Village, including:

1. Culinary Processed Sago and Fish (Bukit Batu Sago Crackers);
 - a. Sago Crackers MSMEs consist of housewives who form sago processing business groups using local raw materials. MSMEs partner with the Bukit Batu Tourism Village to expand marketing.
 - b. Wet and Dry Cakes: Raw materials that are abundant in certain seasons are used by industry players who process dry and wet cakes to increase income from the businesses they manage. Sea products are processed into peyek, rhino bread, lakso, kemojo sponge cake and so on. This business is a partner in the Bukit Batu Tourism Village.
2. MSMEs Fashion Products;
 - a. Lejo Bukit Batu weaving, in the history of Lejo Bukit Batu weaving, according to Datuk Abdul Hamid Basir, the first person to make weaving in Bukit Batu was Cik Embung, son of Datuk Ibrahim, who was held with Datuk Lelo Setio around 1512 in the form of Geduk weaving. The typical name for weaving in Bukit Batu is lejo or lejo weaving. The lejo pattern is identical to the stripes visible on the fabric. Stretches from top to bottom. Meanwhile, the coloring material has been adjusted to the color of the thread imported from Singapore or Malaysia. Branding the Bukit Batu Tourism Village as a Weaving Village because the people have been actively weaving since the time of Datuk Laksamana Raja in the Sea. In 2022 the Bukit Batu Lejo Weaving was designated as an Intangible Cultural Heritage (WBTb) by the Ministry of Culture of the Republic of Indonesia. The Lejo Weaving in the Bukit Batu Tourism Village became one of the icons of the Bukit Batu Tourism Village in the ADWI 2023 performance.

3. Craft Products

- a. Leko Nipah Crafts, The Leko Nipah craft business in the Bukit Batu Tourism Village has been running for more than 20 years. This business has been taught from generation to generation from parents to children since the time of Datuk Admiral Raja at Sea. The Leko Nipah craft market in the Bukit Batu Tourism Village has reached domestic and foreign markets. In 2023, the leko nipah business group received an order for delivery to Japan for further research. In this case, Pokdarwis representatives attended an invitation to Kobe Japan to present the local creative economy (Leko Nipah, Lejo Tenun, Bukit Batu Sago Crackers) and the Bukit Batu Tourism Village

Community, there are several communities that are members of the Bukit Batu Tourism Village, including a tourism awareness group, a cultural arts and crafts studio group, and a photography group. This community is explained further in the table below:

Table 4. Bukit Batu Village Communities

Group	Organisation	Amount of Member	Meeting schedule
Tourism Awareness Group	Relawan Desa Wisata	25	Once a month
	Perdespa	30	Once a month
	Mangrove Laksamana	20	Once a month
Arts and crafts studio cultural group	Teratak Berinai	25	Once a month
	Tuah Serumpun	30	Once a month
	Telingka Pucuk	20	Once a month
Jaya Photography group	Tematu Bersantan	20	Once a month

Source: Bukit Batu Tourism and Creative Economy Business Development Support Proposal (DPUD) 2024

The government parties related to the management of the Bukit Batu tourist village are the Head of Bukit Batu Village, the Bengkalis Regency Tourism Office, the Riau Province Tourism Office, and the Ministry of Tourism. Apart from the government, Bukit Batu tourist village also collaborates with the private sector, namely PT Pertamina Hulu Rokan (PHR), PT Pertamina RUU II Sei Pakning, PT Sekato Pratama Makmur (SPM). Implementation of collaboration with the private sector in the form of CSR provided every year to the Bukit Batu tourist village, CSR provided in the form of assistance, MSME assistance and building assistance Landmark.

Media, one of the mass media that collaborates with Buti Batu Village is Media Bengkalis Info, which covers activities and events held in the Bukit Batu tourist village.

Each actor involved has a role and influence in the management of the Bukit Batu tourist village, including academic, business, community, government and media actors. Obstacles in collaborative action in managing the Bukit Batu Tourism Village can be seen from the lack of supervision and development carried out by government actors in managing the Bukit Batu Tourism Village.

Impact and Adaptation of the Collaboration Process in Management of the Bukit Batu Tourism Village

The collaboration carried out by each actor in managing the Bukit Batu tourist village has brought changes in the progress of the development of the Bukit Batu tourist village. The impact and adaptation that can be seen is the increase in the number of visitors to the Bukit Batu tourist village. From the data obtained by the author, the number of domestic tourist visitors to Bukit Batu village in 2018-2022 is explained in the table below:

Table 4.
Number of Domestic Tourist Visits to Bukit Batu Village Year 2018 - 2022

Years	Visitor
2018	1.359
2019	1.255
2020	-
2021	2.136
2022	4.366

Sumber: Processed by author 2024

From the table above, it is explained that there was an increase in visitors from 2018-2022, in 2020 it was not documented because during the Covid 19 period. The Bukit Batu tourist village in 2023 won the 2023 Indonesian Tourism Village Award (ADWI). Bukit Batu Village received an award certificate from the Indonesian World Records Museum (Muri) in the category of tourist village that has the most extensive history of maritime glory. This will increase the attraction of tourists to the Bukit Batu tourist village.

The impact of collaboration in the management of Bukit Batu Village can also be seen from various activities involving actors in managing the Bukit Batu tourist village. These activities are included in Bukit Batu Village activities

Table 5. Bukit Batu Village Activities

Month	Activities
January	An audience was held with the Head of the Riau Province Tourism Department
February	Joint hearing with the Riau Malay traditional institution (LAM R) Hearing with Bengkalis City Council Bukit Batu River Festival Fishing competitions, fun walks with prizes
March	Joint Hearing with Pertamina RU II Sungai Pakning
April	Announcement of the top 100 ADWI 2022 Visit of the Governor of Riau Bengkalis Regent's Ramadhan Safari Eid Al-Fitr evening torch relay
May	Firecracker war festival
June	Bukit Batu Tourism Village photo competition
July	Socialization of the Bukit Batu Tourism Village Volunteer Roadshow
August	Selection of Qur'an recitations Cultural parade Folk game Arts night Creative economy workshop with Family Welfare and Empowerment Bukit Batu Village organization
September	Open futsal tournament in Bengkalis Regency
October	Village caring action
November	
December	Village feast and prayer together

Source: Bukit Batu Tourism Awareness Group (Pokdarwis), 2024

In detail, the author summarizes the collaborative impact of managing the Bukit Batu tourist village on each of the actors involved, for further explanation in the table below:

Table 6. The Impact of Collaboration in the Development of the Bukit Batu Tourism Village

Actors	Impacts
Academic	- Research and development, Academics can conduct research related to the potential of local cultural tourism, which can provide new insights and innovation in the development of the Bukit Batu tourist village

- Academic contributions in the form of ideas and innovations that can be applied directly in the field provide practical solutions to the challenges faced by the Bukit Batu Tourism Village
 - Bussines
 - Increase in MSME income
 - Increased marketing, cooperation in promotions, both through social media and marketing campaigns
 - Communities
 - Training resources for MSMEs
 - Capacity building, by providing training and skills development for Pokdarwis members.
 - Strengthening the collaborative network with various actors
 - Program Sustainability, with support from various parties, Pokdarwis can ensure that the programs implemented run well and are sustainable
 - Governments
 - Improving the Local Economy, improving the tourism sector through collaboration can help the government achieve economic development goals
 - Assist the government in making tourism village development policies
 - Media
 - News Sources, the media gets many news sources and interesting content from the development of tourist villages.
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Source: Processed by Author 2024

The impact of this collaboration is a temporary adaptation. This means that this adaptation is only produced during the collaboration process and will then be used as consideration and evaluation material in future collaborations.

CONCLUSION

Collaborative governance in the management of the Bukit Batu tourist village in the Pentahelix model by prioritizing 3 indicators, namely collaboration dynamics, collaborative actions, and collaboration impacts. The actors involved in managing the Bukit Batu tourist village are based on the Pentahelix model consisting of academics, business, community, government and media. In the dynamics of collaboration, it begins with the mobilization of shared principles, shared motivation and results in joint action. Driving the collaboration process in managing the Bukit Batu Tourism Village is the Bukit Batu Village Government. The dynamics of collaboration between the Batu Bukit management actors are: academics (STPR, UR, UNILAK, POLBENG), business (local MSMEs), community (tourism awareness group, arts and crafts culture group, and photography group), government (village government, tourism department, and tourism ministry), Media (Bengkalis Info Media). Collaborative actions in managing Bukit Batu

village are academics (street vendors activities and research), business (increased marketing), community (facilitating increased visitors), government (guidance and supervision) media (covering activities or events). The impact of collaboration in managing the Bukit Batu tourist village is academics (research development), business (increasing income), community (coaching and training), government (assisting in the policy formulation process), media (source of news from activities).

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