



ISSN : 2338-2554
E-ISSN : 2809 - 0691

WIDYA PUBLIKA
JURNAL ILMIAH MAGISTER ADMINISTRASI PUBLIK
PASCASARJANA UNIVERSITAS NGURAH RAI

**COMMUNITY-PRIVATE PARTNERSHIP (CPP) IN COMMUNITY
BASED TOURISM MANAGEMENT: CASE STUDY OF BLANGSINGA
VILLAGE, BALI**

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Abstract

As an alternative form of tourism, Community-based Tourism (CBT) is expected to meet the social, environmental and economic needs of local communities through the offering of tourism products. CBT has enormous potential to be developed especially with the rising trend for an authentic and environmentally conscious travel experience. However, most CBT has very limited resources and knowledge to gain market access which lead to low competitiveness of its operation. This paper argues that one solution to advance community-owned tourism is by encouraging direct partnership between the Community and the private actor (investor) or the Community-Private Partnership (CPP). By using study case from Blangsinga tourism village, this research investigates how the partnership develop and how it can help the growth of the CBT. Qualitative methods, such as in-depth interview and participant observation, were employed. Examination on the operation showed that the partnership does not compromise the community's ownership of the CBT. Instead, the involvement of the external parties is directed towards providing resources and knowledge for the development of the community.

Keywords: *Community Based Tourism (CBT); Community-Private Partnership (CPP); Collaboration*

Abstrak

Community Based Tourism (CBT) digadang-gadang mampu menjadi bentuk alternatif pariwisata yang dapat memenuhi kebutuhan sosial, lingkungan dan ekonomi masyarakat setempat melalui kegiatan pariwisata. CBT memiliki potensi yang sangat besar untuk dikembangkan terutama dengan tren terkini yang lebih mengedepankan pengalaman otentik dan ramah lingkungan. Namun, sebagian besar CBT memiliki sumber daya dan pengetahuan yang sangat terbatas untuk memasuki pasar sehingga daya saingnya menjadi rendah. Penelitian ini berpendapat bahwa salah satu solusi untuk memajukan pariwisata CBT adalah dengan mendorong kemitraan langsung antara masyarakat dengan pihak swasta (investor) atau disebut juga sebagai Community-Private Partnership (CPP). Dengan menggunakan studi kasus dari desa wisata Blangsinga, penelitian ini mengkaji bagaimana kemitraan tersebut berkembang dan bagaimana hal tersebut dapat membantu menguntungkan masyarakat. Penelitian ini

menggunakan metode kualitatif, yakni wawancara mendalam dan observasi partisipan. Hasil penelitian menunjukkan bahwa kemitraan antara CBT dengan investor swasta tidak membahayakan kepemilikan komunitas atas CBT. Melainkan, keterlibatan pihak swasta dapat diarahkan untuk menyediakan sumber daya dan pengetahuan bagi perkembangan masyarakat

Kata Kunci : Community Based Tourism (CBT); Community-Private Partnership (CPP); Kolaborasi.

1. INTRODUCTION

Tourism sector is the largest revenue contributor of Bali. It creates millions of livelihoods for local people either through direct employment or through the sale of goods and services. As an effort to equalize development and expand the scope of tourism in Bali, which so far has been focused on South Bali, many tourism villages have been established as an alternative solution in places that have not been touched by conventional tourism (Mielke 2012). According to a survey conducted by the Central Bureau of Statistics in 2018, the number of tourist villages in Bali has experienced a very significant increase. In 2019, Bali has 110 tourist villages or an increase of 124% from 2014 data collection (Wiratmini 2019).

Tourism village is a part of a concept called community-based tourism (CBT). In general, CBT is defined as tourism that is owned or managed by the community for the welfare of all community groups in that place. It has enormous potential to be developed especially with the rising trend for an authentic and environmentally conscious travel experience. The 2019 Annual Sustainable Travel Report by Booking.com showed that 55% of global travellers preferred to make sustainable travel choices with 71% of travellers believe that more sustainable travel choices should be offered by tourism operators and travel companies. Regarding on-site experience, 72% of the respondents are seeking authentic experiences that are representative of the local culture. Additionally, 68% travellers would like the money they spend on travel to go back into the local community (Booking.com 2019).

It is unfortunate that most CBT has very limited capital and capability to adopt the latest marketing skills and knowledge which lead to low competitiveness of its operation. Marketing and market access are fundamental conditions for the success of any tourism ventures. However, these are often the most difficult

conditions for a community to attain and accomplish on its own, due primarily to a lack of marketing knowledge and resources.

One of the most potential solution in order to improve the competitiveness of CBT is by creating a collaboration with external partners. While Public Private Partnership (PPP) has risen to prominence as a strategic tool for tourism development in the recent years, but very little emphasis has been given to the partnership created directly between community and private actors, without government intermediary. This paper argues that one solution to advance community-owned tourism is by encouraging direct partnership between the Community and the private actor (investor) or the Community-Private Partnership (CPP).

Blangsinga Village is one of the most successful examples of CBT in Bali which have established direct relationship with private actor, Krisna Holding. Blangsinga is a customary village located in Gianyar Regency, Bali Province. Its most famous tourist destination is Blangsinga Waterfall which had gained popularity since mid-2017. The tourism operation in the village is quite different compare to the other CBT in the sense that there has been a conscious effort from the customary village authority not to rely on the assistance from the district or provincial government. Since 2018, authority of the village has created partnership with Krisna Holding, one of the biggest private tourism player on the island, to manage the area. Thus it is one of the few tourism village in Bali which has direct partnership with private actor, not just through community outreach or Corporate Social Responsibility (CSR) program. By using study case from Blangsinga Village, this research investigates how the partnership develop and how it can help the growth of the CBT.

II. METODE PENELITIAN

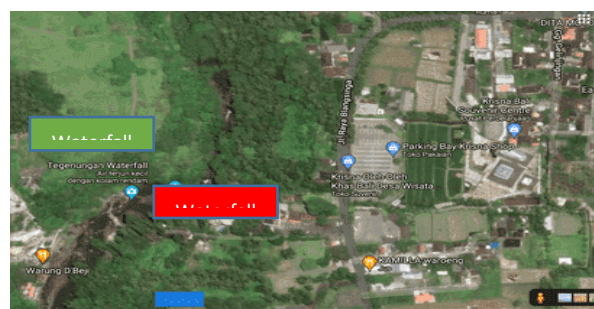
This research employ qualitative methods to gather data which consists of interviews and behavioral observations. According to Creswell (2014) a qualitative approach allows researchers to gain various levels of understanding, including exploration of the meaning given by individuals or groups to certain

social problems. The purpose of using several different qualitative research techniques in this research is to help to validate the information obtained, also known as cross-checking. The primary data is supported by secondary data such as the field notes and visitors book. Using this approach, the dynamics of partnership between the villagers of Blangsinga and Krisna Holding as the private actor will be examined.

Participant observation was conducted by making observations when visiting the village as tourists to get an overview of the interactions that occur between community members, management, and other visitors. Then, series of in-depth interviews were conducted with the leaderships in Blangsinga Village, the villagers, land owners, as well as the representative from Krisna Holding. In total, 14 people were interviewed. From the interview process, researchers obtained comprehensive information about the history and development of tourist villages, the characteristics of tourist villages, the benefits obtained by the community, the influence of external actors, and the interactions that occur among community members, leaders, and external actors.

This study was conducted in Blangsinga customary village. Administratively, it belongs to Saba Village which is headed by a *Kepala Desa* or the head of (administrative) village. However, for the villagers, *Bendesa Adat* hold more authority in their daily life, this includes all matters related to the tourism village. Blangsinga share direct border with Tegenungan Village at the Petanu River which plunges into a waterfall. This waterfall is called differently depending the entrance; Blangsinga Waterfall for the Eastern entrance and Tegenungan Waterfall for the Western entrance.

Image 1. Geographical Location of Blangsinga Village



III. RESULTS AND DISCUSSION

A. Blangsinga Tourism Village: A Community-driven Initiative

Giampiccoli and Nauright (2010: 53) argue that CBT should be "initiated, planned, owned, controlled and managed by the local community members towards the achievement of their needs and wishes". Although, the reality shows that it is rare for communities to initiate tourism developments on their own and many tourism initiatives are actually initiated by local or nongovernmental organization (NGO), private donor, private business or government agency (Scheyvens 2002). However, in the case of Blangsinga, the willingness to create the tourism village comes from the villagers themselves.

Blangsinga village reside by a waterfall which locals called Srongsongan Waterfall. It is the biggest waterfall located in Gianyar District Bali which can be reached from two customary villages: Blangsinga and Tegenungan. Tegenungan village was the first one to open a road access to the waterfall and benefitted from tourism activities in that area. The waterfall was then branded as "Tegenungan Waterfall" since the main access from the West is opened in Tegenungan village.

Seeing its neighbor prosper from tourism, a small group of villagers in Blangsinga (now become Kelompok Sadar Wisata – Pokdarwis Blangsinga) approached the Head of the Village to open a new access point to the waterfall from their village. With a small financial assistance from the village administrative office, a new foot path was made from the East reaching the waterfall. When the new dirt road access was complete in 2017, a tourist attraction, branded as Blangsinga Waterfall, was opened for visitors. In the beginning, the waterfall attraction was not very busy with only 5-10 tourists visited.

The villagers then approached the district government through Gianyar Tourism Office to create a partnership developing the area. However, in the negotiation process, the government wanted to take over majority of the waterfall's management. The profit-sharing proposed by the government will have 60:40 margin, with 60% profit goes to the government and the other 40% will go to the village. The construction and arrangement costs will be borne fully by the district government.

The villagers saw the government's proposal as an attempt to control the village resources. There was concern that the villagers would no longer be able to fully enjoy the benefit from resources in their territory. There was also fear among villagers of the potential dispute that might happen since there have been several conflicts happened between villagers and the government in other Government-led tourism operation (see Wiguna, Sujana, & Sugiarta 2020). Due to the overwhelming objection, on the village's Paruman (customary meeting) the Bendesa Adat (Head of Customary Village) decided to abort the partnership plan with the district government. After the plan was scrapped, the villagers create Blangsinga Waterfall Tourism Group who is in charge in managing the operation of the object. Villagers who owned plotted land around Blangsinga Waterfall and its entrance opted to lease out their land to the group. This decision is made voluntarily and is fully supported by the customary village. The newly established Blangsinga Waterfall Tourism Group is now registered as Badan Usaha Milik Desa Adat (BUMDA) or Customary Village-Owned Enterprise.

Unfortunately, the tourism operation in Blangsinga did not gain considerable traction and only view travelers visited. In 2018, the tourism group approached Krisna Holding to plan on establishing a cooperation with the private actor. The owner is a well-known businessman native to Blangsinga who lives in Denpasar. After several meetings, it was agreed that Krisna will be the village partners in managing the development of Blangsinga tourism village. In this partnership, Blangsinga Waterfall will be fully managed by the villagers through the tourism group, while Krisna would build another branch of Krisna Oleh-Oleh (souvenirs centre) close to the waterfall location. The construction of Krisna Oleh-Oleh was expected to bring bigger publicity to the new tourist attraction.

The decision was followed by a series of intensive Paruman headed by Bendesa Adat and was also attended by Kepala Desa and representatives from Krisna Holding. It was at these meetings that both parties agree to work towards the development of Blangsinga as a tourism village. This tourism village will be established as a CBT which the villagers remain to be the main decision makers and

executor while Krisna Holding would provide assistance (financial and expertise) to support the new establishment.

Table 1. Actors involved in the operation of Blangsinga Tourism Village.

No	Actor	Description	Role in the partnership
1	<i>Bendesa Adat</i> (Head of Customary Village)	In Bali, <i>Bendesa Adat</i> is the highest authority in the customary village. This post is highly respected and is consider the main enforcer of the village regulations.	Highest decision maker based on input and consideration from the villagers.
2	<i>Kepala Desa</i> (Head of Administrative Village)	<i>Kepala Desa</i> is the government representative at the village level to carry out administrative processes in the area. The authority of <i>Kepala Desa</i> relates more to the formal administration of the village.	Helping the villagers completing administrative requirement for the BUMDA.
3	Pokdarwis Blangsinga (Blangsinga Waterfall Tourism Group)	The group who managed the operation of tourist attraction	The group regulates the daily operation of Blangsinga Waterfall as the main tourism object in the village. This day-to-day operation includes the arrangement of parking lot, collection of admission tickets, and agreement with investors and land owners around the tourist attractions.
4	Land Owners around Blangsinga Waterfall	<i>Villagers of Blangsinga Village</i>	Instead of selling their land to investors, villagers who own land around Blangsinga Waterfalls and its entrance are opting to lease out their land.

5	Krisna Holding	Krisna Holding is a private party involved in the establishment of Blangsinga Tourism Village. It is famously known for its franchise business Krisna Oleh-Oleh	Krisna Holding has a major involvement behind the successful marketing of Blangsinga Tourism Village to domestic and international tourists. Krisna Holding also funded some development projects in the village, especially in cleaning and restructuring the village façade.
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The CPP partnership between Blangsinga Village and Krisna Holdings has several prominent actors who play important roles as described in the table above. These actors interact and create relationships that produce agreement during the planning, executing, and evaluating the establishment.

Based on the description above, Blangsinga tourism village has shown a good practice of a CBT operation. As mentioned by Peredo and Chrisman (2006), a CBT should be owned and managed by the community, not by the government or a small group of individuals on behalf of the community. The main business is wholly owned, managed and controlled by community members or independent small business groups under the CBT management organization. External partners might be involved in the CBT operation but there has to be an appropriate balance between local control and external support (Nel, Binns and Motteux 2001). In such a context, the desired involvement of the external parties is directed towards facilitation which provide the tool for the self-development of the community (Giampiccoli 2007; Giampiccoli & Mtapuri 2012).

B. Community Participation and Representation

Community participation, either through employment or joint decision making, is arguably a foundational dimension that differentiate CBT with other form of tourism (Kiss 2004). The amount and nature of participation even used as an indicator to judge whether the CBT is a success or a failure (Hiwasaki 2006).

Compared to the kind of participation that is initiated by an external agencies, participation initiated from within the community is highly desirable.

Opportunity to have a higher degree of control and participation over the operation as well as employment for locals was one of the biggest reason for the villagers of Blangsinga in choosing Krisna Holdings as a partner. Most staffs who work for the waterfall management, Krisna Oleh-Oleh, or the restaurants are mostly native to Blangsinga village. This was one of the deals made from the beginning with expectation that the establishment will increase the village's economy and improve people's welfare.

The waterfall management is operated by the Pokdarwis based on policy agreed during the Paruman. In fact, all policy related to the CBT operation have to be discussed in the Paruman. Paruman, also known as customary community meeting, has a very strategic role in Balinese society in general. Array of problems which fall under the authorisation and territory of Desa Adat will be discussed and resolved. Bendesa Adat has the authority to make the decision based on consideration from the community which then called perarem. The CBT operation acknowledges the legitimacy of local authority and its policy products by abiding to the perarem.

Community participation through such forum signifies participation through representation. There are critics saying that representation by local leaders is very prone to the practice of elite capture. However in the context of sociocultural situation such as in Blangsinga, such forum exhibit a trust relationship between the villagers and their representative which have long been existed. Utilising the community's knowledge and value such as mentioned erlier is believed to have a transformative power as it promotes confidence amongst the locals and linked to action (Reid 2003).

Krisna Holdings, through its Public Relations Manager as a representative, often come to the Paruman when there is a matter related to the partnership to be discussed. This way the negotiation between both parties are discussed in the open and witnessed by the community.

C. Implementation Of The Partnership

Several components of partnership have been implemented in the operation of Blangsinga Tourism Village. The partnership has been conducted based on mutual understanding of what each party can provide and what should be complemented by the counterparts. In Blangsinga Tourism Village, Krisna Holdings as the private partner provides funding, logistical resources and while the village provides man power, land and natural resources. The activities involve construction of facilities, marketing and promotion, as well as the development of human resources.

a. Construction of Facilities

Krisna Holding provided financial assistance in the physical development of the village preparing for the launching of the tourism village, such as the arrangement of the village façade, widening the main access to the waterfall and setting up the village waste management system. Krisna also invited its partner restaurants, including D'Tukad restaurant, Mooi River Valley, and Bebek Garing to set up their branch restaurant in Blangsinga. On the other hand, the villagers executed the construction work on the ground through *gotong royong* (communal work).

In Blangsinga, sustainability is understood as an idea of benefiting from the nature by doing minimal obstruction to its original state. Moreover, the community truly embraces the fact that they are able to influence the physical construction of the tourism village. During construction of these facilities, Desa Adat has enforced a *Pararem* prohibiting tree logging and changing the contours of the land around the waterfall in order to preserve its natural condition. As a result, all of the buildings surrounding the waterfall, including the restaurants, adopted a unique approach to architecture that follow the land contours and incorporate the existing trees into parts of the building design.

On the other hand, investors and partners who are involved also respect the stance of the villagers. Moreover, they also admit the benefit of conserving the landscapes, not only for the nature preservation, but also as an added value for the venues. The unique architectural execution gives natural and unique vibes that help

maintain the popularity of the waterfall and its surrounding area in the eyes of tourists.

Image 2. Trees are incorporated into the building to comply with the *perarem* (regulation of the customary village).



b. Marketing and Market Access

In order to gain market access, it is critical to have market information and knowledge. This includes working with intermediaries, such as tour operators or ticket resellers. Therefore, external links should be sought and used as a bridge between the CBT venture and the tourism market. Once tourists have been accessed, the external entities can also assist in physically bringing them to and from the CBT venture.

After the launching of Blangsinga Tourism Village in 2018, Krisna Holding was in charge of promotion. Several channels were used to maximize the marketing process. First, by using their network of company partners. Krisna holding has an extensive list of private partners, especially tour and travel companies. Blangsinga village was introduced as a brand-new destination with natural charm different with that of Ubud, one of Bali most famous village destination. Krisna's network had successfully attracted significant number of domestic tourists who usually come to Bali through tour and travel agencies. The village become even more famous during the lavish wedding of the son of Krisna's owner which invited over 7,000 guests including some of Indonesia's most notable public figures and celebrities. Despite

its relatively new development, the news traction has put the name of Blangsinga village in the map of must visited location in just a year after the partnership.

Other than taking advantage of the media coverage, Krisna Holding also coordinated the installation of large billboards to promote Blangsinga Tourism Village. The billboard was installed on Jalan Ida Bagus Mantra, one of Bali's busiest main road, right at the intersection that will lead to the main road of the village. The billboard was able to attract significant interests from the passerby and increase people awareness on the existence of the new tourism village.

Based on the data obtained from the Blangsinga Waterfall Management Group, in 2019 the number of tourists visiting the village averaged around 100 tourist per day on low season and peaked at around 300 tourists per day on peak holiday season. This number compares to only 10-15 tourist per day prior to the partnership. This growth was welcomed by the villagers who felt that their economy has been improved since the establishment of the CBT.

c. Human resource development and innovation

Novelli and Gebhardt (2007) stated that, in order for a CBT to be self-sustained, innovation become a critical aspect. Mayaka In Blangsinga, the staffs were given training in tourism management, service skills, and language. English training was also provided to the village's youth and community groups so that they will be able to participate in the tourism activities working as independent/freelance drivers or tour guides.

Krisna Holding and the other private partners are also very keen in supporting villagers' potential. For example, a new attraction was developed as a collaboration between the village's youth, Krisna and D'Tukad River Club which is called Waterfall Kecak Dance. Kecak is a traditional Balinese dance performed in large groups, depicting the stories of Ramayana, a Hindu mythology. The performance by the waterfall is unique to the village and can be enjoyed by tourists every full moon, highlighting the mystical aura of the dance.

Another example is the Balinese Food culinary competition was held during special occasion such as Independence Day. The competition was created to foster entrepreneurship spirit in the community as the winner of the competition was

offered to open a pop up kitchen at Krisna Oleh-Oleh building. On the long run, this activity is expected to help develop another new attraction in form of culinary tourism.

IV. CONCLUSION AND RECOMMENDATION

Very few case studies on CBT actually examine a direct partnership between business enterprise and the community. There is certain fear that private involvement might bargain the community's ownership of the operation. However, as seen in Blangsinga Tourism Village, the partnership does not undermine or lessen the values of CBT, instead it enhances the overall quality of the operation. Starting from the physical development of the tourism objects, Krisna Holding and partners has provided significant resources while at the same time following specific guidelines provided by the community. Krisna Holding also has provided plenty visibility to the then-newly established tourism village and securing market access through its networking with other private partners. Lastly, the community has been benefitted by a number of trainings and community development project which improve the quality of human resources in the village in the long term.

A consideration should be given towards promoting more collaboration between community and private sectors. This collaboration should be designed to be more than a mere Corporate Social Responsibility (CSR) project, but a prospective profitable business venture that champion nature conservation and community welfare. It does not suggest that the government should be completely absent in the development of CBT in Bali. The government have to design a regulation that provide guidance for both parties to form a win-win partnership. Further research need to be conducted on the matter of conflict management in the case of CPP partnership. Moreover, because the data shown in this paper is collected before the COVID-19 pandemic started, a follow up research need to be conducted to see whether the CPP partnership able to navigate crisis situation. Given that during the pandemic, more factors such as public health measures, public movement and government policy greatly affecting the operation of all tourism activities on the island.

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