

Collaborative Governance in the Development of Tourism Destinations at the Betawi Cultural Village Setu Babakan, DKI Jakarta Province

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ABSTRACT

This study focuses on the application of Collaborative Governance in the development of the Betawi Cultural Village tourism destination at Setu Babakan in DKI Jakarta. The aim is to explore the dynamics of collaboration involving various stakeholders, including government institutions, local communities, SMEs, cultural figures, the media, academics, and the private sector, in order to achieve effective management and promotion of the destination. This collaboration is considered essential for preserving the cultural appeal of Betawi as part of the local tourism identity. The research employs a qualitative descriptive method with a case study approach, supported by the Collaborative Governance Regime framework from Emerson and Nabatchi (2015). This framework emphasizes the importance of long-term, flexible participation and horizontal relationships among stakeholders. The study's findings indicate several challenges, such as the lack of formal involvement between the parties engaged in the development of Setu Babakan. Additionally, the analysis shows that aspects such as the diversity of tourist attractions, community involvement, infrastructure, and promotion are also challenges in supporting Setu Babakan as a cultural destination. The research recommends the establishment of formal agreements through Memoranda of Understanding (MoU), the formation of a collaborative working team, and the development of digital platforms as communication media. These measures aim to enhance coordination, decision-making effectiveness, and strengthen relationships among stakeholders. Furthermore, the digital platform is expected to expand the promotion of Setu Babakan as a cultural destination, strengthen Betawi cultural assets, and support increased economic benefits for the local community.

Keywords: Collaborative Governance, Tourism, Betawi Cultural Village

1.0 INTRODUCTION

The Position of Jakarta as the National Economic Center and a Global City, as outlined in Law No. 2 of 2024, reflects Jakarta's strategic role in both economic and global contexts. The designation of Jakarta as a Special Capital Region grants it special authority in managing tourism and the creative economy. This legal framework serves as the foundation for the development of policies and strategies that support Jakarta's position as the national economic center and a global city. Strengthening cultural tourism, particularly Betawi culture, has become a priority in the path toward meeting the criteria of a global city, where one of the key indicators is having a strong cultural appeal, such as museums, art centers, and international events, which can attract tourists and enhance the city's profile on the global stage.

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With the increase in tourism activities, demand will arise for various types of jobs, such as tour guides, homestay managers, local craft artisans, and organic farmers. This will result in local economic growth and the creation of new job opportunities, leading to an overall improvement in the village’s economy. These developments will have a positive impact on the increase in income, welfare, and living standards of the village community. By strengthening the tourism sector through the development of tourist villages, a sustainable source of income for the village community will be created. This will help maintain the continuity of local economic development and enhance the economic resilience of rural communities against external changes.

In alignment with the globally recognized framework for identifying a global city, a competitive urban center must exhibit several core characteristics. These include: (1) a well-established and globally recognized economy; (2) strong research and innovation capacity; (3) comfortable and secure living conditions; (4) cultural and tourism appeal; (5) a clean, safe, and sustainable environment; and (6) high accessibility and connectivity, both nationally and internationally. In this regard, Jakarta has prioritized the development of cultural tourism, with a specific focus on promoting Betawi culture, as part of its strategic pathway toward meeting the criteria of a global city (Figure 1).

A strong cultural profile—supported by museums, arts centers, theaters, and international-scale events—is a key indicator of global city status. For example, London, consistently ranked as a top global city for cultural experience, welcomes over 30 million international tourists annually, hosts more than 240 museums and cultural centers, conducts over 25 international sporting events per year, and maintains sister city partnerships with more than 200 cities worldwide. Drawing inspiration from such global benchmarks, Jakarta is working to enhance its cultural infrastructure and its capacity to host major international events in order to strengthen its global identity and appeal.

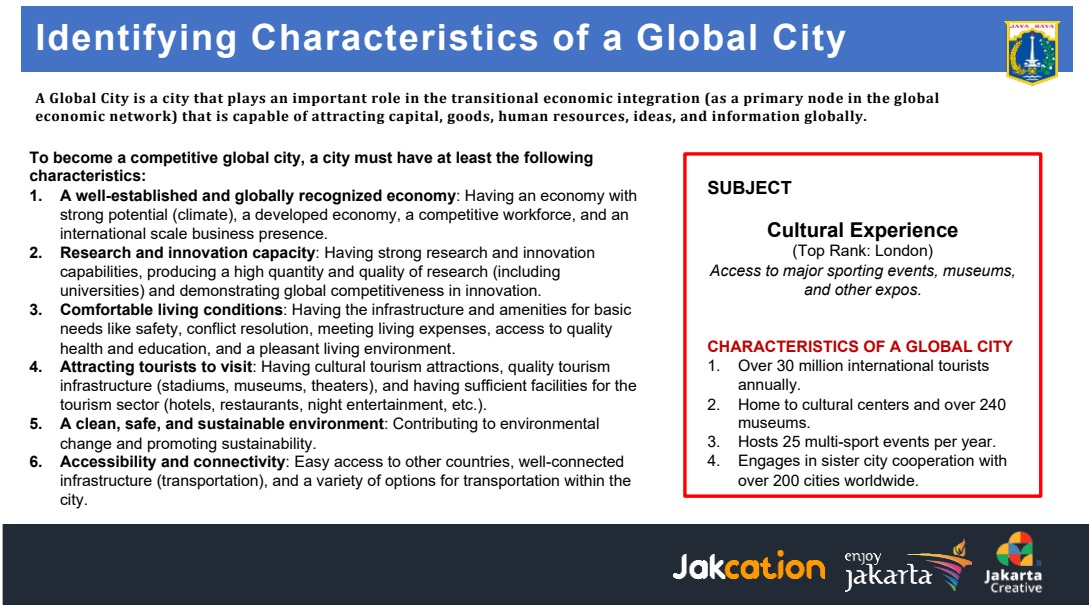


Figure 1 Criteria Global City

Cultural villages possess significant potential for development using a community-based tourism approach. Tourism management initiated by local communities and supported by multi-stakeholder partnerships will drive economic progress independently, fostering resilient and competitive communities (Efendi *et al.*, 2021). The tourism sector plays a crucial role in the economic growth of a region. A strong national economy depends on a healthy local economy; however, a robust economy can only be achieved through increased public awareness in building their region (Luhut B. Pandjaitan).

The goals, vision, and mission of a tourism destination determine the effectiveness of stakeholder involvement in tourism management. Several objectives of destination development include enhancing the characteristics of tourism, preserving cultural values and traditions as tourist attractions, improving the welfare of community members, and engaging the community as key beneficiaries (Itah Masitah, 2019).

From the perspective of tourism product development, utilization and management are stages in the development of a tourism area aimed at creating product variations that offer services in various business forms to add value to the community's economy (Kasim *et al.*, 2020). Several efforts by the Provincial Government of DKI Jakarta to support the development of city culture include efforts to revitalize, preserve, and develop Betawi culture and other regional cultures. These efforts are part of DKI Jakarta's cultural tourism promotion. According to the DKI Jakarta Provincial Tourism and Creative Economy Strategic Plan (Renstra), the development of Betawi cultural tourism at Setu Babakan will focus on the preservation of Betawi culture, the development of tourism destinations, Betawi festivals and cuisine, local community empowerment, infrastructure and accessibility development, educational programs and activities, and promotion through social media.

In terms of visitor achievements, Kampung Betawi Setu Babakan has made a significant contribution, as shown in the Table 1. In terms of visitor performance, the Setu Babakan Betawi Cultural Village has played a significant role in advancing cultural tourism in Jakarta. As presented in Table 1, the number of visitors—particularly domestic tourists—showed a notable upward trend during the pre-pandemic period, increasing from 204,141 in 2014 to a peak of 517,503 in 2017. This growth reflects the increasing public interest in the preservation and experience of Betawi cultural heritage as a core component of Jakarta's tourism development strategy.

Despite relatively modest numbers of international tourists, the site consistently attracted foreign visitors, reaching 306 visitors in 2023, a significant recovery following the severe decline during the COVID-19 pandemic. The years 2020 and 2021 marked the lowest visitor figures, recording 147,821 and 44,132 total visitors respectively, with foreign tourist arrivals falling to as low as 3 individuals in 2021. These fluctuations underscore the vulnerability of tourism to global disruptions, while also highlighting the resilience and adaptive capacity of local destinations in post-pandemic recovery.

By 2023, the total number of visitors had rebounded to 242,738, signaling a gradual but steady restoration of public engagement. The trajectory of visitation over the decade illustrates the strategic importance of Setu Babakan not only as a cultural preservation site but also as a driver of local economic activity and social inclusion.

Given Jakarta's ambition to position itself as a competitive global city, sustained efforts are required to enhance tourism infrastructure, diversify cultural programming, and strengthen destination branding. In this context, Setu Babakan serves as a microcosm of the broader potential of cultural villages to contribute to urban cultural identity, tourism growth, and inclusive development.

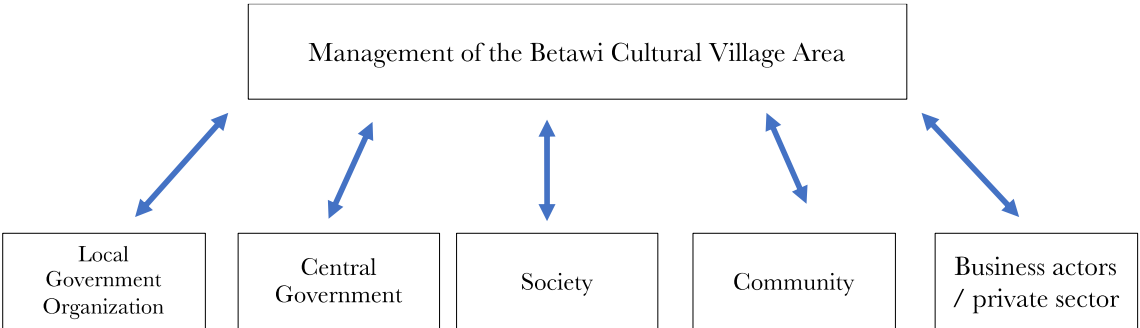
Table 1 Number of visitors Setu Babakan Betawi Cultural Village 2013-2023

Year	Domestic Tourists	Foreign Tourists	Amount
2014	204.141	216	204.357
2015	302.531	281	302.812
2016	346.557	302	346.859
2017	517.503	302	517.805
2018	437.733	33	437.766
2019	471.847	63	471.910
2020	147.784	37	147.821
2021	44.129	3	44.132
2022	225.486	30	225.516
2023	242.432	306	242.738

Source: Government Province DKI Jakarta,2023

Collaboration plays a key role in achieving goals, as it not only raises awareness of issues but also helps address the root causes through cooperation. Additionally, collaboration significantly contributes to building essential elements for achieving sustainable objectives (Moseley, 2020). In line with the direction of national tourism development as outlined in Government Regulation No. 50 of 2011 regarding the National Tourism Development Master Plan, Article 2, which states that national tourism development is implemented based on the principles of sustainable tourism development; good governance; and in an integrated manner across sectors, regions, and stakeholders, while promoting public-private partnerships. Given this, an equally important aspect in developing a tourist destination is the synergy among stakeholders, in accordance with their respective roles and functions.

Both government and private institutions have the responsibility to support programs and development within the Betawi Cultural Village area. For non-government actors such as business operators, the private sector, the community, and visitors, they contribute to the development of tourism in Setu Babakan by utilizing its potential, receiving education, providing input on planning, and supporting the management of Setu Babakan as a tourism destination.



Source: Regulation Region Province Region Special Capital Jakarta Number 3 Year 2005 and Regulation Governor DKI Number 305 of 2014, processed author (2024)

Figure 2 Stakeholders in the Development of Setu Babakan

The structure of stakeholder involvement in the development of Setu Babakan is further illustrated in Figure 2, which depicts the interconnected roles of various parties under the coordination of the Management of the Betawi Cultural Village Area. This central management entity functions as the hub that facilitates cooperation among five key stakeholder groups: local government organizations, the central government, civil society, community groups, and private sector/business actors. Each stakeholder group performs distinct yet complementary functions. Government bodies provide institutional support, legal instruments, and public services essential to the area's operation and sustainability. Civil society and community organizations are critical in maintaining local traditions, fostering cultural identity, and ensuring community-based participation. The private sector, through tourism investment, event organization, and service provision, contributes to economic vitality and enhances the overall visitor experience. This inclusive governance structure ensures that the development of Setu Babakan is not only top-down but also participatory, aligning with principles of sustainable cultural tourism and inclusive urban heritage management.

Based on the explanation and description of tourism supported by data related to the development of tourism destinations in DKI Jakarta, the researcher deems it necessary to conduct a study on how collaborative governance is applied in the development of cultural tourism destinations at the Betawi Cultural Village in Setu Babakan.

The issues in the development of Setu Babakan as a Betawi cultural tourism destination in DKI Jakarta encompass various aspects that remain suboptimal, both in terms of tourist attractions—particularly for international visitors—and stakeholder support. As a site for Betawi cultural preservation, the management of Setu Babakan has yet to be fully integrated and effective in attracting visitors, including the insufficient involvement of the Department of Tourism and Creative Economy in promotional activities. Additionally, support from programs by relevant regional government organizations (OPDs) is limited, meaning Setu Babakan has not yet been included in the list of the province's flagship destinations.

Table 2 Tourist Visits to Major Tourist Attractions 2020-2023

Featured Tourism Objects	Number of Visits			
	2020	2021	2022	2023
1. Ancol Dreamland	2,351,961	3,248,408	13,012,020	11,293,063
2. Taman Mini Indonesia Indah	1,123,542	889,993	1,057,316	2,770,013
3. Ragunan	633,963	784,639	6,551,846	5,592,524
4. National Monument	443,034	-	5,007,359	7,321,940
5. National Museum	67,088	28,7	523,141	302,929
6. Satria Mandala Museum	3,183	2,465	-	24,884
7. Jakarta History Museum	153,223	51,952	542,554	615,877
8. Sunda Kelapa Harbor	16,348	32,95	12,256	27,614
Total	4,792,342	5,039,107	26,706,492	27,948,844

(Source: Government Province DKI Jakarta, 2024)

This situation is clearly reflected in the absence of Setu Babakan from the list of Jakarta's flagship tourist destinations between 2020 and 2023, as presented in Table 2. The table outlines the number of tourist visits to major attractions in Jakarta, highlighting consistently high visitor numbers at destinations such as Ancol Dreamland, Taman Mini Indonesia Indah, Ragunan Zoo, and the National Monument. For

instance, Ancol recorded over 13 million visits in 2022 and remained the most visited site with more than 11 million visits in 2023.

In contrast, Setu Babakan, despite its designation as a Betawi cultural preservation area, is not represented among the province's key attractions. This indicates that its role in the regional tourism landscape remains marginal, both in terms of development planning and promotional efforts. The limited involvement of the Jakarta Department of Tourism and Creative Economy in promotional activities, coupled with insufficient support from relevant regional government agencies (OPDs), contributes to its low visibility and limited appeal to broader audiences.

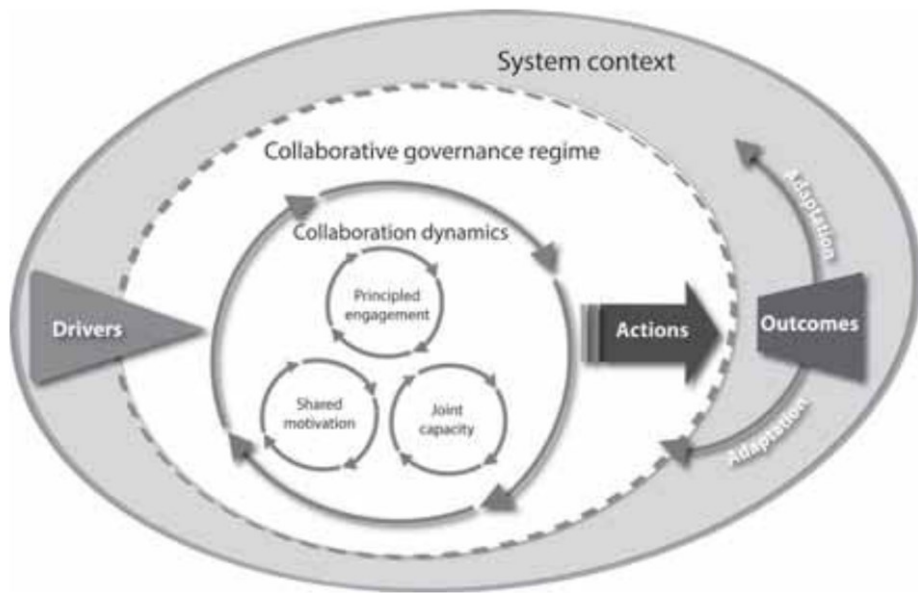
Furthermore, the change in status of DKI Jakarta as a Special Region with aspirations to become a global city underscores the importance of cultural tourism appeal. However, the management of Setu Babakan as a local cultural destination is still inadequately organized. This indicates a need for stronger collaboration and more strategic management among stakeholders to realize Setu Babakan as a leading cultural tourism destination.

2.0 LITERATURE REVIEW

Emerson and Nabatchi (2011) describe an integrative framework for collaborative governance in three dimensions, represented in the form of boxes. These boxes reflect the general system context, the Collaborative Governance Regime (CGR), as well as the dynamics and collaborative actions. The outermost box, depicted with a solid line, represents the external system context, encompassing political, legal, socio-economic, environmental influences, and other factors that interact with the CGR. This system context creates opportunities and constraints that affect the dynamics of collaboration, both at the outset and over time. From this system context, various drivers emerge, including leadership, consequential incentives, interdependence, and uncertainty, which play a role in initiating and guiding the CGR.

The concept of the Collaborative Governance Regime (CGR) is a key element in this framework. Nabatchi uses the term "Regime" to refer to a specific mode or system in public decision-making, where cross-boundary collaboration reflects existing patterns of behavior and activity. In this framework, CGR is depicted as a central box with a dashed line, encompassing the collaborative dynamics and collaborative actions (Emerson & Nabatchi, 2015).

Collaborative dynamics and actions together shape the overall quality and effectiveness of the CGR. Collaborative dynamics, represented by the innermost box with a dashed line, consist of three interactive components: principled engagement, shared motivation, and the capacity for joint action. These three components function interactively and repetitively to produce collaborative actions—sequential steps taken to achieve the shared goals of the CGR. CGR actions can yield positive outcomes both within and outside the regime; therefore, the arrows pointing from the action box indicate impact (outcomes in the field) and the potential for adaptation (transformation of complex situations or issues) within the system context and the CGR itself.



Source: The Integrative Framework of Collaborative Governance (Emerson and Nabatchi, 2015)

Figure 3 Illustration of the Collaborative Governance Model according to Emerson and Nabatchi

The Collaborative Governance Regime (CGR) encompasses several interconnected dimensions that form an integrative framework for effective governance. Central to this framework are the collaborative dynamics, which consist of three mutually reinforcing components: principled engagement, shared motivation, and the joint capacity to act collectively. These dynamics form the foundation for collaborative actions, which represent the implementation phase where strategic efforts are carried out to achieve the agreed-upon objectives of the CGR. Such actions are intended to produce outcomes that reflect the results or impacts generated through collaboration, potentially extending beyond governmental boundaries. Importantly, these outcomes are influenced by the capacity for adaptation, which refers to the transformations made in response to complex challenges or emerging issues, both within the systemic context and the internal workings of the CGR itself. Together, these dimensions illustrate how CGR functions as a dynamic, adaptive, and participatory governance structure that is responsive to evolving conditions and stakeholder needs. In summary, this model illustrates an integrative structural framework in which all dimensions are interrelated and incorporated, comprising several critical components: the system context, driving factors (drivers), collaborative dynamics—which include principled engagement, mutual motivation, and joint capacity for action—the outputs resulting from collective actions, the collaborative outcomes or impacts achieved, and the capacity for adaptation. Figure 3 visually represents this conceptual model, highlighting the dynamic interplay between these dimensions and illustrating how they collectively contribute to the functioning of a Collaborative Governance Regime.

According to Pitana and Gayatri (2005), in addition to the elements that form a tourist destination, the tourism system involves various stakeholders who act in accordance with their authority across relevant industries. Three main pillars influence these interests: the community, the private sector, and the government. The local community in the destination is considered here because they possess various resources that support tourism, such as culture. Community leaders, intellectuals, NGOs, and the media

are also included in this group. Tourism companies and entrepreneurs comprise the private sector, while the government group consists of various levels of government, such as the central government, provincial government, district government, subdistrict, and even villages and urban areas (Pitana & Putra, 2013).

3.0 METHOD

This type of research is descriptive analysis with a qualitative approach. The main focus is on the development of tourism villages in terms of collaborative governance. According to Bogdan and Taylor (Janosik, 2005), qualitative research is "a research procedure that produces descriptive data in the form of written or oral words from people and observable behaviors." Qualitative research is based on a holistic natural background, positioning humans as research instruments, conducting inductive data analysis, and emphasizing the research process rather than the outcomes, which are agreed upon by both the researcher and the research subjects.

Descriptive qualitative research is a research method based on postpositivist philosophy, used to study conditions of natural objects (in contrast to experiments), where the researcher acts as the key instrument. Data collection techniques are carried out through triangulation (a combination of methods), data analysis is inductive/qualitative, and the results of qualitative research focus more on meaning than generalization. Descriptive qualitative research aims to describe, illustrate, explain, and answer in more detail the problems being studied by thoroughly studying an individual, group, or event (Bungin, 2013). Research focuses on the factors that influence collaborative governance in the development of the Setu Babakan tourism destination, using the CGR model by Emerson and Nabatchi. After analyzing the factors that hinder and encourage the development policies of Setu Babakan, a collaborative governance model will be formulated to support the development of tourism destinations.

The research informants consist of 11 key informants, including government and non-government stakeholders. These include the Setu Babakan Betawi Cultural Village Management Unit, the DKI Jakarta Provincial Tourism and Creative Economy Office, the DKI Jakarta Provincial Secretariat, the Directorate of Strategic Management at the Ministry of Tourism and Creative Economy, the Directorate of Destination Development I at the Ministry of Tourism and Creative Economy, Srengseng Sawah Village, the Tourism Awareness Group of Setu Babakan Betawi Cultural Village, online journalists/social media activists, UMKM Tourism Business Actors, the Forum for the Study and Development of Betawi Cultural Village, and visitors.

4.0 RESULTS AND DISCUSSION

I. COLLABORATIVE GOVERNANCE REGIME ANALYSIS

- a. System Context of the Development of Betawi Cultural Village Tourism at Setu Babakan in Forming Collaboration Among Stakeholders:
 - Betawi cultural attractions serve as the primary asset, but improvements in infrastructure and local human resource participation are necessary to ensure the sustainability of collaboration.

- Clear policies play a critical role as the legal foundation, providing clear guidance for actors in the collaboration process. In the context of Setu Babakan, policies such as Regional Regulation No. 3 of 2005 and Governor Regulation No. 57 of 2022 are already in place. However, according to informants, these policies are not specific enough to define responsibilities and regulate collaboration in greater detail. The policies tend to be top-down and often exclude direct involvement of the community or relevant stakeholders in the decision-making process.
 - Local government plays a key role in supporting various initiatives in the development of Betawi Cultural Village Tourism at Setu Babakan. However, the unequal distribution of authority impedes active participation from the community and the private sector.
 - Involvement of various stakeholders is not yet formally organized, and communication largely relies on informal relationships. In Setu Babakan, many stakeholders are involved in the development and management of the area, including local government, SMEs, local communities, and the private sector. However, due to a lack of structured coordination, each party tends to work independently, leading to a lack of synergy.
 - Limited dialogue involving the community and the lack of follow-up on input and ideas from stakeholders have contributed to a situation of mistrust within the community regarding collaboration.
 - Stakeholder involvement in the development of Betawi Cultural Village Tourism at Setu Babakan is often informal, which hinders optimal development of tourism.
- b. Factors Driving Collaboration in the Development of Betawi Cultural Village Tourism at Setu Babakan:
- The drive for collaboration arises due to the lack of formal regulations mandating collaboration among stakeholders, as well as cooperation that is still dominated by informal communication, regulatory forms, and the nature of the collaboration. Innovation, the actors' ability to establish cooperation, government regulations, and economic needs are also key factors.
 - Incentives for collaboration are evident in the uncertainty surrounding the collaboration for the development of Betawi Cultural Village tourism at Setu Babakan. This is reflected in the absence of regulations requiring actors to collaborate. The incentives are still on a local scale, primarily economic impacts for community stakeholders and MSMEs. For area managers, incentives take the form of efforts to organize the area through collaboration. Ansell and Gash (2007) assert that clear incentives are necessary for collaboration. The incentive to participate depends on stakeholder expectations regarding whether the collaborative process leads to meaningful outcomes.
 - The actors involved, including the local community, government, private sector, and media, have a strong interdependent relationship. They do not only cooperate to achieve common goals, but also need one another to maintain the function and development of the area.
 - Leadership that initiates and motivates collaboration is already present in the development of Betawi Cultural Village Tourism at Setu Babakan. However, reliance on leaders to initiate each collaboration can disrupt the continuity of cooperation if leadership changes or policies shift. Leadership is often present only during temporary events or is focused on specific

event initiatives. Emerson and Nabatchi (2015), in their discussion on leadership in collaborative governance, explain that as a cultural tourism destination, it is essential to have leaders who can not only initiate collaboration but also sustain it through open communication, adaptation to change, and ongoing commitment.

c. Analysis of the Dimensions of Collaboration Dynamics in the Development of the Betawi Cultural Village Tourism Destination at Setu Babakan:

- Principled Engagement in the development of Setu Babakan still faces various challenges, particularly in terms of information sharing, formal discussions, the preparation of joint action plans, and annual programs. While there are efforts by several actors to share information and coordinate, the lack of formal forums and well-organized structures remains a major obstacle to the sustainability of collaboration.
- Shared Motivation reveals a common motivation among the actors to preserve Betawi culture and improve the welfare of the community through tourism at Setu Babakan. However, this collaboration still encounters difficulties, especially concerning the absence of formal forums and the lack of an official MoU to bind long-term cooperation. Although initiatives such as FGDs and informal dialogues have been implemented, their execution has not been consistent, and the involvement of all parties has yet to be fully optimized.
- Capacity for Joint Action in the development of Setu Babakan indicates that, despite collaborative efforts from various stakeholders, the lack of clear SOPs, formal forums, and coordination among stakeholders presents significant challenges. More detailed SOPs, a clearer division of tasks, and a stronger role of mediators in resolving conflicts are needed. Additionally, the use of supporting facilities should be optimized, and social media promotion must be enhanced to strengthen Setu Babakan's position as a tourist destination.

Table 3 Analysis of Collaborative Governance Regime: Barriers to the Development of the Betawi Cultural Village Tourism Destination at Setu Babakan

No	System Context	Drivers	Collaboration Dynamics
1	Accessibility, Infrastructure Conditions	Lack of formal regulations	Informal communication patterns and absence of formal forums
2	Lack of Comprehensive Regulations	Communication depends on personal networks	Initiatives lack strong leadership and funding
3	Lack of Communication Between Government and Other Actors	Policy changes	Absence of a formal MoU to bind long-term collaboration
4	Political Uncertainty / Leadership Changes	Temporary adaptation, following trends	Minimal formal structure
5	Informal Coordination Between Actors	Collaboration still relies on verbal and written instructions	Lack of clear division of responsibilities, leading to overlapping roles
6	Limited Private Sector Role	Absence of formal rules clarifying the roles of each party	Underutilization of infrastructure, leading to missed opportunities
7	Government’s Failure to Accommodate Public Input	Over-reliance on leadership figures	
8	Government Response to Complaints	Absence of key figures in forums	Delayed progress and weak participation in tourism initiatives
9	Lack of Formal Structure in Promotion and Media Support	Government focus on top-down approach	Limiting active participation from local communities and private sectors

Source: Researcher's Analysis (2024)

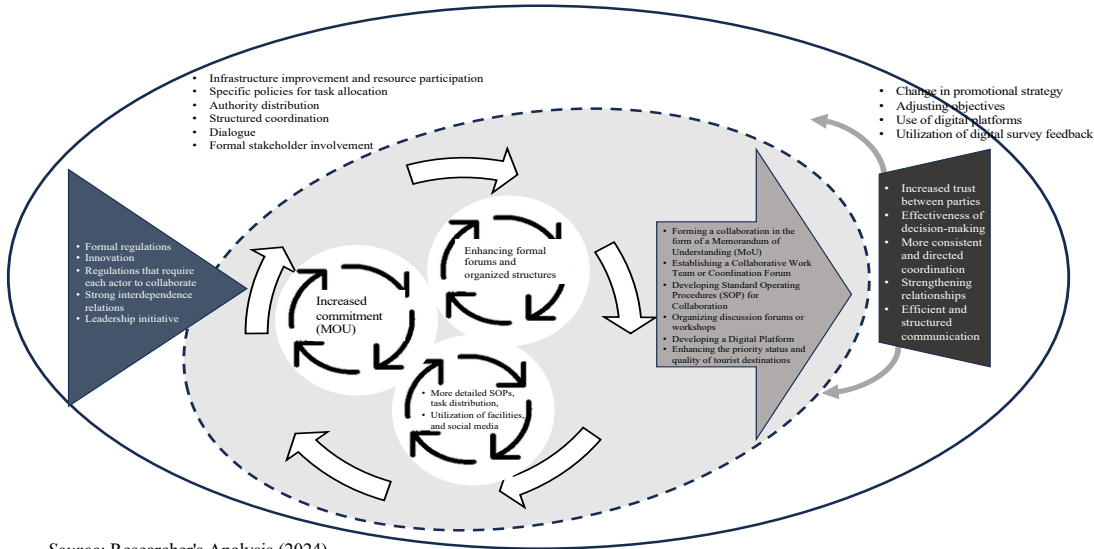
Based on Table 3, the development of the Betawi Cultural Village Tourism Destination at Setu Babakan faces a series of interrelated barriers that inhibit the establishment of an effective Collaborative Governance Regime (CGR). Table 3 highlights key systemic challenges, including poor accessibility and infrastructure, which hinder long-term stakeholder engagement. These issues are driven by the lack of formal regulations and result in informal communication patterns and the absence of structured collaborative forums. Furthermore, the absence of comprehensive regulations exacerbates the reliance on personal communication networks, leading to weak leadership and insufficient funding for development initiatives.

The table also illustrates that communication gaps between government actors and other stakeholders are worsened by frequent policy shifts, contributing to the lack of formal agreements—such as Memoranda of Understanding (MoUs)—needed to ensure sustained collaboration. Political uncertainty and changes in leadership further weaken the continuity of cooperation by encouraging short-term, adaptive responses that lack structured governance. Informal coordination practices, which depend on verbal and loosely documented instructions, often result in unclear task distribution and overlapping responsibilities.

Another significant barrier described in Table 3 is the limited role of the private sector. This stems from the absence of clear rules defining each party's responsibilities, leading to underutilized infrastructure and missed opportunities for innovation. Moreover, the government's failure to accommodate public input reflects an over-reliance on individual leaders, which in turn erodes community trust in the collaborative process. The government's weak response to community complaints—caused by the absence of key figures in collaborative forums—delays progress and diminishes public participation in tourism development. Finally, Table 3 reveals that the lack of a formal structure for promotion and media support, largely due to a top-down governmental approach, restricts the involvement of local communities and private actors. Collectively, these findings underscore the urgent need for institutionalized frameworks, inclusive communication channels, and stable leadership to support genuine collaboration and foster sustainable tourism development at Setu Babakan.

II. COLLABORATIVE GOVERNANCE STRATEGY FOR THE DEVELOPMENT OF BETAWI CULTURAL VILLAGE AT SETU BABAKAN

The Collaborative Governance Strategy for the development of Betawi Cultural Village at Setu Babakan involves several key actions. First, it includes the establishment of a Collaborative Work Team or a Coordination Forum for the Governance of the Betawi Cultural Village Tourism Destination. This is followed by the formation of partnerships, supported by a Memorandum of Understanding (MoU), for the management of tourism facilities and the development of human resources for the Betawi Cultural Village Tourism Destination. Additionally, Standard Operating Procedures (SOP) will be developed for coordinating supporting sectors in tourism, fostering tourism partnerships, and implementing cooperation in the development of tourist attractions at Setu Babakan. The strategy also emphasizes organizing discussion forums or workshops to facilitate the development of the Betawi Cultural Village. Moreover, a digital platform will be developed to promote Betawi cultural tourism. Lastly, efforts will be made to enhance the priority status of the destination's development and tourism infrastructure through the preparation of a comprehensive master plan for the Betawi Cultural Village.



Source: Researcher's Analysis (2024)

Figure 4 Collaborative Governance Regime Strategy Development Villages Culture Betawi Setu Babakan as Tourism Destination

Figure 4 illustrates an integrative and dynamic framework of the Collaborative Governance Regime (CGR) in the context of developing the Betawi Cultural Village Tourism Destination at Setu Babakan. The model presents a cyclical and interconnected structure where all dimensions of collaboration are interrelated, beginning with the system context, driven by key drivers, progressing through collaboration dynamics, producing tangible outcomes, and evolving through a process of adaptation.

In the system context, several prerequisites are identified to support an enabling environment for collaboration, including infrastructure improvement, specific policies for task allocation, authority distribution, structured coordination, open dialogue, and formal stakeholder involvement. The drivers play a pivotal role in initiating collaboration, encompassing formal regulations, innovation, mandatory rules requiring actors to collaborate, strong interdependent relationships, and proactive leadership initiatives. These drivers stimulate the core collaboration dynamics, which emphasize increased commitment through the establishment of Memorandums of Understanding (MoUs), enhancement of formal forums and organized structures, development of detailed Standard Operating Procedures (SOPs), clear task distribution, and the effective utilization of facilities and social media platforms to support communication and promotion.

The collaboration process translates into concrete actions, such as forming collaborative work teams or coordination forums, developing digital platforms, organizing discussion forums or workshops, and elevating the status and quality of tourism destinations. These efforts yield significant outcomes, including increased trust among stakeholders, more effective decision-making, consistent and directed coordination, strengthened relationships, and efficient, structured communication. As a sustainable mechanism, the model incorporates an adaptation dimension to ensure long-term relevance and impact. This includes adjustments in promotional strategies, realignment of objectives, utilization of digital platforms, and the integration of digital survey feedback. Overall, this model underscores that successful tourism

collaboration is not solely dependent on the presence of multiple actors but also on structured processes, mutual commitment, adaptability, and strategic synergy across stakeholders.

5.0 CONCLUSION

The research on collaborative governance at Betawi Cultural Village Setu Babakan shows that the management of this tourism destination is still not optimal, despite Setu Babakan being the largest Betawi cultural center in DKI Jakarta. The lack of synergy among stakeholders hinders Setu Babakan in developing its potential as a cultural tourism destination. Several key factors influencing this development include the diversity of attractions, the need for planning documents, community involvement, infrastructure, and the effectiveness of Betawi cultural promotion efforts.

From the collaborative governance analysis, it is evident that the development of Setu Babakan requires the involvement of various actors, although the interactions among stakeholders still lack formal structure and rely more on informal communication. Challenges in this collaboration include the absence of an official MoU, the need for more detailed SOPs, and the importance of a mediator to help resolve differing viewpoints. Suggested steps in this collaboration include drafting an MoU, forming a working team, creating collaboration SOPs, and developing a digital platform to facilitate communication.

To enhance the effectiveness of management, this study recommends the establishment of a structured collaboration forum or platform, open dialogue between the government and the community, and formal regulations as the basis for collaboration. With more active communication and media involvement, Setu Babakan is expected to become a representative Betawi cultural center amidst Jakarta's progress. Additionally, DKI Jakarta's initiative as a global city can be strengthened through the promotion of Setu Babakan as a cultural tourism destination, thus increasing its recognition and attention within the tourism program of DKI Jakarta.

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CONFLICTS OF INTEREST

The author(s) declare(s) that there is no conflict of interest regarding the publication of this paper.

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