

# Strategic Partnership In Sustainable Tourism Development: A Case Study In Banjarpanepen Village

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## Abstract

The diversity within society can serve as both a source of conflict and a form of social capital, supporting collaboration and cooperation among stakeholders such as the village government, the Tourism Awareness Group, and the local community. This study aims to examine the foundations of strategic partnerships in sustainable tourism development, exploring the types of partnerships formed and their implications for the community. A qualitative method with a phenomenological approach was applied, with data gathered through observations, interviews, and documentation to identify the foundations, forms, and impacts of these partnerships. The subjects of this study were the Banjarpanepen Village government and the Tourism Awareness Group. Data were analyzed using the Miles, Huberman, and Saldana interactive analysis model, which includes stages of data collection, reduction, display, and verification. The findings reveal that: firstly, the basis for partnerships in Banjarpanepen Village is to improve conditions within the village, including neighboring Janggolan Village. Secondly, the strategic partnership is built on mutual cooperation between the Banjarpanepen Village government, the Tourism Awareness Group, and the community to promote tourism development. Thirdly, the impact of these efforts is reflected in Banjarpanepen Village achieving Advanced Village status, with a Village Development Index score of 0.7525. The community has also experienced economic benefits, including increased income from MSMEs and enhanced social cohesion. In conclusion, the partnerships developed in Banjarpanepen Village serve as an effective model for fostering more sustainable and inclusive tourism development. This study recommends building strong partnerships with sustainable management practices as a means of environmental stewardship, which could also inform tourism policies to support broader adoption of this partnership model.

**Keywords:** *Strategic partnership, Sustainable Tourism, Social Cohesion*

## 1. Introduction

According to WTTC, by 2023, the travel and tourism sector, which includes direct and indirect impacts, will contribute 9.1% to global GDP, an increase of 23.3% from 2022 and only 4.1% below 2019 levels [1]. This shows that the travel and tourism sector can have an influence on increasing a country's income.

Indonesia has more than 1800 tourist villages that are developed and have the potential to be sold to tourists along with the increase in community visits from 30%-35% of generation Z and Millennials [2]. Nglangeran Village, Gunung Kidul, Yogyakarta is one of the villages that has been awarded as the World's Best Tourism Village 2021 by the World Tourism Organization under the United Nations (UNWTO). This success was built through a partnership between Bumdes and the community [3]. The data shows that existing tourism villages can contribute to income due to tourists visiting through partnerships that are carried out.

*Partnerships* between stakeholders are recognized as an effective approach in developing tourism by providing enormous benefits and positive impacts. Positive benefits for partnering parties, especially the community are expanding employment and increasing income, which in turn is expected to improve

the welfare of the community [4]. The goal to be achieved from the partnership is to be able to provide opportunities for the community, especially in meeting their daily needs.

Strategic partnerships in tourism development not only lead to perceived impacts, but also must look at the patterns built in conducting partnerships. Daraba, et al (2020) and Nugroho (2014), which states that partnerships must refer to the patterns built between stakeholders in order to optimize the development of tourism carried out [5,6]. In addition, according to Chusmeru, et al (2023) and Suherlan, et al (2020), stated that the need for a good strategy in conducting partnerships by involving all stakeholders so as to optimize the goals to be achieved, namely mutual prosperity [7,8]. The results of previous studies show that strategic partnerships in developing tourism are able to bring changes from all sides of life and encourage sustainable community empowerment.

Banjarpanepen Village became a tourist village due to strategic partnerships. Banjarpanepen Village has a diversity of religions such as Islam, Christianity, Buddhism and Penghayat Kepercayaan so that it is also known as "Pancasila Village". In addition, there are also local cultures that are still preserved and natural beauty with various photo spots in it. Religious diversity is not a barrier to coexist with harmony and harmony, instead partnering with each other to develop the village by developing its potential [9].

Based on data from the Central Java Office of Youth, Sports and Tourism in 2023, there are around 776 villages with 593 villages with pilot criteria, then 159 villages with developing criteria and 34 villages with advanced criteria. Banjarpanepen Village is included in one of the criteria for a pilot tourism village in integrating the potential of the village owned such as, natural, cultural and man-made potential supported by various attractions and adequate accommodation and facilities in accordance with local wisdom that still applies in the village [10]. Therefore, this study aims to analyze strategic partnerships related to the foundation of the partnership carried out, the form of partnership and the implications felt in Banjarpanepen Village.

The urgency of this research lies in the critical role of strategic partnerships as collaborative efforts in tourism development, particularly in areas with tourism potential but limited access and resources. Partnerships between the government, Tourism Awareness Groups, and local communities can drive economic growth, benefiting both the village and its residents. However, these partnerships must also prioritize community empowerment and the preservation of local culture. The success of strategic partnerships depends on effective cross-sector coordination, alignment of objectives with other sectors, and sustainable tourism management. This research aims to identify the factors that contribute to successful strategic partnerships and to propose a partnership model applicable to tourism development in other regions of Indonesia. Furthermore, the findings of this study are expected to enhance coordination among various stakeholders, fostering tourism that is competitive, inclusive, and sustainable.

## **2. Research Methods**

This research is a qualitative study employing a phenomenological approach to explore the foundation of partnerships, the nature of collaboration between the Village Government, the Tourism Awareness Group, and the local community, and the implications of these partnerships in tourism development in Banjarpanepen Village. Data were collected through observation, interviews, and documentation to identify the partnership's foundation, structure, and perceived impacts. The subjects of this study were the Banjarpanepen Village government and the Tourism Awareness Group. Data were analyzed using the Miles, Huberman, and Saldana interactive analysis model, which includes data collection, data reduction, data display, and verification. This data focuses on strategic partnerships in tourism development initiatives within the village.

### **3. Results and Discussion**

#### **3.1 Foundation of partnership in tourism development**

##### **3.1.1 Janggolan Village**

According to Banyumas Regent Regulation No. 80 of 2014 concerning Fixed Income, Allowances, Additional Income and Awards for Village Heads and Village Apparatus Article 1 paragraph 5 that:

“Janggolan village is a village whose source of original village income is mostly derived from local village community contributions” [11].

As stated by Mr. Mujiono, as the Head of Banjarpanepen Village that:

“Banjarpanepen village becomes a janggolan village or has no original village income. Because Banjarpanepen village used to be a disadvantaged village, there was no road access, no electricity”.

This is in accordance with Law No. 11 of 2020 concerning Indicators for Determining Disadvantaged Areas article 4 paragraph 1 which reads:

“A region is designated as a Disadvantaged Region based on the following criteria: a. community economy; b. human resources; c. facilities and infrastructure; d. regional financial capacity; e. accessibility; and f. regional characteristics” [12].

Village status can be seen in the Village Development Index (IDM). The Village Development Index is a measurement tool based on three indicators, such as the Social Resilience Index, Economic Resilience Index and Environmental Resilience Index. The Village Development Index was developed to accelerate village development towards developed and independent villages so that existing aspects can become the potential to maintain the village's ability to prosper the community, policies and development activities and community empowerment based on equity and justice by strengthening the values of local wisdom that exist in the community [13].

The village government is the lowest unit of government that has a role as the frontline of governance and development. Therefore, villages are expected to be socially, culturally, economically, and even politically independent [14]. This is in line with the objectives of Law No. 6/2014 on Villages, which through this Law can deliver the Village as a life support. Law No. 6 of 2014 states that:

“The Village Government has the task of organizing a government that has the right, authority, and obligation to regulate and manage its own government affairs and community interests based on local origins and customs” [15].

In 2021, Banjarpanepen Village began initiatives in community development and empowerment, focusing on three main areas. First, efforts were made to explore and utilize the village's potential to establish it as a tourist village, bringing three key benefits: generating income for the village, reducing unemployment, and stimulating economic growth.

Secondly, the Village Government has promoted the development of home and yard spaces, encouraging households to organize these areas for both aesthetic appeal and income generation. For example, residents are encouraged to use their yards for varied income sources: daily, monthly, and yearly. The majority of Banjarpanepen residents are sap tappers, providing a daily income. For monthly income, they are advised to plant banana trees among coconut trees. For annual yields, they can cultivate durian, avocado, or clove trees. If successful, these practices would enable households to earn income directly from their yards. Many farmers in Banjarpanepen, particularly the older

generation, continue to follow traditional methods, so the village provides support to help them supplement their income.

Third, development initiatives include the social, religious, cultural, and skills sectors. Since religion is a vital aspect of development, the Village Government seeks to integrate it alongside other activities. Preserving valuable cultural traditions, such as Suran and other ceremonial events, is an expression of gratitude and a form of community cohesion. These practices foster unity and inclusiveness, which are essential values to uphold.

Village development is very important, this is because the majority of Indonesian citizens live in rural areas. The main purpose of national development is to improve and increase the welfare of the community, creating innovations in the community. Underdeveloped villages are areas that are relatively less developed than other areas on a national scale, and usually occur in rural communities [16]. The life of rural communities is synonymous with poverty and backwardness, but it does not rule out the possibility of having a lot of great potential owned by the village community. Potentials that without realizing it are inherent in the village, but there needs to be awareness to see that potential.

Villages are entering the era of *self-governing communities* where villages have autonomy and planning, public services and finances. Therefore, villages are no longer waiting for instructions from supra-village (sub-district, district, province, and central government). For this reason, the dynamics of village life depend heavily on community participation in encouraging the development of village management agreements, so that they are able to foster and develop socio-cultural, economic and political values [17]. The existence of a tourism village is one form of effort to increase village finances in this case is the Village Original Income, where from the retribution of this tourism village will go into village income that can be used as capital for the development of village infrastructure and the tourism village itself.

### **3.1.2 Inadequate Infrastructure**

Infrastructure is understood as all forms of facilities needed by the community, such as physical and non-physical forms. Infrastructure development is used as access to support all daily activities of the community in carrying out their activities without exception. The ease of access is what the community uses to fulfill their daily needs and also as a form of support for the community's economic activities [18]. According to Mr. Mujiono, that:

“Banjarpanepen Village is a very underdeveloped village. There is no road access and electricity is not yet available. The first thing that must be resolved is infrastructure, because infrastructure is important to support economic growth”.

According to the Ministry of Village Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia, that participatory development is a village and rural development management system coordinated by the Village Head by prioritizing togetherness, kinship, and mutual cooperation in order to realize the mainstreaming of peace and social justice [19]. This is in accordance with what Mr. Mujiono said, that:

“Creating togetherness, for example there is a concrete rebate project, if there is a daily model, if I offer there are 2 options, daily or done by the neighborhood together, it is mutual cooperation, later from HOK as neighborhood income so that mutual cooperation is not lost. Such a development system does not eliminate togetherness and still gets its rights. Finally, there is a sense of belonging”.

Road infrastructure development is a basic facility that functions to support the ease of distributing goods and human transportation which will also become a means or space for the community for social interaction [20]. Infrastructure development is part of sustainable development that provides an increase in basic services, develops a productive community economy, and as a form of improving the quality of life of rural communities [21].

### **3.2 Forms of Strategic Partnerships in Tourism Development**

Partnership can literally be seen from the word *partnership*, and comes from the root word *partner*. *Partner* can be translated as “partner, mate, ally or companion”. Meanwhile, partnership translates into alliance or partnership [22]. This definition can be interpreted that a partnership is a relationship that is built based on mutual agreement to achieve certain goals so that it can provide results for the efforts undertaken.

The partnership built by Banjarpanepen Village takes the form of gotong royong. As Mr. Mujiono stated that:

“Community support is the most important part in building a tourist village. The people of Banjarpanepen Village still strongly uphold the values of tolerance so that they can jointly build a tourist village “.

Meanwhile, according to Mr. Turimin, as Chairman of the Tourism Awareness Group, said that:

“The development process is inseparable from community support and active participation in advancing the village. Compactness and togetherness can determine the achievement of a goal to be achieved. The involvement of the Banjarpanepen Village community in the development of a tourist village is a form of partnership that is built on awareness of the implementation of values that are still upheld together. This is because there is a common goal, as expressed by Mr. Turimin as Chairman of Pokdarwis that the partnership between institutions basically has the same direction and purpose that we Banjarpanepen residents have a desire to develop a tourist village even though the institutions are different but have the same direction “.

A tourist village is a form of integration between attractions, accommodation and supporting facilities that are implemented in a structure of community life that blends with the prevailing procedures and traditions [23]. The function of the Pokdarwis (Tourism Awareness Group) of Banjarpanepen village here is to spearhead, inspire and encourage the community so that this culture is preserved by inviting the community to jointly maintain the tradition. The village government is involved, especially in terms of funding and event concepts. Pokdarwis cooperates with various parties, such as LMDH (Forest Village Community Organization).

Tourism development really needs a partnership role. Tourism should provide a tourist attraction as an attraction for tourists to visit tourist destinations, the availability of supporting facilities is certainly a way for an area to develop tourism. Therefore, the provision of facilities and infrastructure must be of more concern to the local government and the surrounding community [24]. The existence of complete facilities will make visitors feel comfortable and interested in coming back. The provision of adequate facilities must also be supported by the preservation of nature, culture, and the surrounding environment to be enjoyed. As expressed by Mr. Mujiono, that:

“At first, the community did not support the existence of a tourist village, because people thought that tourism was the sea and the zoo according to the villagers. They did not think that the potential of nature, including religious and cultural diversity, was tourism. They didn't

think that way, but I was convinced and am now starting to pioneer the tourism village. I continued to change the economy, including in the beginning, in 2007 I planted durian, no one wanted it, some said *titek*, expensive seeds, but now without being ordered, they have started planting”.

The application of community-based tourism is one form of utilizing human resources to train independence and manage resources owned by the local area to support the welfare of the community around the tourist destination area. Therefore, community empowerment efforts are needed. Community empowerment is not only limited to economic nature but also political [25]. According to Mr. Mujiono, that:

“By embracing local people who have the intention and enthusiasm in the field of tourism, although slowly but later will be felt by themselves the results. Partnership with the community in mutual cooperation”.

In addition to mutual cooperation, what is more important is educating the community to be aware of tourism. According to Mr. Turimin, that:

“The motto of Pokdarwis is Ready to Learn, Ready to Work, Ready to Partner. This is a manifestation of the spirit to want to learn little by little, then work and start partnering, both on a small and large scale. Small-scale cooperation with the village government is also important. The focus of development is carried out from within by strengthening partnerships with all elements in Banjarpanepen Village before establishing partnerships from outside.”

### **3.3 Implications of strategic partnerships**

#### **3.3.1 Building a better village**

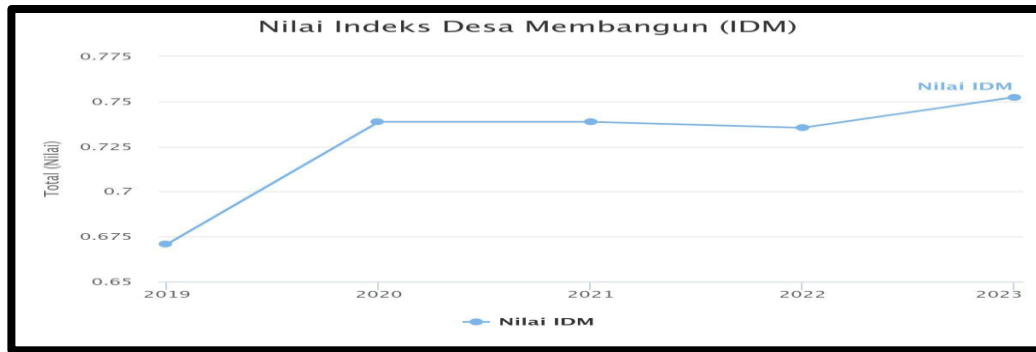
The role of the community in the development of the tourism sector is an obligation for them to contribute to programs in their area. This is because the community is also part of the tourism potential, therefore the community has an obligation to manage and receive benefits so that it can provide a sense of ownership, improve community welfare and strengthen institutions. In addition, the community is the one who knows more about the potential of the area or the character and capabilities of the elements in the village [26].

The impact of the existence of a tourist village according to Mr. Mujiono, that

“The village is better than previous years and is comparable to advanced villages. So the people of Banjarpanepen are not ashamed to admit their village”.

Recognition of their village is something that must be done by the community as a form of appreciation for their homeland with all its potential. Thus, the community will feel more comfortable living and building their village to continue to progress from all sides. As the declaration that has been achieved by Banjarpanepen village such as Tourism Village, Pancasila Village, Religious Moderation or Harmony Village and Vocational Village.

In addition, Banjarpanepen Village is included in the Advanced Village according to the Village Development Index. As the data from the Village Development Index below:

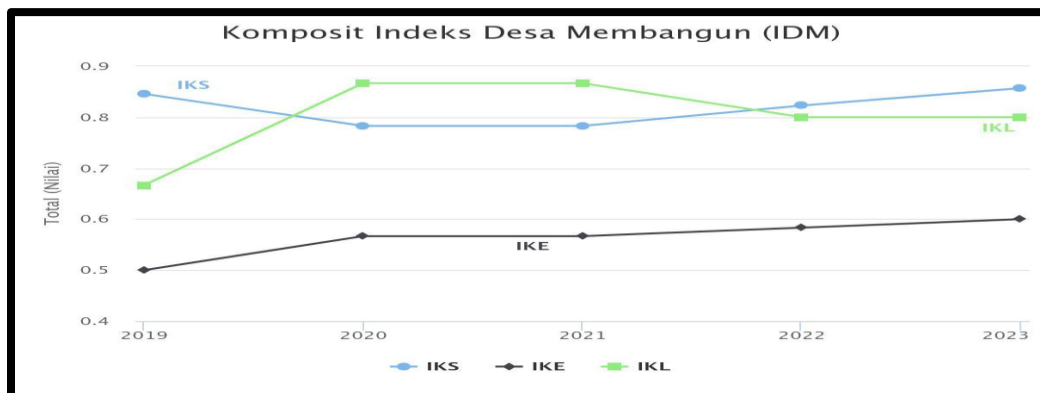


Source: Village Development Index of Banyumas Regency [27].

The Village Development Index value above shows that Banjarpanepen Village has increased from year to year until it reaches the status of Advanced Village which was initially a developing and underdeveloped village. Classification according to the Regulation of the Minister of Village Development of Underdeveloped Regions and Transmigration No. 2 of 2016, that the classification of village status can be seen through the Village Development Index by looking at the progress and independence of the village as follows:

1. Independent village or madya village is a village that has a village development index greater ( $>$ ) than 0.8155.
2. Advanced villages or pr-madya villages are villages that have a village development index of less than and equal to ( $\leq$ ) 0.8155 and greater ( $>$ ) than 0.7072
3. Developing villages or madya villages are villages that have a village development index of less than and equal to ( $\leq$ ) 0.7072 and greater ( $>$ ) than 0.5989
4. Underdeveloped villages or pra-madya villages are villages that have a village development index of less than and equal to ( $\leq$ ) 0.5989 and greater ( $>$ ) than 0.4907
5. Very underdeveloped villages or pratama villages are villages that have a village development index of less than and less than ( $\leq$ ) than 0.4907 [28].

Banjarpanepen Village in 2020 to 2023 has achieved advanced village status with a village development index reaching 0.7387-0.7525. This is in accordance with the composition that determines whether a village can be called a developed village, as follows:



Source: Banyumas Regency Village Development Index [29].

The Social Resilience Index, Economic Resilience Index, and Environmental Resilience Index serve as benchmarks for village development. The increase in the Village Development Index has been supported by strategic partnerships implemented through several programs. These include efforts to explore the village's potential—such as developing tourist attractions like waterfalls, hermitages, and the Kali Cawang—maintaining environmental cleanliness, and utilizing yard space systematically to generate income and foster the growth of MSMEs in the Tourism Village. There are committed efforts to advance Banjarpanepen Village to achieve the status of an Advanced Village. Tourism development has led to significant improvements compared to previous conditions, as recognized and appreciated by the community. These enhancements in various aspects have enabled the community to experience the positive impacts of partnerships in village development.

### **3.3.2 Economic and Social Strengthening**

Tourism villages have a direct impact that can be felt by the community with the existence of this tourism village, namely it can open up employment opportunities for the surrounding community so that it can reduce unemployment in the village or area, residents can become village partners by becoming managers of the tourism village. Partnerships between the village government and the community in this case are very important, because the sustainability and existence of tourism villages are certainly inseparable from the role of the village government and the community [30].

Most of the Banjarpanepen community work as palm sugar craftsmen. Palm sugar is processed into a superior product from Banjarpanepen Village. The processing process is an economic-based tourist attraction so that tourists who visit can learn directly how palm sugar is processed into a product that is ready to be marketed [31]. The economic condition of the Banjarpanepen Village community has been positively influenced by the presence of a tourist village, particularly through the growth of Small and Medium Enterprises (MSMEs). The expansion of MSMEs has progressed alongside tourism development, leading to an overall improvement in the community's economic well-being.

From a social perspective, the Banjarpanepen Village community is characterized by harmony and mutual respect. The village's diverse social conditions encourage individuals to respect and support one another without discrimination. This is consistent with Mr. Mujiono's statement:

"Customs serve as a harmonizing factor among religious communities. Customs are a valuable legacy from our ancestors and can unite all people."

This statement illustrates the emphasis on social cohesion, achieved without distinguishing between individuals in ways that might lead to conflict. Cultural preservation is evident through traditions like the Suran ritual, where takir offerings are made and cultural performances are held. Another tradition, the full moon ritual of *kungkum*, takes place in the Cawang River. These traditions, practiced collectively, foster a strong sense of togetherness and are expressions of gratitude to God Almighty.

## **4. Conclusion**

Strategic partnerships can be an important key in developing sustainable tourism. The basis behind the partnership in Banjarpanepen Village in developing tourism is by looking at the condition of the Village. The form of partnership carried out is by prioritizing mutual cooperation in seeing the potentials that are owned. The implications felt by the Village and the community are making the Village better, in terms of physical and non-physical conditions. This can be seen from the Village Development Index which has entered the Advanced Village category with a Village Development

Index of 0.7525. In addition, the community can also feel changes in everyday life, such as reduced unemployment and increased income from the opening of job opportunities. In addition, it also makes the community have closeness in relationships in seeing the reality in Banjarpanepen Village.

This study highlights the necessity of strategic partnerships to address the diverse conditions in the village, presenting opportunities to develop inclusive and sustainable tourism. Partnerships grounded in shared purpose and collaborative goals have proven effective in advancing tourism development objectives. This research aims to offer a partnership model that could be adapted by other villages with unique characteristics. Additional research is needed to investigate the implementation of this partnership model across various geographical and cultural contexts, thereby assessing the success variations among different partnerships.

## 5. Conflict of Interest

The author declares no personal interests that could influence the research presented in this paper. All findings and discussions were independently produced without any external influence, including from sponsors or funding institutions. Financial support provided to the author was strictly used for research purposes and did not affect the conclusions drawn.

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