

COLLABORATIVE GOVERNANCE IN MANAGING EDUCATIVE TOURISM OF JOGJA EXOTARIUM IN SLEMAN REGENCY 2019

Arif Rahman Hakim¹, Muchamad Zaenuri², Helen Dian Fridayani³

¹²³ Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia

²muchamadzaenuri@umy.ac.id, ³helendianf9@gmail.com

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ABSTRACT

The involvement of three pillars in tourism management, namely the government, society and the private sector is very important, this is called collaborative governance. Recently the center of attention is the exotarium or mini zoo Jogja. Jogja Exotarium or mini zoo and education center is an educational tourism park that displays knowledge about animals. Jogja exotarium offers a variety of animal rides equipped with various facilities, such as children's swimming pools, fishing ponds, children's tubing, fisheries education, livestock education, agricultural education, outbound training to café and restaurant and spot selfi for visitors. The method used in this study is a qualitative method in which one of the research procedures that produces descriptive data in the form of speech or writing and the behavior of the people observed. Data collection techniques carried out are by way of in-depth interviews with each of the stakeholders, namely the government, the private sector and the community. Besides this, it is also supported by secondary data such as regulations, journals, books, and others. The results of this study indicate that the role of each stakeholder in the management of Jogja Exotarium education tours in Sleman Regency is the government as a control over education tourism management, the community as employees, and the private sector as the tourism manager. The process of collaborative governance in the management of educational tourism with 5 indicators used to measure collaborative governance is good, but the collaborative level carried out is still the beginning, which means harming the government, because the government has not been able to interfere too far in managing the tourism. Even if you have shared the risk and there is government involvement in implementation, it will benefit the government.

Keywords :

*Collaborative
Governance, the role
of stakeholders,
educational tourism*

INTRODUCTION

The tourism sector is an important sector to contribute to national income, besides that the tourism sector is also able to become an alternative for opening new jobs for the community (Zaenuri, 2018). Tourism that is packaged by involving as many people as possible can empower and improve the welfare of the community, especially around tourism objects. Conventional tourism such as natural, artificial and cultural tourism is considered normal. There needs to be alternative education that is educational and increases the competency of tourists by involving as many people as

possible (Zaenuri, 2018). The demand for alternative tourism was welcomed by the community, one of them being making a tourist village. The development of tourism has an important role in economic, social and environmental aspects. In the economic aspect, the tourism sector contributes to foreign exchange from foreign tourist visits (foreign tourists) and Gross Regional Domestic Product (GRDP) and its components. In the social aspect, tourism plays a role in the absorption of labor, appreciation of art, tradition and national culture, and an increase in national identity. In the environmental aspect, it can promote tourism products and services such as the richness and uniqueness of nature and the sea, and effective tools for the preservation of the natural environment and traditional cultural arts. (Bappenas, 2009).

The management and development of tourism was initially carried out by the government, but along with the community's need for tourism services which is increasing and when government capacity is increasingly limited, the involvement of the private sector and the community in providing tourism services is a necessity (Zaenuri, 2018). Given the complexity of the issue of tourism-education and the government's limitations in managing disasters into tourism, tourism management cannot be done only by the government but must involve the private sector and the community (Pitana, 2005). The involvement of the private sector and the community in tourism management is an application of the new public governance paradigm that is developing in the Science of Public Administration. This governance model is considered to be used as an alternative to accelerate (Ansell, 2007) and it is easier to foster community participation (Ansell, 2007) and partnerships between the three pillars of governance (Zadek, 2006).

In Sleman Regency, there are also many educational tours, namely the volcano tour in Kaliurang, which educates visitors about natural disasters. Earth's Merapi Agrotourism, also in Kaliurang. This agrotourism provides several choices of areas to be enjoyed, including pet areas (etawa goat cultivation, ornamental rabbits, reptiles, civets, fish), hydroponic gardens, camping areas, outbound training areas, cave cave tours and places to rest (joglo, canteen , and the area for horseback riding (Wijayanti, 2017). Recently the center of attention is the exotarium or mini zoo Jogja. Jogja

Exotarium or mini zoo and education center is an educational tourism park that displays knowledge about animals (<http://jogjaexotarium.com>). Jogja exotarium offers attractive offers for visitors such as animal rides which are equipped with various facilities, such as children's swimming pools, fishing ponds, children's tubing, fisheries education, livestock education, agricultural education, various training outings to provide cafes and restaurants, also spot selfi for visitors (<http://jogjaexotarium.com>). The hope, Jogja exotarium can increase children's growth and development in terms of intellectual, emotional, social, spiritual and physical, improve imagination, creativity, and problem solving abilities, improve children's ability to focus and improve cognitive abilities, improve academic abilities (<http://jogjaexotarium.com>).

Management of the Jogja Exotarium vehicle cannot only rely on the government. In the midst of government limitations especially related to existing human resources, then facilities, and others, cooperation is needed by involving other parties, namely the private sector (Wulansari, L., & Hadna, 2014). Collaboration in collaborative relations is now an important variable, in the government's efforts to realize private participation to encourage cooperation in the tourism sector (Wulansari, L., & Hadna, 2014). Various reasons for collaboration between the government and the private sector were raised by (Wijayanti, 2017) as follows:

1. Political reasons, namely creating a democratic government and encouraging the realization of good governance and good society.
2. Administrative reasons, limited budget, human resources, assets, and management capabilities.
3. Economic reasons, namely reducing inequality or inequality, refers to growth and productivity, increasing quality and quantity, and reducing risk.

In addition to the above reasons, collaboration between the government and the private sector is very necessary and important to be raised by (Zadek, 2006) who mentions three main points, namely: scarcity of funding sources, scarcity of human resources, and to improve efficiency. While the aim is to increase efficiency, investment sources and also alternative sources for the government. Through this collaboration, it is expected that it will be able to provide optimal benefits to the

government, the private sector and the community in terms of tourism management. Strengthened by the results of the literature review that has been obtained from various research journals and books which as a whole discusses the partnership pattern, collaboration implementation, collaboration with the private sector in tourism development, partnership synergy, potential collaboration, public private partnership, analysis of potential Public Private Partnerships (PPP)), collaborative governance (concept, analysis and modeling) and regional tourism strategic planning, it can be concluded that the differences between previous researchers and the research that will be carried out are on the focus of the research, which in this study focuses on the extent of collaborative governance by the government (Priyanto, R., & Brahmanto, 2018), the private sector and the community, along with the roles of each of the stakeholders found especially in the management of Jogja Exotarium education tours in Sleman Regency.

The Sleman Regency Government is trying to leave services provided directly by and through authorized government agencies. Likewise programs and activities that are no longer administered through the organizational hierarchy and are controlled by officials from the hierarchy of the organization. So that the government provides space for the private sector and the public to participate in the management of Jogja Exotarium education tours in Sleman Regency. From this background, this study will discuss more explicitly the extent to which collaborative governance carried out by the government, the private sector and the community, along with the roles of each stakeholder is found especially in the management of educational tourism in the Exotarium in Sleman Regency.

LITERATURE REVIEW AND RESEARCH FOCUS

The concept called governance can basically mean steer or control in classical Latin. This concept basically means actions or perspectives in regulating, guiding, and directing. So, governance is a way or model in running a wheel of government. While government is the institution and institutions that are authorized to run the government (Damanik, Januantin and Weber, 2016). Governance or governance is defined as the overall interaction between the public and private sectors involved in

solving community problems and creating social opportunities. A governance must be based on three pillars, namely coordination, collaboration and consultation, then designing integration in resource management as the basis for planning and decision making (Winara, A., & Mukhtar, 2011).

The term collaborative governance is a way of managing government that directly involves parties involved outside the country, consensus-oriented, and deliberation in a collective decision-making process that aims to create and also implement public policies and public programs (Ansell, 2007). The focus on collaborative governance is on public policies and problems. Public institutions do have a large orientation in policy making, the purpose and process of collaboration is to reach a degree of consensus among stakeholders. The concept of collaborative governance requires the realization of social justice in fulfilling public interests (Sambodo, G. T., & Pribadi, 2016). Ansell and Gash explained a new strategy from the government called collaborative governance. Form of governance that involves various stakeholders or stakeholders simultaneously in a forum with government officials to make joint decisions (Ansell, 2007).

Donahue and Zeckhauser interpreted "collaborative governance can be thought of a form of agency relationship between government as principal, and private players as agent" (Winara, A., & Mukhtar, 2011). It means that collaborative governance can be considered as a form of cooperative relationship between the government as the regulator and the private sector as the executor. Referring to the various meanings explained about collaborative governance, it can be explained that basically the need to collaborate arises from the interdependent relationship that exists between parties or between stakeholders. Collaborative governance can be explained as a process involving shared norms and mutually beneficial interactions between actors in governance. Through the perspective of collaborative governance, positive goals from each party can be achieved. The governance process that can provide opportunities for the non-government sector is hampered because the government is a strong actor who dominates the role (Innes, J.E and Booher, 2004). To overcome this

particular problem, of course, a new concept of collaborative governance is needed. This was introduced in the 1990s by several experts.

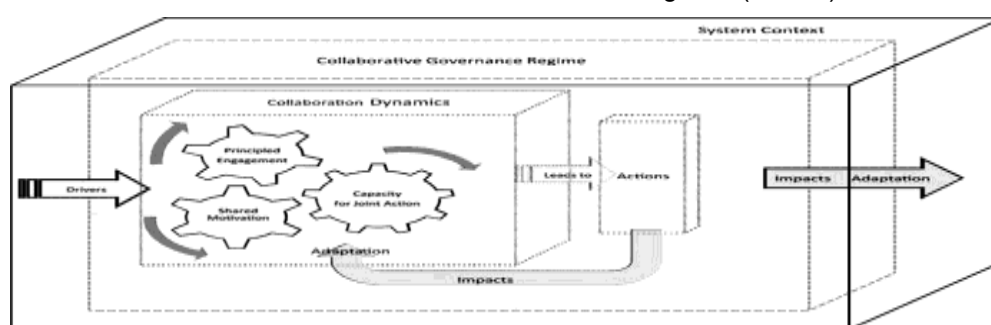
Ansell and Gash explain collaborative governance is a governance arrangement in which one or more public institutions directly involve non-government stakeholders in formal, consensus-oriented, deliberative collective decision making processes that aim to create and implement public policies and manage programs or assets public (Al-Habil, 2011). O'Flynn and Wanna interpret collaboration as working together or working with other people. This implies that an actor or an individual, group or organization collaborates in several businesses. Everyone who cooperates with others has certain conditions and conditions, which vary greatly. The word "collaboration" was originally used in the nineteenth century in the development of industrialization, the emergence of more complex organizations, and increased division of labor and tasks. These conditions are the basic norms of utilitarianism, social liberalism, collectivism, mutual assistance and the rise of scientific management and the theory of human relations organizations (Zaenuri, 2018).

In terms of concepts, collaborative governance can be interpreted as a new form of governance that involves all stakeholders in one work through regular dialogue and interaction in pursuit of shared goals (Innes, J.E and Booher, 2004). There are certain characteristics in relationships between stakeholders so it is necessary to conduct collaborative studies (Silvia, 2011). Collaboration is interpreted differently from networks (networks) and partnerships (partnerships). According to (Ansell, 2007) networks are used to describe the form of government cooperation with communities whose scope is more plural, informal and implicit. Partnerships are used to describe cooperation that is more oriented towards coordination than consensus in decision making. Collaboration is used to describe formal, explicit and collectively oriented cooperation in decision making. According to (Zadek, 2006) in realizing collaboration there needs to be stages that show the scale and intensity of collaboration, while partnerships do not show that. The scale can be described as a ladder that shows the level of commitment from the lowest to the highest or the most complicated

collaboration. The following is a list of collaborative scales that explain the level of relevant cooperation and what activities are involved at each level.

The integrative framework is described as a three-dimensional box which includes system control, collaborative governance regimes and dynamics collaboration. The three dimensions that are the outermost are the control system, then in it is the collaborative governance regime, and the most deep is collaboration dynamics. In this box there are 3 (three) elements that work interactively with each other, starting from principled involvement, shared motivation and the capacity to take collective action. More can be seen in the following picture:

Picture 1.1 Collaborative Governance Regimes (CGR's)



Source: Emerson, 2012

The framework above shows that Collaborative Governance Regimes (CGR's) are described by a middle box with lines which are broken and contain collaborative dynamics and collaborative actions. Basically, dynamics and collaborative actions shape the overall quality and the extent to which CGR's are developed together effectively. The collaboration dynamics are represented by the deepest boxes with dashed lines, consisting of three interactive components, namely principled involvement, shared motivation, and the capacity to carry out joint actions. The three components of collaborative dynamics work together in an interactive and iterative way to produce collaborative actions or steps taken in order to carry out the shared objectives of CGR's. The CGR's action can lead to results both inside and outside the regime; thus, in the figure, arrows extend from the action box to show impacts (i.e. results in the field) and potential adaptations (transformations of complex situations or problems) both in the context of the system and CGR's itself. In further developments, (Emerson, 2015) deepens the model on the dimensions of the

collaborative governance regime (CGR's). In the book, also entitled Collaborative Governance Regimes, it is explained from the review of previous models which were later developed into the latest typology, reinforced by various studies with specific cases to explain the typology. The use of the term "regime" is used to refer to a particular mode or system for public decision making where cross-border collaboration is a pattern that applies to the behavior and activities of stakeholders or collaborative actors. Understanding the regime here is as " a set of principles, rules, norms and procedures for decision-making both implicit and explicit by binding actors to collaborate in the hope of creating synergy.

Specifically, typology CGRs are based on formative types, or how individuals collectively form and direct CGR's in response to environmental changes that occur. The premise of this typology is that CGRs are formed by influencing the composition and dynamics of stakeholder collaboration as they develop over time. CGRs are formed from one of three different ways, can be started from truly independent or self-initiated, independently convened or directed by external parties (external directed). In CGRs it starts with self-initiated stakeholders who come together after being inspired by the need for cooperation. In CGRs held independently (independently convened), autonomous third parties invite stakeholders and the design process for interaction. Whereas in CGRs directed external (external directed), external entities with sufficient authority or resources provide incentives or mandate to stakeholders to work together in a prescribed manner. In addition, from the beginning three formative types of CGRs responded to different conditions and had different characteristics. Likewise, each formative type influences the nature and development of CGRs in their beginnings and also because they evolve over time (Emerson, 2015).

Collaborative Governance Process

According to (Ansell, 2007) states that the process of collaborative governance can be seen as follows:*Face to face*

1. Face to Face Dialogue or face-to-face meetings are meetings between various parties in one location and at the same time so that there is a direct or interactive dialogue between the various parties, to discuss a common interest.
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All forms of collaborative governance are built as oriented as the initial process, namely face-to-face dialogue directly from each stakeholder involved. This dialogue is very important in order to identify opportunities and benefits with all parties involved. Face-to-face dialogue is not merely a perfunctory negotiation. However, this dialogue can minimize antagonism and also be disrespected from among the stakeholders involved. So that these stakeholders can work together in accordance with the goals and mutual benefits.

2. *Trust Building*

Building trust that the Parties do have the same intention to take the best policies for all Parties. Trust Building begins with building communication between various parties involved, and for a long time, relations between community institutions and good government institutions strongly support efforts to build mutual trust. The institution builds trust by never distinguishing members on the basis of ethnicity, religion, race and class. Then, the poor trust between stakeholders is indeed a very common thing from the beginning of the collaboration process. Collaboration is not only about negotiations between stakeholders, but more than that it is an effort to build mutual trust with each other. Building trust is needed as soon as possible when the first collaboration process is carried out. This is done so that the stakeholders do not experience egocentricism between the institutions involved. Therefore, in building this trust, leaders who are able to fully realize the importance of collaboration are needed.

3. *Comitment to Process*

Commitment to Process means commitment or agreement to carry out a certain process to achieve the desired common goal. Sharing mutual commitment, they are interdependent with each other to overcome problems and solutions, that this process is a common property, and are open to mutual benefits. Commitment to a process certainly also has strong relationships in the collaboration process. Commitment is the motivation to get involved or participate in collaborative governance. Strong commitment from all parties

involved is needed to prevent risk from the collaboration process. Although commitment is indeed a complicated thing in a collaboration. Commitment is a responsibility of stakeholders to view relationships as new things and responsibilities that need to be developed.

4. *Share Understanding*

Sharing understanding and understanding that the Mission of this Forum is a shared responsibility, identifying problems to have the same understanding, and identifying basic values that form the basis of this process. At this same point in the collaborative process, the parties involved must share their understanding of what is done and what they want to achieve through collaboration. Sharing this understanding can be described as a shared mission, shared goals, general objectivity, shared vision, the same ideology, and others. Sharing this understanding can have implications for mutual agreement to interpret and interpret a problem.

5. *Intermediate outcome*

Intermediate outcomes are temporary results of ongoing processes that provide benefits and strategic value. Continued results from a collaborative process are manifested in the form of outputs and outcomes or real outputs. It is a result of a critical and essential process for the success of collaboration.

RESEARCH METHOD

This type of research includes descriptive-qualitative research. Bodyan and Taylor stated that qualitative methods are one of the research procedures that produce descriptive data in the form of speech or writing and the behavior of the people observed. Through qualitative methods researchers can recognize subjects, feel what they experience in day-to-day life (Moleong., 2009). The reason for using descriptive qualitative analysis is because it is in accordance with the title presented, namely collaborative governance in managing educative tourism in the Jogja Exotarium in Sleman Regency. The researcher collects the data and facts, to be interpreted descriptively according to the formulation of the problem, objectives, and indicators studied related to collaborative governance in the management of educational tourism in the Jogja Exotarium in Sleman Regency. The data used are primary and also

secondary, where primary data is data obtained directly by the researcher. Primary data in this study will be obtained through interviews with several members of the Sleman Regency Government, the concerned private parties and the public who are involved in the management of Exotarium Jogja educational tours. Then, secondary data is data that is not obtained directly by researchers such as articles and documents. Secondary data to support this research is obtained through data available on the official website of Jogja Exotarium tourism, journals, articles and newspapers or online news.

FINDING AND RESULT DISCUSSION

Tourism development is contained in Law Number 10 of 2009 concerning Tourism, which was followed up by Government Regulation Number 50 of 2011 concerning the National Tourism Development Master Plan formulated regarding the direction of National Tourism Development policy. Article 2 paragraph (8) states that the direction of national tourism development is carried out: 1) based on the principle of sustainable tourism development, 2) with an orientation to increasing economic growth, increasing employment opportunities, reducing poverty, and protecting the environment, 3) with governance good, 4) in an integrated manner, across sectors, across regions and across actors, and 5) by encouraging public and private sector partnerships. The management and development of tourism was initially carried out by the government, but along with people's needs for tourism services that are increasing and when government capacity is increasingly limited, the involvement of the private sector and the community in providing tourism services is a necessity (Zaenuri, 2018). Given the complexity of the issue of tourism-education and the government's limitations in managing disasters into tourism, tourism management cannot be done only by the government but must involve the private sector and the community (Pitana, 2005).

Table 1.1. Collaborative Governance Sector

No	Stakeholder	Person in Charge	Role
1.	Government	Sendangadi Village Government	Supervision and control, as well as licensing
2.	Private	CV. Jogja Gemali Exotama	Running educational tourism operations
3.	Citizens	Human Resources	Employees

Source: Primer data, 2019.

Collaborative governance is a response to changes to the shifts in the existing policy environment. Where these shifts can occur in the form of an increasing number of

policy actors, issues are increasingly widespread or difficult to detect, government capacity is limited while institutions outside the government are increasing and public thinking is increasingly critical. The involvement of the private sector and the community in tourism management is an application of the new public governance paradigm that is developing in the Science of Public Administration. This governance model is considered to be used as an alternative to accelerate (Ansell, 2007) and it is easier to foster community participation (Al-Habil, 2011) and partnerships between the three pillars of governance (Zadek, 2006). In this study will be explained collaborative governance in the management of educational tourism in Yogyakarta exotarium in Sleman Regency with indicators of collaborative governance processes Anshel and Gash (2007) can be measured using indicators as follows:

- a. *Face to face*
- b. *Trust building*
- c. *Commitment to process*
- d. *Share understanding*
- e. *Intermediate outcome*

There are 3 stakeholders who have an important role in the realization of a good collaborative process. Among them is the government of Sendangadi Village which has a role as a supervisor and control over the management of the Jogja Exotarium, as well as licensing the company that leases the land of the Sendangadi Village, Sleman. Then, the second stakeholder is the private sector, which is CV. Jogja Gemali Exotama which has a significant role in the process of collaborative governance in educating Exotarium Jogja tourism, namely as a manager or party that runs the educational tourism operation. Then, the last is the community of the village of Mulungan Kulon itself who acts as an employee or employee in the educational tour.

Collaborative Governance Process

Face to Face

Dialogue or face-to-face meetings are meetings between various parties in one location and at the same time so that there is a direct or interactive dialogue

between the various parties, to discuss a common interest (Ansell, 2007). Direct dialogue was carried out before the construction of the Exotarium Jogja to obtain operational licenses from both the Sleman Regency Government and the Sendangadi Village Government. The dialogue carried out went well. The most basic permits are with the Government of Sendangadi Village, Mlati, Sleman. Then, the Sleman Regency Government agreed to the Sleman Regent to make an IMB. As explained by the Head of Sendangadi Village, namely Drs. H. Hamamanhuri, MBA., MM. who said that:

"First, it is the village treasury, then Jogja Exotarium makes a permit to the village because the village cash land is included in the Governor's land. So, you must follow the rules or permission from the Governor. Then from the village there was no problem, then the village government made a letter of application to the Governor through a recommendation from the sub-district head. After that, from the sub-district head to the Office of Land and Spatial Planning of Sleman Regency, it was then examined and reviewed to the location. Newly processed to the Regency then from the Regency are discussed by related agencies. For example: Department of Land and Spatial Planning, Tourism Office, etc. Then sent or continued to the Regional Secretary and agreed to be submitted to the Regent. From the Regent then to the Provincial Spatial and Spatial Planning Service. Here it is examined again by Dispentaru Province. After being examined it is checked that there are no problems, then it is submitted to the Governor and signed "(Interview with the Head of Sendangadi Village, Mr. Damanhuri on January, 10th 2019).

From the results of the interview, it can be concluded that the licensing process established a tourist attraction in Sendangadi Village, namely Jogja Exotarium, the key is in the Village Government. From the Village Government when agreeing, it will then be continued to the related Dinas, Bupati, to the Governor of the Special Province of Yogyakarta. Mr. Damanhuri as the Sendangadi Village Chief mentioned the considerations and reasons why Jogja Exotarium was approved and agreed to be one of the tours in Sendangadi Village, there are two important things that were first conveyed, namely the existence of tourism in the Village would add people or communities to visit the Village and this made the village is popular or known by many people, so that the village can advance because with the presence of tourism it will automatically increase the village cash. Then what is not less important is that the

existence of these tours can create jobs, thereby reducing unemployment in Sendangadi Village.

Village Land is one of the types of village wealth as mentioned in Baba II article 2 paragraph 1 of the Minister of Home Affairs Regulation number 4 of 2007 concerning Guidelines for Village Wealth Management. Because the village cash land is the village's wealth, the management must be carried out based on functional principles, legal certainty, openness, efficiency, accountability and value certainty, and must obtain approval from the BPD and village wealth management must be efficient and effective to increase village income. Besides this, the dialogue was carried out beginning with the delivery of the vision of each institution, namely the government and the Exotarium Jogja. The vision and mission of each institution meet a good bright spot, each stakeholder wants the existence of the tour to increase the manager's income, increase visitors from outside the region, and also of course reduce the number of unemployed people in Sendangadi Village. Both parties agreed that later the tour could empower the surrounding community. Licensing for the construction of Exotarium Jogja is supported by a letter issued by the Government of Sendangadi Village No. 143/168 / KD / 2017 concerning applications for utilization of village cash land by leasing for agro tourism village businesses, Agricultural, Animal Husbandry, Fisheries and Outbound Training Education Parks to Sleman Regent through the Sub-District Head of Mlati. Then After that, the Mlati District Government made a letter of recommendation addressed by the Sleman Regent regarding the leasing of cash in Sendangadi Village, along with the Decree of the Head of Sendangadi Village Number: 69 / KEP.KADES / 2017 regarding the approval of the cash land use of Sendangadi Village in Padukuhan Karangeneng and Duwet by leasing for Tourism Village businesses. Then the governor's permission related to the use of the village cash land is regulated in the Regulation of the Governor of the Special Region of Yogyakarta Number 34 of 2017.

It can be concluded that the dialogue process or face to face of the Jogja Exotarium as a tourism manager and the government party which also represents the surrounding community runs well and smoothly. The process that does not take a

long time around one year produces a shared vision to achieve the same goal. Each stakeholder can later benefit from this tour. The land of the village cash used is 71,360 m². The utilization of the cash land of Sendangadi Village is rented for 20 (twenty years) by the Jogja Exotarium (Decree of the Village Head Sendangadi, 2017). Then, coupled with a statement from the tenant stating that it would not transfer the permit to use the village cash land to another party, does not change the land use allocation other than the permitted one and would not increase the breadth of the use of the village cash allowable. In addition to this, the Village Consultative Body, Sendangadi Village has also approved the use of the village cash land through Decree Number 5 / BPD / 2017 on August 2, 2017.

Trust Building

Building trust means that the parties involved do have the same intention to take the best policies for all parties (Ansel and Gash, 2007). Trust Building begins with building communication between various parties involved, and for a long time, relations between community institutions and good government institutions strongly support efforts to build mutual trust. The institution builds trust by never distinguishing members on the basis of ethnicity, religion, race and class. Institutions involved include CV. Jogja Gemali Exotama as manager, Village Government, and also the surrounding community. Each party in building trust is good, as evidenced by communication before the construction of the Exotarium Jogja. Communication that is built is done through dialogue, for example with meeting meetings and also socialization. So that both the village government and the community know the intentions and goals of the Jogja Exotarium to build tourism in the Sendangadi Village Area. From the results of interviews with the Village Head it can be seen that each party has reached a good agreement and has trusted each other. One collaborative governance must be based on a trust between stakeholders. This has been done by the private sector as well as the village government and the community quite well. Although indeed the collaboration that has been carried out is in accordance with the initial agreement, namely empowering the community or the surrounding

community. Reinforced again with a statement from Mr. Agung as the manager of Jogja Exotarium who said that:

"Of course we are here trying to build the trust of each party, yes, the village government and the community. Do not let the community and the government feel aggrieved by the existence of this tour, must benefit each other. That is what we have built since the beginning, so that until now our communication with the village government and the community is fine "(Interview with Jogja Exotarium, Bapak Agung as manager on January, 3rd 2019)."

From the above statement it can be concluded that the CV. Jogja Gemali Exotama has good etiquette with the village government and the community, so that the trust of each party arises. Private party, namely CV. Jogja Gemali Exotama gets income from the tour, then from the village government also gets income, also the village becomes advanced and many people are known, then from the community itself is empowered to reduce unemployment in the Village.

Commitment to Process

Commitment to Process is a commitment or agreement to carry out a certain process in order to achieve the common goals desired by Ansel and Gash, 2007). Sharing commitments means that they are interdependent with each other to overcome problems and solutions, that this process is a common property, and are mutually open to mutual benefits. In this case, between the Village Government, the surrounding community, and CV. Jogja Gemali Exotama shares commitments. The Village Government relies on the private sector for village income through leasing land, the surrounding community depends on the private sector to be empowered, then the CV. Jogja Gemali Exotama as a private sector needs land, the community to provide education, cathering and so on. Each stakeholder involved already knows each portion in collaborative governance. Also, each stakeholder can benefit from collaborative governance. So that the commitment to process in collaborative governance in managing education tourism has been going well until now.

Share Understanding

Sharing understanding and understanding that the Mission of this Forum is a shared responsibility, identifying problems so that they have the same understanding, and identifying basic values that form the basis of this process (Ansel and Gash, 2007). In managing the Exotarium Jogja each party involved has understood the vision and

mission of the Exotarium Jogja. This means that each party understands and understands the responsibilities of collaborative governance. Besides this, each party understands and understands its role, namely the village government grants permission to use the village cash land, the community provides the needs needed by the Exotarium Jogja for example, agricultural land, fishing grounds etc. Apart from this, the community has a strategic role in providing catering when there is an agenda from Exotarium Jogja such as outbound, gathering, meetings, etc. Then, the private sector, namely CV. Jogja Gemali Exotama as the manager of the educational tour. As what was said by Mr. Akbar as the director of Jogja Exotarium education tourism, who mentioned that:

"According to our agreement, that each party has its own role. The government issues licenses, the community provides a place, becomes an employee, provides catering. While we are from CV. Jogja Gemali Exotama as manager. I think from the village government, the community, and we already understand that" (Interview with Mr. Akbar as director of the Jogja Exotarium on January, 9th 2019).

From the above statement, it can be seen that from the village government, the community, and the Jogja Exotarium party, they understand and understand their respective roles and share understanding from the beginning until now it has run well. It can be concluded that the share understanding of each party has been proven to work well. In accordance with the mission in Jogja Exotarium, namely "participating in building and developing tourism in the Sendangadi Village Area, Mlati District, Sleman Regency, Special Region of Yogyakarta", as well as empowering local communities. This is also in accordance with the mission of the Sendangadi village government, namely "increasing infrastructure development at the village and hamlet level to facilitate social, cultural and sporting economic activities".

Intermediate Outcome

Intermediate outcomes are temporary results of ongoing processes that benefit and have strategic value (Ansell, 2007). In this collaborative governance management of Jogja Exotarium education tourism from the beginning of the inauguration on December 23, 2017 to the present, the results obtained are that the community is empowered in various activities. For example being an employee of Jogja Exotarium,

providing catering, providing agricultural, fisheries and parking lots. Giving or adding cash to the village which includes three hamlets, namely Karanggeneng, Mulungan Kulon and Duwet. For the village government, especially with this educational tour, the benefits gained are the welfare of the community, many people who are no longer unemployed, and can also improve the economy of the village itself. Then, for visitors of educational tourism, of course, get an educational facility at an affordable cost, for example agricultural education, fisheries, animals, etc. With this benefit, the community and private parties managing Jogja Exotarium can be good working partners. Each party needs each other and is mutually beneficial. With the existence of an intermediate outcome that is clear as it is today, of course in the future it will bring even more benefits to each party. The impact of collaborative governance in the management of Exotarium Jogja education tours has a good and positive impact on all involved groups, which can empower the community, increase village cash, increase regional income in the tourism sector, and make the village more advanced and known to many people.

CONCLUSIONS AND IMPLICATIONS

The stages of collaborative governance process can also be concluded that the process has gone well when viewed from the 5 indicators used in this study, namely face to face, trust building, commitment to process, share understanding, and intermediate outcomes. 1) Collaborative Governance process seen face to face aspects of Jogja Exotarium as a tourism manager and the government which also represents the surrounding community runs well and smoothly. The process that does not take a long time around one year produces a shared vision to achieve the same goal. Each stakeholder can later benefit from this tour. 2) The aspect of trust building, each party in building trust is good, as evidenced by the communication before the construction of the Exotarium Jogja. Communication that is built is done through dialogue, for example with meeting meetings and also socialization. So that both the village government and the community know the intentions and goals of the Jogja Exotarium to build tourism in the Sendangadi Village Area. 3) The aspect of commitment to process, each stakeholder involved has known each portion in collaborative

governance. Also, each stakeholder can benefit from collaborative governance. So that the commitment to process in collaborative governance in managing education tourism has been going well until now. 4) Share understanding aspect, each party has been proven to run well. In accordance with the mission in Jogja Exotarium namely "participating in building and developing tourism in the Sendangadi Village Area, Mlati District, Sleman Regency, Yogyakarta Special Region, and empowering local communities. This is also in accordance with the mission of the Sendangadi village government, namely "increasing infrastructure development at the village and hamlet level to facilitate social, cultural and sporting economic activities". 5) Intermediate Outcome Aspects, The impact of collaborative governance in the management of Exotarium Jogja education tourism has a good and positive impact on all involved groups, which can empower the community, increase village cash, increase regional income in the tourism sector, and make the village more advanced and widely known person.

While the implication itself is practically the Village and Regency Governments through this research can become a recommendation later when the contract or lease period has expired, the Tourism can be managed together. This means that the government does not only lease land, but participates in managing Jogja Exotarium Tourism not only to shared vision, but can be expanded in the context of participation to partnerships. Whereas, the theoretical implications can be further developed by using quantitative methods, or developing other theories.

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