

COLLABORATIVE MANAGEMENT IN DEVELOPING TOURISM ATTRACTIONS AT TEMAJUK VILLAGE SAMBAS REGENCY, WEST KALIMANTAN

(PENGELOLAAN KOLABORATIF PENGEMBANGAN ATRAKSI WISATA DI DESA TEMAJUK KABUPATEN SAMBAS, KALIMANTAN BARAT)

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Abstract

This research was conducted to provide solutions and input to the problem of developing tourist attractions in Temajuk Village. The study used a descriptive qualitative research approach. Data collection done by observation, in-depth interviews and documentation. Determination of informants using Purposive Sampling. The data analysis method using an interactive model that consists of: data collection, data reduction, data presentation and drawing conclusions. The results of this study indicated tourism in Temajuk Village has not been well developed due to the lack of good cooperation between the government, local communities and the private sector. The solution can be provided is by creating collaborative management in tourism management in Temajuk Village. The government must selectively give permission to investors. Every permit requested by the investor must have an MOU regarding the obligation to involve local communities. The community also should know how to developing, organizing, planning, and maintaining tourism objects. Local community must work together to build new attractions that have not been recognized by the community or provide innovation to the attractions. Youth people can work together to make a proposal on internet procurement in Temajuk Village for tourism needs such as creating a website that contains information about tourist attractions to support tourism promotion. Starting with the establishment of a Tourism Awareness Group (Pokdarwis) which functions as a community mobilizer to be actively involved in tourism development planning and become a government partner. The application of collaborative government models can synergize human resources with the tourism potential in Temajuk Village.

Keywords: collaborative management, tourism attractions, development

Abstrak

Penelitian ini dilakukan untuk memberikan solusi dan masukan terhadap permasalahan pengembangan atraksi wisata di Desa Temajuk. Penelitian menggunakan pendekatan penelitian deskriptif kualitatif. Pengumpulan data dilakukan dengan observasi, wawancara mendalam dan dokumentasi. Penentuan informan menggunakan Purposive Sampling. Metode analisis data menggunakan model interaktif yang terdiri dari pengumpulan data, reduksi data, penyajian data dan penarikan kesimpulan. Hasil penelitian ini menunjukkan pariwisata di Desa Temajuk belum berkembang dengan baik akibat kurangnya kerjasama yang baik antara pemerintah, masyarakat sekitar dan pihak swasta. Solusi yang dapat diberikan adalah dengan membuat pengelolaan kolaboratif dalam pengelolaan pariwisata di Desa Temajuk. Pemerintah harus selektif memberikan izin kepada investor. Setiap izin yang diminta investor, harus memiliki MOU terkait kewajiban melibatkan masyarakat lokal. Masyarakat juga harus tahu bagaimana cara mengembangkan, mengatur, merencanakan, dan memelihara suatu obyek wisata. Masyarakat lokal harus bekerja sama membangun obyek wisata baru yang belum diakui oleh masyarakat atau memberikan inovasi pada obyek wisata tersebut. Pemuda dapat bekerjasama untuk membuat proposal pengadaan internet di Desa Temajuk untuk kebutuhan pariwisata seperti membuat website yang berisi informasi tentang tempat wisata untuk mendukung promosi pariwisata. Pembentukan Kelompok Sadar Wisata (Pokdarwis) yang berfungsi sebagai penggerak masyarakat untuk terlibat aktif dalam perencanaan pembangunan pariwisata dan menjadi mitra pemerintah. Penerapan model pemerintahan kolaboratif dapat mensinergikan sumber daya manusia dengan atraksi wisata yang ada di Desa Temajuk.

Kata kunci: manajemen kolaboratif, atraksi wisata, pengembangan

INTRODUCTION

Indonesia has a target to make tourism as a sector that contributes greatly to the country's economy. This proves that the government actually has more attention to tourism in Indonesia, but the development of tourism destinations in the regions are not carried out evenly. The development of tourism in Indonesia is like two different sides of a coin, wherein some regions show good progress and attention, there are other areas, which are still behind. Some regions have high tourism potential that yet to be developed, one of them is Temajuk Village in Sambas Regency, West Kalimantan. This village has extraordinary beach potential, with an exotic beach and a very long coastline of 63 km which motorbikes can pass. This beach's potential has become a strategic opportunity for investors to invest and build resorts or inns by buying coastal land owned by local communities at low prices. People who sell their land are forced to move to other locations using the income from land selling.

There are some reasons why the tourism industry of Temajuk Village have not been well developed. Access to Tourism Temajuk Village has not been developed. The distance to the village of Temajuk takes a relatively long time of approximately 3 to 5 hours because it must pass through two major rivers using a ferry, either using two-wheeled vehicles or four-wheeled vehicles. There are no tour operators or public transportation that can transport tourists from Sambas City center, hence tourists do not have varied choices.

Mostly people of Temajuk Village work in plantations and as fishermen, and are generally less aware of tourism. The community is still focused on developing the village in fields that are considered more crucial such as: health, education, village governance. The impact of the lack of public awareness of tourism is a little interest in improving human resources quality in the tourism field.

There is also in an issue of lack of collaboration between Sambas District Government stakeholders in the process of tourism development planning, and an issue of transparency in the regional budget. Temajuk Village received funds from the 2014 budget, which was used for the construction of

infrastructures such as the construction of roads, bridges, and immigration offices. This program is quite useful for increasing tourist visits. However, it only focuses on physical development and not on improving the quality of human resources in the Temajuk Village to become a good host community. The government also does not invite the community to work together and provide breakthroughs on managing event in the tourism area. Strategic locations in Temajuk Village belong to outside investors. Supporting facilities for tourism in Temajuk Village are inadequate; there are no public toilets and dustbin in the tourism area. Toilets and dustbin are only provided at inns along the coast of Temajuk. Other facilities that are not available are ATMs, and electricity is only available at night, with no internet signal and wifi.

Some of the reasons should solve by all sectors. The best solution is using a collaborative model. The cooperation in all sectors is the best way to develop the tourism industry in Temajuk Village. Collaborative management can improve social, economic, and political change to provide powerful incentives for tourism interests to recognize interdependencies and engage in decision-making. Mostly, tourism industry uses collaborative government to solve the problem in their tourism destination. Collaborative management can be applied to coordinate the participants' duties and responsibilities to build interrelationships between all sectors. A modified management model based on adaptive management strategies was developed to cope with the changing situations (Chen et al., 2016).

RESEARCH PURPOSES

Temajuk village has some tourism potential, but the problem is in management. The object of this study is Temajuk village and tourism potential, including local problems. Based on the description above, the authors wants to examine the appropriate collaborative management for tourism development in Temajuk Village. This research is interested in observing tourism potential, including the local entity and then formulate a collaborative management planning model that suits the needs of tourism in Temajuk Village.

METHODS

This study using a qualitative descriptive research approach. This research is exploratory because it tries to display data and answer research problems descriptively even with a few informants. This research was conducted in Temajuk Village, Paloh District, Sambas Regency, West Kalimantan. Temajuk Village's location is on the tail of the Borneo Island, so it is often called "A Piece of Heaven in the Tail of Borneo".

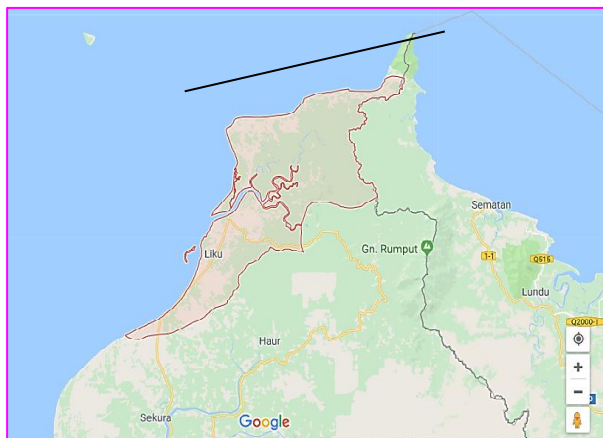


Figure 1. Map Location of Temajuk Village
Source: www.google.com

The data collection methods were direct observation to Temajuk Village, documentation and in-depth interviews. The interview technique used is Unstructured Interview. An unstructured interview is a flexible format, usually based on a question guide, but where the format remains the interviewer's choice, who can allow the interview to 'ramble' to get insights into the interviewer's attitudes. No closed format questions (Walliman, 2011). The format of the questions using Open Format Questions. The respondents are free to answer in their content and style. These tend to permit freedom of expression and allow the respondents to qualify their responses. This freedom leads to a lack of bias, but the answers are more open to researcher interpretation. They are also more demanding and time-consuming for the respondent and more difficult to code (Walliman, 2011).

The technique of determining informants used purposive sampling. Purposive sampling is a sampling technique with specific considerations (Sugiyono, 2014). The informants chosen were informants who were considered to know the

best and understand the research objects. Informants in this study are: Sambas Regency Tourism Office, Temajuk Village figures, investors and some youth and local communities of Temajuk Village.

This research used interactive model data analysis methods. The model consists of data collection, data reduction, result presentation and conclusion data (Miles & Huberman, 2009). Data has been collected through interviews. Observation and documentation are then collected. The data reduction process is in the form of transcribing the results of interviews with informants. Data is presented and supported by documentation.

RESULTS AND DISCUSSION

Temajuk Village is in the outermost point of Sambas Regency, which borders directly with Malaysia, both land and sea borders and is part of the Paloh sub-district. Local people give name this village is a "a piece of paradise in Kalimantan Island Tail". To go to these attractions requires a trip of 3.5 hours from Sambas city center for motor vehicles and 4 hours for private cars and other large vehicles. Because motorized vehicles usually use water motors, there is no need to queue while cars must use ferries, which have to queue for a few minutes. Heading to Temajuk Village also requires a reasonable health condition because the track is quite far and difficult.

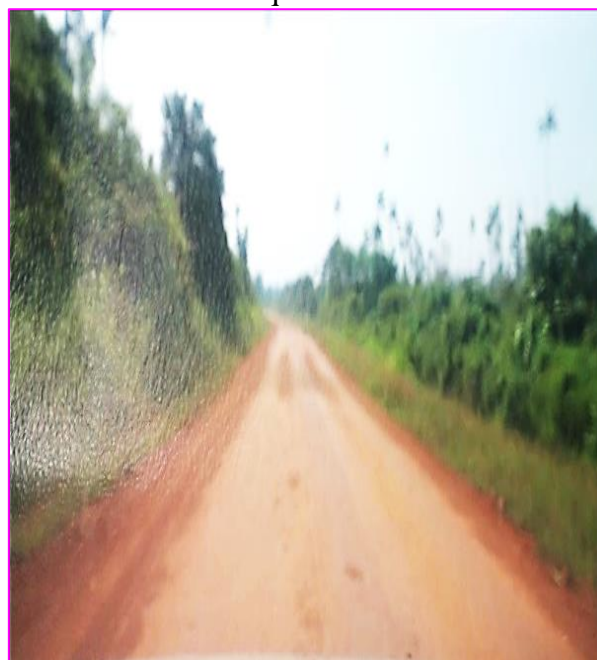


Figure 2. Access to Temajuk Village
Source: Private Documentation

When entering the village, people will meet a Garuda monument that is located around 10 minutes from the center of the village, which was built in 2014. This spot is usually used as a photo spot for people. The road has been paved recently only in the central part of the village to support tourism activities. At the main entrance of Temajuk Village there is Temajuk Tourist Information maps providing directions to leading spots. The tourist attractions in Temajuk Village such as Turtle Beach, seeing the process to catch Jellyfish, Camar Bulan Bay Pier, Atong Bahari Beach, Upside Down House, Batu Nenek Beach and Tanjung Datuk Beach.



Figure 3. Garuda Monument
Source: Private Documentation

This village consists of three hamlets namely the Camar Bulan hamlet, Maludin Hamlet and Sempa dan Hamlet, the number of RTs is 16 and RW 6 with KK of 565, and the total population is 2,270 people (Temajuk Village Secretariat, 2019). The main livelihood is farming and fishing. Temajuk villagers live modestly far from the impression of technology because the signal was just installed in 2015, only the Telkomsel card and cannot be used to internet acces. Even electricity just came in 2017, and it can only be used during the day. Before electricity came in, the community relied on generator sets and solar power to help with lighting at night.

The development of Temajuk tourism increased dramatically in 2014 to date through the promotion Government of Sambas Regency. The biggest impact was given by people who helped promote in social media through photo uploads on Facebook and Instagram with the hashtag #exploresambas or #exploretemajuk, which is very easy to find on the two social media platforms, so that it attracts tourists come to this village.

1. Temajuk Village Tourism Destination Entity

Temajuk Village can be categorized as border tourism. The authentic and originality Temajuk Village is a favourite tourist attraction because of its uniqueness, such as a white sand beach with blue water. This attraction very rarely found on other beaches in West Kalimantan, which on average have dark-coloured sand and turbid water. Another uniqueness of Temajuk Village, is that it is directly adjacent to neighbouring country, and thus tourists can feel vacationing in two countries. Permission to enter Malaysia only for a short visit is relatively easy; it is only necessary to write the name and signature to take a picture at the Malaysian border office or buy Malaysian snacks.



Figure 4. Border Gate of Malaysia and Indonesia
Source: Private Documentation

Local accommodations in the Temajuk Village, such as homestays and inns are owned and managed directly by the local community. Local people owned the first accommodation in the Temajuk Village, the construction of the first inn was the collaboration between local people and KKN students from Indonesia University (UI). After that, the construction of the accommodation or homestay was followed by many other residents in Temajuk.



Figure 5. Local Accommodation or homestay
Source: Private Documentation

Access to Temajuk Village is very difficult with a distance of three and a half to four hours using motorized vehicles or mass vehicles. The traversed road is also very much damaged and potholes, even an hour before reaching the village, people must go through the red dirt road. When the weather is hot, it becomes dusty and when it rains, the road can be very muddy. Temajuk Village is actually a suitable location for tourists to feel calm and get out of the hustle and bustle of work. It offers beaches with its beauty, relatively calm wave and clear water. Most importantly, there is no signal for the internet, so it does not interfere with tourists' focus to travel and have fun.

2. Collaborative Management to Support the Development of Tourism in Temajuk Village.

Collaborative management in Temajuk Village can give the government, local communities, and private sectors solutions to make good relationships. Villagers have not thoroughly enjoyed the results of the development of tourism in their area. The solution that can be given to support tourism development in Temajuk Village starts from the government, community and village youth. The government must selectively permit investors to invest in Temajuk Village. Every permit requested by the investor must have an MOU regarding the obligation to involve local communities as the main actors, at least working in strategic parts of the resort or homestay. To realize this, where the community holds essential positions in the resort or accommodations, the

government must provide scholarship to the young generation. The scholarship is used to study in the tourism department. After finishing the study, they must return to Temajuk to help develop human resources. Government policy is one of the keys to improving the quality of a tourist attraction. Another solution that can be given is the government is required to provide basic training in attraction management. Through this training, the community is expected to improve the quality of themselves to be more observant in knowing the potential for developed, organized, planned, and maintained tourism objects.

Local communities can collaborate to build new attractions that the community has not recognized or provide innovation to the attractions, such as tours to the mangrove forest using a small boat down the river, a tour to the island of Tanjung Datuk, several beaches, and culinary tours. In addition to the solutions provided to the government and village officials, the young generation must contribute to the development of tourism in Temajuk Village. Temajuk Village Youth must play a more active role in tourism development. They are creating a community engaged in tourism, holding various activities such as cultural performances to attract tourists and think creatively to create new tourism. Youth and the villagers can work together to make proposals on internet procurement in Temajuk Village for tourism needs, such as creating a Web containing village information, uploading various photos and then posting them on the Web for promotion. The internet can also provide access to the Temajuk Village community to communicate quickly and search for information on developing rural tourism on the internet.

Local communities in Temajuk Villages must initiate actively and independently to better organize, plan and develop tourism in their villages. It starts with establishing a Tourism Awareness Group (*Pokdarwis*), which functions as a community mobilizer to be actively involved in tourism development planning and become partners the government in this case the Government Tourism Officers. The presence of *Pokdarwis* with better knowledge of tourism will provide an understanding to the community that they

must be the main actors in the development of tourism. *Pokdarwis* with the community can plan programs for tourism in the village such as the construction of information centers, determining the price of entrance fees, providing tour packages, providing access and convenience for tourists and promoting tourism.

The Management of tourism should have programs that have been created and planned in practice directly involve local communities. The community is employed as a ticket entrance, and tour guide. Local community must respond to tourism development by being a provider of tourist needs such as a homestay provider, fishermen who provide fish as a barbecue menu, housewives can also become cooks when there are groups of tourists present, traders who sell knick-knacks and souvenirs such as necklaces and bracelets made of conch shells. The benefits will directly have a significant impact on local communities. The amount of income will increase significantly from various employment sectors, such as traders, fishermen, and craftsmen.

Tourism Development in Temajuk Village in collaborative management can use the four pillars of tourism development. According to UU No. 10 about Tourism four pillars of tourism development consist of: tourism destinations, tourism marketing, tourism industry and tourism institutions. The four pillars' synergy can support the collaborative government that complement each other and support their respective aspects. The author also drafted a tourism program for Temajuk Village. The design contains the vision and mission that can be applied in Temajuk Village. It also explains the mission, goals, object and programs that can be carried out in collaborative management.

3. Four Pillars of Tourism Development

Four pillars of tourism development consist of tourism destinations, tourism marketing, tourism industry and tourism institutions.

a. Tourism Destinations

Tourism Destinations in Temajuk Village are more focused on natural tourism, which is still very much preserved. The concept of tourism will be developed more on the concept of conservation. The existing tourist attractions

will simultaneously preserve the surrounding environment such as turtle conservation, mangrove tour and beach. With the development of adequate tourism infrastructure and access, tourism attractions in Temajuk Village can be easily accessed and can become superior and competitive tourist attractions.

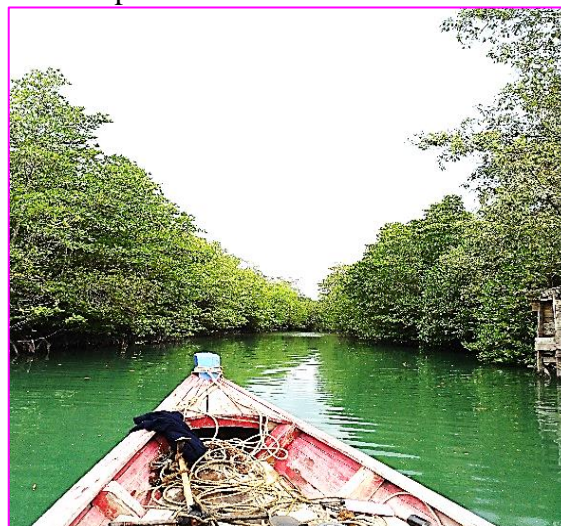


Figure 6. Existing Tourism Attractions
Source: Private Documentation

b. Tourism Marketing

Tourism marketing that will be designed in Temajuk Village is the creation of a particular website that contains information about all the tourist attractions in Temajuk Village, including the entrance fee and information on available accommodations. Marketing will also be assisted with social media such as Instagram, Facebook and other social media. Collaboration also needs to be done, especially with local stakeholders, such as organizing events supporting tourism in Temajuk Village.

c. Tourism Industry

The development of the tourism industry in Temajuk Village is aimed at creating a sustainable tourism industry. It involves local communities and builds community activity units to fully participate in tourism activities, ranging from planning to monitoring and evaluation. The developed tourism industry must also be responsible for environmental sustainability while maintaining the preservation of local culture.

d. Tourism Institutions

Institutions that will be formed in addition to the *Pokdarwis* are *Jewita* (tourism networks). The West Kalimantan tourism office organizes this program to attract people who are aware of tourism and want to participate in developing

tourism in Temajuk Village. The tourism institution in Temajuk Village will work together with the local government to develop regulations that are suitable for tourism in Temajuk Village.

4. Tourism Planning Program for Temajuk Village

Vision: "Making Temajuk Village Become Tourism Destination Based on Local Community"

Table 1. Tourism Planning Program

Mission	Purposes	Object	Program
1. Improve the quality of human resources and natural resources in the tourism sector	1. Make local community have tourism awareness. 2. Providing competitive human resources	1. Local youth generation 2. Local community	1. Local Youth: a. Scholarship to continue school to take majoring in tourism. b. Training about tourism industry by the Sambas Government Tourism Office 2. Local Communities a. Create a form tourism awareness group. b. Periodic socialization about tourism awareness
2. Developing infrastructure to improve the quality of tourism	1. Repair and maintenance of accesses that make it easier for tourists to reach the destination. 2. Providing tourism support facilities	1. Local Community 2. Tourism Attractions 3. Tourists	1. Build a welcome gate, ticket counter and public toilet from the community. 2. Development of attractions 3. Regular access improvement
3. Building synergy between policy makers	1. Formulate regulations on destinations that give profit to local communities. 2. Planning a development program to improve the quality of tourism	1. Local Community 2. Investors 3. Government	1. Make an MOU stating that local communities get the benefit from the collaboration

CONCLUSIONS

Temajuk Village can develop the tourism industry using collaborative management to solve some problems. Collaborative management support by analysis four pillars of tourism development. Tourism four pillars of tourism development consist of tourism destinations, tourism marketing, tourism industry and tourism institutions. The four pillars' synergy can support the collaborative management that complements each other and support their respective aspects.

Collaborative management can make a good relationship between the local community, private

sectors and government. In this management, the stakeholder can make some program to help the local community. The program like to improve the quality of human resources and natural resources in the tourism sector, developing infrastructure in order to improve the quality of tourism and building synergy between policymakers. All sectors should build good cooperation to support collaborative management. Some program can run well and develop tourism potential as a big industry in Temajuk Village, Sambas Regency.

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