

## **CHAPTER I**

### **INTRODUCTION**

#### **A. Background**

Tourism is a sector that can provide a major role for the development of a region while contributing a lot to encourage economic activities such as being able to open new jobs, increase business opportunities, increase income, grow new small industries that have a positive impact on local communities, so the economy can improve and also an integral part of national development that is carried out systematically, planned, integrated, sustainable, and responsible while still providing protection to religious values, the culture that lives in the community, environmental sustainability and quality, and national interests (Risanti Fajrina dan Winarni Fransisca, 2017).

Jarum Village is one of the villages in the Bayat sub-district which is directly bordered by the Gunung Kidul district of the Special Region of Yogyakarta. Furthermore, rural areas are characterized as areas with minimal labor productivity, high levels of poverty and low environmental quality or lagging. A few years ago, Jarum Village was included in the list of poverty in red zone villages. The condition of Jarum village is that has left some of its citizens living below the poverty line.

However, the current conditions are very different. The average population of Jarum village is being an entrepreneur. Jarum village now becomes a tourist village known as the potential of batik craft, he wrote. In 2014, the Jarum village

was declared as a tourist village by the Regent of Klaten and was recognized by UNESCO since October 2, 2018; batik becomes Indonesia's cultural heritage. However, according to data reported from Jawa Pos (3/04/2019) that the village of Jarum which is famous for its batik craft centers is still determined as a list of poverty red zone villages by the Central Statistics Agency (BPS).

One of the efforts made by related parties is by way of community empowerment. It was also mentioned by (Widayanti, 2012) that community empowerment became a public concern and was considered as one of the appropriate approaches in overcoming social problems, especially poverty, which was carried out by various elements ranging from the government, business world and society through Civil Society Organizations. Community empowerment action is an effort to provide power or strength for the community to get out of the problems it faces. Community empowerment action is also intended to make people independent so that they can face various challenges in their lives. Community empowerment can be realized in various programs one of which is the village tourism program. The development of a Tourism Village as a Community Empowerment program is intended to provide power as well as one of the efforts to reduce poverty in an area by processing the local potential in the area. So that through the Tourism Village, the community will benefit from the many tourists who enter. The existence of a tourism village program will provide useful benefits to improve the standard of living of the people therein. The following table is a list of visitors to the Batik Tourism Village:

*Table 1. The Data of Tourist Visits at Jarum Village*

No	Year	Tourist visit	Total
1	2019	SMA N Parung Kuda Sukabumi	400
2	2018	SMA Muhamadiyah 3 Wirobrajan	300
3	2018	SDIT AL-Furqon Klaten	50
4	2018	SMP Putra Bangsa Klaten	200
5	2018	MGMP Prakarya SMP/MTS Kota Pekalongan	80
6	2018	Fun Trip Biker dari HPI	120

*Source: Pokdarwis Jarum Tourism Village*

From the data above it can be said that Jarum Tourism Village can directly impact the economy of the local community, and it can enhance cooperation between the government and communities because the community is the main actor of development, and the government is obliged to direct, supported and provide something. Thus it is to create cooperation between communities and government to achieve goals.

Hence, that with this problem, it can create the collaborative governance between the rural government and the community. Then, for stakeholders in the Jarum tourism village, there are no parties from the private sector, only from the community and government.

The problem described causes the interest of researchers to dig deeper about how stakeholder collaboration is formed among stakeholders as well as the factors that influence the process of collaboration in community empowerment in Jarum Tourism Village. This study uses Collaborative Governance theory from DeSeve in Sudarmo (2011: 110-116) which includes indicators of the type of networked structure, Commitment to a common purpose, Trust among the participants,

Access to authority, Distributive accountability / responsibility, Information sharing, Access to resources and governance. Therefore, researchers conducted research focusing on "Collaborative Governance in empowerment through the Batik Tourism Village in Jarum". The collaborative governance theory from (DeSeve, 2007) was chosen because in this study, researchers wanted to know and understand how the process of collaborative governance in empowerment through Batik Tourism Village.

This research is important because it is expected that the results of this study can provide an overview, input, and recommendations to the stakeholders involved to further enhance their respective roles in the implementation of the program.

## **B. Research Questions**

Based on the research topic above, the formulation of the problem to be investigated is:

1. How about collaborative governance in empowering through the Batik tourism village?
2. What are the factors that obstacle and support collaborative governance in the development of the Batik tourist village of Jarum.

## **C. Research Purposes**

The objectives of the research based on the problems stated above are:

1. To find out collaborative governance in community empowerment through batik tourism village.
2. To find out what factors support and hinder collaborative governance in the development of the batik tourism village.

#### **D. Benefits of Research**

##### 1. Theoretical benefit

Through this research, it is expected to provide theoretical benefits are follows:

- a). Being information for academics who are interested in development tourism, especially tourism villages in an effort to Collaborate.
- b). Being an additional reference for further research development.

##### 2. Practical benefits

Through this research, it is expected to provide practical benefits are follows:

- a) For the society of Jarum Village is to add insight about the importance of collaboration in developing tourist villages in order to be able to improve people's welfare and income.
- b) For the Klaten Regency Tourism Office is a constructive input to improve the tourism village in Klaten Regency.

#### **E. Literature Review**

A literature review is an exposure description of findings, theory, and other research material, obtained from the reference materials to be used as a

basis for research activities to develop a clear framework of the formulations of the problem to be examined (Randolph, 2009). In another source, literature review is a literature study to look for secondary data sources that will support research, and it is also needed to know the extent to which knowledge and conclusions related to research develop, so the necessary conditions are obtained (Nazir, 2005). According to Ratna in Prastowo (2012: 84), literature review can be divided into two based on how the presentment and presentation of literature studies in a research report. A specific literature review must be involved, up to date, and quality (Hajar, 1996).

The researcher used 12 articles related to the tourism, village tourism, stakeholders, collaboration between stakeholders, the development of tourism villages, the effects of community empowerment, the positive and negative impacts of tourism villages on local communities.

*Table 2. The List Of Literature Review*

No	Author	Title	Findings / Result of Research
1	(Cenderawasih & Papua, 2011)	<i>Potency of Collaborative on Cenderawasih Bay National Park Management in Papua</i>	The potential of Stakeholders in the administration of the National Cenderawasih Inlet Stop is so great that it allows collaboration to be carried out in Permenhut No.P.19 / Menhut-II/2004. The most coordinated partners in the administration of national parks in Papua are the National Stop Office, Regional Government, Community Traditions and NGO.
2	(Desiati, 2013)	<i>Community Empowerment through Management of</i>	The form of community empowerment carried out by Pokdarwis Krebet Binangun is socialization / counseling,

		<i>Tourist Village Programs.</i>	<p>discussion , competition , trials with various training and pioneering with various traditional arts and cultural performances. The ultimate goal of this form of empowerment is carried out and implemented to support and accelerate the acceleration of the quality of life of people who were initially powerless to become empowered and independent so as to create community welfare.</p> <p>The Factors supporting the management of the community empowerment program by Pokdarwis Krebet Binangun include the diversity of tourism potential in the Krebet Tourism Village, support of local management and community leaders, collaboration between community members and <i>Pokdarwis</i> management that is open to making the Program transparent, families and mutual cooperation attitude. still very thick. While the factors hampering the management of community empowerment programs by Pokdarwis Krebet Binangun include public awareness is still lacking, the general public does not know or understand about tourism, each field has not worked optimally, especially in tourism, tourism support facilities and infrastructure inadequate, tourist attraction is not well ordered. This is caused by the lack of education level of most of the people resulting in a lack of awareness, understanding and knowledge of the community about Tourism Village.</p>
3	(Purnamasari, 2011)	<i>Community Development For</i>	The condition of Toddabojo village is in accordance with the

		<i>Tourism in Toddabojo Tourism, South Sulawesi province</i>	criteria of community-based tourism. From 18 criteria for community-based tourism that have been formulated, 10 of them are in accordance with the current conditions of Kampung Toddabojo. Toddabojo Village conditions are now community-based, although not yet optimal, because there are still 5 criteria that still tend to be appropriate and 3 criteria are not in accordance with the community based tourism criteria. Therefore, in developing community-based tourism in Kampung Toddabojo it is necessary to prioritize criteria that have not been met, so that the development of community-based tourism in Kampung Toddabojo can be carried out optimally, where tourism activities can prosper the community while still preserving the environment of Kampung Toddabojo.
4	(Risanti Fajrina dan Winarni Fransisca, 2017)	<i>Collaborative of Governance in The Development of Wukirsari Tourism Village, In Imogiri District, Bantul Regency</i>	In the development of the tourism village in Wukirsari Village conducted by the Bantul Regency Tourism Office, the Village Government, Pokdarwis, the manager of the tourism village, the community and the private sector (NGOs, Banks and Universities) have not been optimal. This is based on an analysis of eight factors that measure the success of collaboration. According to (DeSeve, 2007), in which is not achieved, there are no official rules that bind collaboration, limited human resources and budget and infrastructure of tourism villages and lack of trust between stakeholders in the development of tourism villages. The inhibiting factor comes from



			<p>cultural factors associated with public awareness that considers tourism as negative, institutional factors related to the dependence of tourism villages on the Department of Tourism and the private sector so that it dominates political factors and absence. Regeneration of the management of tourism villages and Pokdarwis revealed this was due to lack of human resources.</p>
5	(Ciptaningsih Rizka, n.d.)	<p><i>Collaboration of Stakeholders in Community Empowerment (Case study in wonoyoso village, Pringapus District, Semarang District.</i></p>	<p>The collaborative process in Wonoyoso village involved the village government, sub-district government, Cooperative and UMKM offices, DISPERMADES, the Education Office, and the Puskesmas. Stakeholders involved in collaboration have contributed Resources, organizations, and Norms. In the first stage the dominating element is the norm element, the second stage is dominated by resources and organizational elements, while in the third stage the dominant element is the Resource and organization element.</p> <p>The effect, of this collaboration are to be able to increase community participation in the economic and health fields, increase the capacity of the quality of HR (Human Resources), Open up employment opportunities through MSME activities, Institutional Strengthening, namely ensuring the sustainability of activities in groups or organizations. While the negative impact is the emergence of jealousy or injustice in the community related to their part in village deliberations.</p>
6	(Acharya &	<i>Homestays as an</i>	Homestay seems to be a tourism

	Halpenny, 2013)	<i>Alternative Tourism Product for Sustainable Community Development: A Case Study of Women-Managed Tourism Product in Rural Nepal</i>	product that will help in overcoming socio-economic, political, ethnic and gender disparities. First, the success of the homestay program depends on continuous collaboration between partners, including members of the local community, line agents, and various levels of government. This collaboration builds relationships, understanding and trust, and provides an environment where action is always available. Second, transparency in program development, including the selection and appointment of approved homestay facilities, is important to build a sense of justice. Third, clear guidelines on what is needed to operate the homestay and how and who conducts this evaluation clarify what standards are needed to participate in the homestay program and foster a sense of a fair operating environment. Fourth, hospitality training and ongoing monitoring of the environmental conditions of tourism are very important in encouraging local capacity to accommodate visitors and maintain an attractive and safe environment for guests (Alexander, Lynch, & Murray, 2010) (Jayawardena, 2002) (Khanfar, 2011). Fifth, this initiative was driven by "bottom-up" requested by Barpaki women. This increases the chances of the project to succeed because local people feel a sense of ownership and control of their evolution. Government support in the form of training is very important, but the direction of local initiatives
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			provides stability, commitment and enthusiasm.
7	(Fajri, 2017)	<i>Nglanggeran Tourism Village's Efforts to Achieve ASEAN Sustainable Tourism Award 2017</i>	Nglanggeran is a village that is synonymous with poverty and underdevelopment. However, now Nglanggeran is a sustainable tourism village which has an effect especially for local people and even won the ASEAN Sustainable Tourism Award 2017. This is inseparable from the actors involved in developing Nglanggeran tourism village both the Government, Private sector and local communities. In addition, the success of the development of the Nglanggeran tourism village is due to the formation of synergy between the actors in developing the Nglanggeran tourism village, the extensive Nglanggeran tourism village network and the readiness of the Nglanggeran tourism package in developing tourism. Thus, a good tourism village packaging will provide added value for local products to gain a competitive advantage in the global market so that it deserves the 2017 ASEAN Sustainable Tourism Award.
8	(Noor, 2018)	<i>Modeling of Local Potential Empowerment and Development of Brayut Tour Village.</i>	The potential of natural resources is used as the tourist attraction in the village of Brayut starting from the green landscape, agricultural land, fishing ponds, the use of traditional houses and the flow of the Brayut river with natural clear water. The supporting factor is the positive interest of tourists that the Brayut tourism village has the attraction of several tourist objects that are adjacent to each other with traditional and rural nuances supported by infrastructure such as

			clean water, electricity and access to transportation.
9	(Andayani, Martono, & Muhamad, 2017)	<i>Community Empowerment Through the Development of Tourism Villages and Their Implications for Regional Socio-Cultural Resilience (Study in Penglipuran Tourism Village in Bali)</i>	Penglipuran Tourism Village is one of the tourist villages in Bali with the appeal of village spatial patterns and distinctive traditional building architecture, fairly unique customs and natural wealth in the form of bamboo forests. The involvement of local communities in the management of tourism villages is one of the efforts to empower the community. The process of community empowerment through the development of a tourist village in Penglipuran goes through three stages namely the awareness stage, the capacity development stage and the electricity supply stage.
10	(Wulansari & Hadna, 2014)	<i>Collaboration of Stakeholders in the Management of Tourism Objects In Sleman Regency (Case Study of Vulcano Tour Objects in Umbulharjo Village, Cangkringan District)</i>	Sleman Regency Government has provided budget funds to then be managed by the local community together with a management team for develop tourist attraction vulcano tour with all the planning that has been exist to develop these attractions, but in reality the local community instead wishes for Government Sleman also manages these tourism objects like other tourist objects managed by the Regional Government. Actually, the Regional Government can be said anticipatory and responsive always pay attention and consider all things related to the situation and the reality that exists against desire local community.
11.	(Muliarto, Nurhasanah, & Persada, 2017)	<i>Analysis of the Ecotourism Development Program in Pahawang Island, Pesawaran</i>	The role of NGO Bentala Partners in the Development of Ecotourism in Pahawang Island, Pesawaran Regency, Lampung Province is developing rapidly. In the beginning Pahawang Island was

		<i>Regency, Lampung Province.</i>	<p>one of the isolated villages. Through the facilitation process from 1996, regarding the rehabilitation program and awareness of environmental functions to the community carried out until now, making the local community of Pahawang Island become environmentally aware and have a high sense of ownership of the environment in which they live.</p> <p>So that the local community of Pahawang Island and its surroundings are considered to be ready to make its territory a tourist destination. However, the development of tourism in Puhawang Island has not yet considered the principles of ecotourism so there are fears that tourism will threaten environmental conservation.</p>
12.	(Arie Setyaningrum, 2017)	<i>Empowerment of Village Communities Using Village-Owned Enterprises: Ponggok Village</i>	<p>The Ponggok Village Government succeeded in transforming the empowerment of village communities from community-based become BUMDes in managing and utilizing shared resources (natural tourism village:pemongan Ponggok umbul springs) by way of making an agreement on the distribution of revenue from rental properties (such as cameras,buoys, frog legs, snorkels, motorbikes, etc)through investment system with the previous management group.</p>

*Source: Adopted from several sourced that have been modified, 2019*

Therefore, based on the above journals, articles, and research that the researcher reviewed, the decide that tourism products can overcome socio-

economic, political, ethnic and gender disparities by utilizing their natural resources to be used as tourist attractions.

However, from most of tourism villages related to the journals, they have the same complaint in developing tourism villages; for example, the level of public awareness is still lacking, people do not know or understand about tourism; each field has not worked optimally, especially in tourism. Tourism support facilities and inadequate infrastructure, and attractions are not well ordered.

There are eight factors to measure collaboration that is not achieved. There are no official rules that bind collaboration, limit human resources, budget and infrastructure of tourism villages and lack of trust between stakeholders in the development of tourism villages, inhibiting factors are cultural factors related to public awareness consider tourism as negative, institutional factors related to the dependence of tourism villages on the Department of Tourism and the private sector so that it seems to dominate. Then the political factors, the absence of regeneration management of tourism villages and Pokdarwis resulted in lack of human resources. The effect of this collaboration is to be able to increase community participation in the economic and health fields, increase the capacity of the quality of HR (Human Resources), and open up employment opportunities through MSME activities, Institutional Strengthening, namely ensuring the sustainability of activities in groups or organizations. While the negative impact is the emergence of jealousy or injustice in the community related to their part in village deliberations.

## **F. Theoretical Framework**

### **1. Empowerment**

#### **a. Community empowerment**

An empowerment is a development process to improve situations and conditions. Another theory about the community empowerment is from Dwidjowijoto in (Wrihatnolo, 2007) followed by Awareness Stage, Capacitation Stage, Empowerment Stage. The Community empowerment can also be measured through 3 aspects, involving increasing community participation, capacity building, or capacity of the community is seen from 3 levels which are Individual level, Organizational or institutional level, Community level (Institutional Strengthening). (Djamaludin, 2017).

According to (Priyono and Pranarka, 1996) community empowerment contains two meanings. The first understanding is to give power or authority, which means to give power. Transferring power or delegating authority to those who are lacking or powerless. The second understanding is to give ability or enable, to which means giving ability or empowerment and providing opportunities for other parties to do something (Davis & Stretton, 1995). According to Ife (1996: 59) the community empowerment is Structural, Pluralist, elite and post-structuralist (Koeswantono sri, 2014).

Structural empowerment is the liberation of fundamental structural changes. Pluralist is an empowerment to improve a person or group of

people to be able to compete with other groups. Elite is empowerment as an effort to influence, and try to make changes to the practices and structure of the elite. Post-structural empowerment is an effort to change discourse and appreciate subjectivity in understanding social reality.

The another study was conducted by Rappaport in (Hamill Stein, 2011), empowerment is considered a collaborative process in which people who are powerless with valuable resources are mobilized to increase access and control over resources to solve personal or community problems (Kusiawati, 2017). This effort is carried out with various things one of which is by developing a village into a Tourism Village.

According to (Edi, 2010), empowering the community is an effort to improve the dignity and levels of the people who in their present condition are unable to escape the pitfalls of poverty and underdevelopment (Eko, Arfianto, Riyadh, & Balahmar, 2014). It is accordance with (Suparjan and Hempri, 2003), the concept of empowerment is how to provide broad opportunities for the community to determine their own direction for life in their community (Prastiyo Diby, 2019). Meanwhile, based on (Widjaja, 2003), community empowerment is an effort to increase the capabilities and potential of the community, so people can realize their identity to the maximum to survive and develop themselves



independently in the economic, social, religious and cultural fields. Community empowerment is a process or effort to strengthen, and in this process the community is accompanied to make an analysis of the problems faced and provided alternative solutions to these problems, and demonstrated strategies to utilize various capabilities (Abu Huraerah, 2008)

**b. The Purpose of community empowerment**

The purpose of community empowerment is to help the development of communities that are still weak, marginalized and groups that are discriminated against or ruled out. Through empowering socio-economic groups, they can be more independent and can meet the basic needs of their lives, but can play a role in community development. This independence includes the independence of thinking, acting and controlling what they do. Community independence is a condition experienced by the community which is characterized by the ability to think, decide and do something that is considered appropriate to achieve the solutions to the problems faced by using the abilities that consist of cognitive, affective and psychomotor abilities with the mobilization of resources owned by internal environment of the community. Community empowerment should lead to a better cognitive formation of the community. Cognitive conditions are essentially the ability to think based on the knowledge and insight of a person or society to find

solutions or problems encountered. Conative conditions are attitudes of community behavior that are directed towards behavior that is sensitive to the values of development and empowerment. Affective condition is a sense that is owned by the community that is expected to be intervened to achieve empowerment in attitudes and behavior. Psychomotor abilities are skills possessed by the community as an effort to support the community in the context of carrying out development activities.

**c. Community empowerment method**

The method is a framework for arranging an action or a framework of thinking, arranging ideas, which is orderly, directed, and context related (relevant) to the intent and purpose.

1) SL or FFS (Field School)

SL or FFS is a periodic meeting conducted by a group of people that begins by discussing the problem being faced, then followed by brainstorming, sharing experiences, about alternatives and choosing the most effective and efficient ways of solving problems with resources owned. As a joint learning activity, SL / FFS is usually facilitated by a competent facilitator or resource person.

2) FDG (Focus Group Discussion) or Focus Group Discussion.

As a method of data collection, FGD is an interaction of individuals (around 10-30 people) who do not know each other who by a guide (moderator) is directed to discuss their understanding and / or experience of a program or activity that is followed and or observed. The FGD is designed as a focus group discussion involving all stakeholders of a program, through participatory discussions that are guided or facilitated by a guide and often also invites speakers.

#### **d. Models of Community Empowerment**

The three models in practice and community development, namely locality development, social planning, and social action are:

##### 1) Local Development Model

The local development model is that changes in society can be carried out optimally if they involve broad active participation in all spectrums of the local community. The goal achieved is not only the final goal but also the process to achieve the final goal so that the main goal is to develop the community's ability to function integrally.

##### 2) Social Planning Model

Social planning model emphasizes technical problem solving of substantive social problems. This model considers the importance of using careful planning and controlled change that is to achieve the final goal rationally. The target to be achieved in this approach model is to create, arrange and provide assistance both in the form of material and

services in the form of services to people who need them. In this model what we want to develop is the ability and ability of the community to solve problems through planned, directed and controlled efforts.

### 3) Social Action Model

This model also emphasizes the equal distribution of power and resources, or in the case of community decision-making and changing the basic policy of formal organizations. Several models described, community empowerment emphasizes more on the community development model, which is formed by a group of people who want to improve the condition of the community in an area. With a specific mission, the group begins by making a plan. The concept of Community Development is embodied in the organizational structure that involves the community as the subject and object of empowerment.

#### **e. Stages of Community Empowerment**

- 1) Stage of awareness and behavior formation towards conscious and caring behavior so that they feel they need to increase their capacity. At this stage, the empowerment party seeks to create preconditions, to facilitate an effective empowerment process.
- 2) The transformation stage of the ability in the form of knowledge insight, skills to be open insight and provide basic skills so they can take a role in development. The community will undergo a

process of learning about knowledge and skills that have relevance to what is being demanded by these needs. This situation will encourage openness of insight and master the basic skills they need. At this stage the community can only provide a participation role at a low level, which is merely being a follower or object of development, not being able to be the subject of development.

- 3) The stage of enrichment /enhancement of intellectual abilities, skills, and skills to form initiatives and innovative abilities to deliver on independence. This independence will be marked by the ability of the community informing initiatives, giving birth to creations and innovating in their environment. If the community reaches this third stage, the community can independently carry out the development or the main character.

#### **f. The Target of Community Empowerment**

The aim of Community empowerment is the existence of an optimal role of traditional leaders or traditional institutions in the socio-cultural life of the community and the development of Human Resources (HR) in describing the essence so that it is easily understood, internalized and practiced in real life and enhances the role and function of institutions /institutions and increases understanding and the concern of the Government Officials and social institutions concerning development.

### **g. Community Empowerment Strategy**

Empowerment strategy is a way to optimize empowerment efforts by raising and developing the community's ability to utilize further knowledge and skills to improve the standard of living.

According to (Suharto, 2009) empowerment can be done through three levels, namely:

- 1) Micro-level, that is empowerment done individually. The main goal is to guide or train in carrying out the tasks of life.
- 2) Mezo Aras, namely empowerment is done by using groups as an intervention medium. Education and training, group dynamics, are usually used as a strategy to increase client awareness, knowledge, skills and attitudes so that they can solve the problems they face.
- 3) Macro-level, this approach is also called a large system strategy, because the target of change is directed at a broader environmental system.

## **2. Collaborative Governance**

According to (Ansell and Gash, 2009) collaboration is generally divided into two terms, namely collaboration in the sense of process and collaboration in the normative sense. (Sudarmo, 2011).

The understanding collaboration in a process is a series or process or way to manage or govern institutionally. In this sense, a number of institutions, governmental and non-governmental (including local

nongovernmental organizations) are involved in their interests and objectives. While collaboration in normative granting is an aspiration or philosophical goal for the government to achieve interactions with partners or partners.

Collaboration is an absorption word derived from Latin, specifically *collaborare* which means "working together" (Merriam-Webster). Based on the American Heritage Dictionary (2000), collaboration is defined as collaborative activities, especially in the unification of ideas. It is in line with (Wood & Gray, 1991) who stated that "Collaboration becomes a process through which parties, who see different aspects of a problem, can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible".

Homson and Perry (2006: 23) develop the definition of collaboration as a process in which actors who have autonomous authority interacting through formal and informal negotiations, together creating rules and structures that govern relationships and ways of acting or giving decisions on issues bring them in must be together. This is a mutually beneficial interaction.

According to (Salman, 2012) collaboration is a way or method to create a situation where two or more parties contribute to each other in the stages of achieving a common goal.

The collaboration of components are the key to succeed the collaboration itself. These components that are complement each other, so the collaboration will succeed if it meets all the components. Gray (1989) argued that collaboration involves several components, namely (1) interdependence, (2) the constructive integration of ideas to achieve solutions, (3) joint ownership of decisions, (4) joint responsibility.

From some of the opinions above, it can be concluded that collaborative governance arises for various reasons such as the failure of policy implementation and the inability of groups to solve problems. Thus, the implementation of collaborative governance is motivated by the development of the organization and the growth of knowledge and capacity of institutions or organizations. As knowledge becomes more specialized and when the infrastructure for problem solving becomes more and more developed, complex and dense, the demands and demands for collaboration between institutions increase because a problem often affects all parts or a number of institutions while they have different skills that may be complementary. Thus collaborative problem solving between institutions becomes recommended or is a present and future need.

According to (DeSeve, 2007) in (Sudarmo, 2011) indicators to measuring success in collaborative governance, as the following are:



- a. Network structure explains the conceptual description of a link between one element and the other elements that come together that reflects the physical elements of the network being handled.
- b. Commitment to a common purpose refers to the reason why a network must exist. The reason why a network must exist is because of attention and commitment to achieve positive goals.
- c. Trust among the participants is a collaboration needed trust, this trust is based on professional and social relations, the belief that participants entrust information information or the efforts of stakeholders in a network to achieve common goals.
- d. Governance certainty for this aspect concerns boundary and exclusivity, rules, self determination, and network management. Boundary and exclusivity here define who is included and who is not included.
- e. Access to authority means the availability of clear standards (rules of measure) for procedures that are widely accepted.
- f. Distribute accountability / responsibility is in a collaboration, there should be a division of governance (arrangement, management, management together with other stakeholders) and share a number of decision-making to all members of the network and thus share the responsibility to achieve the desired results.

- g. Information Sharing means that in collaboration there should be easy access that covers the system, software and procedures that are easy and safe to access information.
- h. Access to resources means the availability of financial, technical, human and other resources needed to achieve network goals.

### **G. Conceptual Definition**

To understand the researcher in interpreting the theory in this study, the conceptual definition is determined related to the research as follows:

#### **1. Community Empowerment**

Empowerment is the process of improving situations and conditions. Community empowerment has three stages to arrive at conditions where the community is empowered to develop potential or abilities, namely the stage of awareness where the community is given enlightenment and encouragement to realize that they have the right to have capacity and enjoy something better, the stage of capacity where the community given the knowledge, skills, facilities, organization, and value systems or rules, and the stages of empowerment where communities are given the opportunity or authority to use the knowledge, skills and abilities which they already have to care for and develop themselves. Dwijowijoto also stated that empowerment can be measured through three aspects, namely increasing community participation, increasing capacity seen from 3 levels; the individual level, the level of the organization or institution, the community level, institutional strengthening.

## 2. Collaboration Stakeholder

The collaborative governance become governance governs where one or more public institutions directly involve non-state stakeholders in formal, consensus-oriented, deliberative collective decision making processes and aims to make or implement public policies or manage public assets, or a process where organizations that have an interest in a particular problem try to find a solution that is determined together to achieve goals that they cannot achieve individually. And is the last stage of the informal network. Networks develop through coordination, cooperation, and finally collaboration.

### **H. Operational Definition**

Based on the formulation of the problem that has been raised, then to facilitate the researcher, an outline of the operational definition in the study is as follows are:

#### **1. Indicators of successful collaborative governance:**

##### **a. Networked Structure**

In the principle of network structure explains the conceptual description of a relationship between one stakeholders and other stakeholders who are united together.

##### **b. Commitment to a common purpose**

Commitment to goals is an element that refers to the reason why a network must exist, namely because of the attention and commitment to achieve the goal.

**c. Trust among the participants**

Collaboration is essential for the trust of stakeholders, and in relation to collaboration between the government and the stakeholders involved there must be mutual trust with each other.

**d. Governance**

Governance includes there are limits on who may be involved and who are not members, clear rules of the game that are mutually agreed upon, freedom to determine how collaboration is carried out, and with regard to resolution of rejections or challenges, allocation of resources, quality control and maintenance of the organization.

**e. Access to authority**

The availability of clear standards (measures) of provisions of procedures which are widely accepted. All stakeholders have their respective authorities to develop Batik tourism villages.

**f. Distributive Accountability or Responsibility**

Associated with structuring, management, management together with other stakeholders, and sharing a number of decision-making with all stakeholder members and sharing the responsibility to achieve the desired results.

**g. Information sharing**

Ease of access to information for members and limited access for non-members. This easy access can include systems, software and procedures that are easy and safe to access information.

**h. Access to resources**

Availability of financial, technical, human, and other resources needed to achieve network objectives. A program or activity can run when supported by resources, especially financial and human availability.

**2. Factors that influence collaboration:**

- a. Supporting factors
- b. Obstacle factor

**I. Research Method**

**1. Type of Research**

This research used qualitative. According to (Nurul Zuriah, 2007), qualitative research is research that shows facts or events systematically and

accurately (Desiati, 2013). The method used in this research was descriptive in order to make a systematic, factual and accurate description of the facts of a particular area.

## **2. Data Collectione**

According to Lofland and Lofland (Moleong, 2014: 157), the sources of data in qualitative research are words and actions; the rest is document data.(Risanti Fajrina dan Winarni Fransisca, 2017). The data used in this research were primary data sources through doing interviews and observations and the secondary data sources are in the form of books, journals, news publications, photos, notes, regulations and others relating to the object under study.

## **3. Data Collection Technique**

Data collection techniques are the methods used by researchers to obtain data in a study. In research, researchers choose the type of qualitative research, so the data obtained must be in-depth, clear and specific. Data collection was obtained from interviews, observations, document studies. This technique are follows:

### **a. Observation**

Observation is an activity to get information needed to present a real picture of an event or events to answer research questions, to help understand human behavior, and for evaluatie that is to do measurement of certain aspects of feedback on these measurements. The results of observations in the form of

activities, events, events, objects, conditions or certain atmosphere. The observation technique is used to observe directly and not directly related to the role of stakeholders in developing Batik Tourism Village.

b. Study Documents

The document of study is a qualitative data collection method which contains a large number of facts and data stored in material in the form of letters, notes, photo files, meeting results, souvenirs, activity journals. The documentary material is divided into several types, namely autobiography, personal letters, books or diaries, memorials, clipping, government or private documents, data on servers and flashdisks, data stored on websites. In this research i used documents in the form of government documents, books, notes, photo files, meeting results and journals.

c. Interview

The process of obtaining explanations for gathering information which use question and answer can be done face-to-face namely through telecommunications media between the interviewer and the person being interviewed, with using guidelines. The essence of the interview is an activity to obtain in-depth information about an issue or theme raised in the research, or it is a process of proving the information or information that has been obtained through other techniques before. A few can be used as informants in this research are Village government, society and Pokdarwis.

#### 4. Time and Place of Research

The research took place at Jarum Village, Bayat District, Klaten Regency, Central Java and was conducted pre-research on 9 December 2019.

#### 5. Unit Analysis

*Tabel 3. Unit Analysis*

Type of Data	Source of the Data	Data Required	Data Collection Technique
Primary Data	Head of Village Jarum (Mr. Iswanta)	Their opinion as a collaborative governance actor about: 1. Network Structure 2. Commitment to a common purpose. 3. Trust among the participants. 4. Governance. 5. Access to authority. 6. Distributive Accountability or Responsibility. 7. Information sharing. 8. Access to resources.	Interview
	Head of Pokdarwis Pendopo, Jarum village (Mr.Miyono).	Their opinions about the reality found in the field regarding collaboration in empowerment are as follows: 1. Network Structure 2. Commitment to a common purpose. 3. Trust among the participants. 4. Governance. 5. Access to authority. 6. Distributive Accountability or Responsibility.	Interview



		7. Information sharing. 8. Access to resources.	
	Village secretary (Carik) Mr.Yanto	Their opinions about the reality found in the field regarding collaboration in empowerment are as follows: 1. Network Structure 2. Commitment to a common purpose. 3. Trust among the participants. 4. Governance. 5. Access to authority. 6. Distributive Accountability or Responsibility. 7. Information sharing. 8. Access to resources.	Interview
	Entrepreneur Batik (UKM Batik):  1). Mr.Suparman 2). Mr. Sarwidi 3). Jhony	Their opinions on collaborative governance and reality during the empowerment process are as follows: 1. Network Structure 2. Commitment to a common purpose. 3. Trust among the participants. 4. Governance. 5. Access to authority. 6. Distributive Accountability or Responsibility. 7. Information sharing. 8. Access to resources.	Interview
Secondary Data	Government Archives.	1. Region's General Profile. 2. Related institutions Profile. 3. List of UKM batik. 4. Archive & document related to batik tourist village	

		in the Jarum.	
	Book, Journal, Article.	Read all books, journals, and articles related to collaborative governance and empowerment as a basis or reference in writing this thesis.	