

# STRENGTHENING LOCAL ECONOMY THROUGH COLLABORATIVE GOVERNANCE IN BANGSRI TOURISM VILLAGE, BLORA

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## Abstract

Bangsri Village, located in Blora Regency, achieved 13th place out of 2,500 villages in the 2023 Nusantara Tourism Village Competition and has progressed from a disadvantaged village to a developing village on its way to becoming an advanced one. This accomplishment was achieved despite Bangsri lacking prominent natural tourism attractions such as mountains, rivers, or unique scenic views, and previously being categorized as an underdeveloped and extremely poor village. Through a collaborative governance process involving multiple actors, Bangsri Village succeeded in transforming and developing its tourism potential. This study aims to analyze the collaboration process among stakeholders in developing Bangsri Tourism Village and its contributions to social and economic changes in the village. Employing a descriptive qualitative approach, data were collected through in-depth interviews, field observations, and document analysis. The findings show that collaboration among the Village Government, the youth group *Tim Maju Mapan*, and local investors was key to success. This collaboration met the five indicators of collaborative governance proposed by Ansell & Gash: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes. Evidence of success includes increased community participation, the creation of over 150 jobs, and the return of migrant villagers to invest in their hometown. These findings demonstrate that strong collaboration can turn limitations into strengths and accelerate development based on local potential. It is recommended that the Bangsri Village Government establish a structured collaborative forum and develop guidelines for sustainable tourism investment to strengthen governance and long-term stakeholder commitment.

**Keywords:** collaborative governance, rural tourism, village, stakeholders, local economic empowerment

## INTRODUCTION

Tourism plays an important role in supporting the economy, especially in developing countries such as Indonesia. Data from Statistics Indonesia (BPS) shows that foreign exchange earnings from the tourism sector in 2022 reached US\$ 7.03 billion (BPS, 2022).

Tourism contributes to development by increasing regional income and improving the standard of living for communities, both in urban and rural areas. This underscores that the tourism sector is one of the main sources of the country's foreign exchange revenue. As a driver of the national economy, this sector requires effective strategies to maintain and enhance its role for optimal development.

One of the government's efforts to improve community welfare is by reducing economic disparities between urban and rural populations, while preserving environmental quality. This effort is realized through the development of the tourism village concept.

A tourism village is a development strategy for rural areas that highlights local wisdom, such as traditions, culture, daily life of rural communities, and distinctive spatial arrangements. This concept is one of the tangible forms of sustainable development aligned with global agendas. The development of tourism villages is a concrete implementation of Law No. 32 on regional autonomy.

A tourism village is a place with its own identity and value that attracts visitors to traditional rural life (Inskeep, 1991; Hadiwijoyo, 2018). A tourism village represents an integration of attractions, accommodations, and supporting facilities presented within a community lifestyle that aligns with local customs and traditions (Dynda & Agus, 2022). The implementation of the tourism village concept focuses on the development and empowerment of local communities to utilize the village's existing potential, such as its natural beauty and cultural authenticity (Ahsani, Suryaningsih, Ma'rifah, & Aerani, 2018).

The development of tourism villages yields positive impacts, including job creation, increased income, and reduced unemployment (Baihaki, 2024). However, tourism development faces complex challenges, including destination development, tourism marketing, tourism industry infrastructure, institutional frameworks, and the strengthening of the creative economy (Ministry of Tourism and Creative Economy, 2024).

Faced with these complex issues, the tourism sector requires effective collaboration through collaborative governance involving multiple stakeholders. This approach provides a solution to the government's limitations in managing the tourism sector to achieve economic stability, especially in rural communities. The government must collaborate and synergize with non-governmental actors to jointly promote tourism development that contributes to community welfare.

Collaborative governance is a form of governance that emphasizes cooperation between government actors, the private sector, and the community to reach consensus in

addressing various public issues, either through direct or indirect involvement (Ansell & Gash, 2008).

The participation of non-governmental actors in the management and development of tourism can enhance the effectiveness of policy implementation in this sector. Collaboration among various parties allows tourism policies to be implemented more optimally.

Bangsri Village, located in Blora Regency, Central Java Province, has undergone significant changes through the development of its tourism village. In 2020, the village was categorized as underdeveloped, impoverished, and in extreme poverty (Marcelina, 2024). However, Bangsri Village has now transformed into an advanced village thanks to collaborative efforts in managing the tourism village.

Bangsri Village lacks natural resources such as hills, rivers, or reservoirs that can be developed into tourist attractions. It also has minimal unique cultural and artistic activities or handicrafts, and its main sector, agriculture, has been degraded due to the use of chemicals. Through collaboration among various parties, the village government developed a tourism strategy combining nature, history, and culinary potential through the Noyo Gimbal Tourism Village Program.

The success of this program is evident from the number of tourist visits, reaching around 2,000 visitors per month on regular days, and rising to 5,000–8,000 visitors per day during holidays (Khalim, 2024). The village head reported that from the end of 2024 to early 2025, the average number of visits had reached 14,000 people per month, reflecting significant growth in the village's tourism sector. This achievement earned Bangsri Village the 13th place out of 2,007 tourism villages across Indonesia in the 2023 National Tourism Village Competition held by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Khalim, 2023). This success is the result of continuous efforts and innovations by the Blora Regency Government in partnership with Bangsri Tourism Village, involving various parties including the local government, regional banks, regional apparatus organizations (OPD), and investors (Arief Rohman, 2023).

Bangsri Tourism Village is managed by the local Tourism Awareness Group (Pokdarwis) in coordination with the government. Their good and proper management of the village's tourism potential provides a strong opportunity for Bangsri to become a high-quality and sustainable tourism destination.

The collaborative relationship between Pokdarwis and stakeholders indirectly affects the growth of tourism potential in Bangsri, particularly the number of visitors. Bangsri Tourism Village collaborates extensively with stakeholders from the government, private sector, NGOs, and academia.

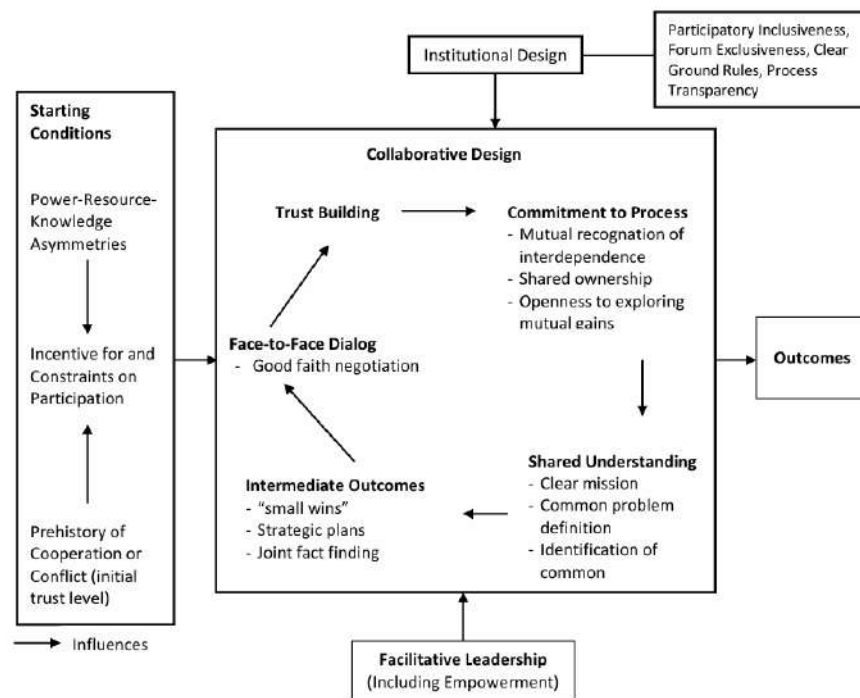
This success further affirms that developing tourism villages through collaborative governance is an effective strategy to increase village tourism competitiveness, especially for villages lacking prominent natural resources, like Bangsri, which focuses on artificial tourism. The achievements also demonstrate that Bangsri has transformed from an obscure and resource-limited village into a leading tourism destination that delivers significant economic and social benefits to its residents. The enthusiasm of villagers in developing tourism potential has been a key factor in post-pandemic economic recovery. This aligns with the 2023 theme of sustainable tourism villages, which emphasizes the importance of tourism management that considers long-term economic, socio-cultural, and environmental impacts.

The collaborative governance approach in the development of Bangsri Tourism Village has made it a successful and sustainable tourism village, elevating its status from an underdeveloped village to a developing one, and now on its way to becoming an advanced village. The success of Bangsri Tourism Village cannot be separated from the roles and responsibilities of the actors involved in its development. It is from this point that the process of collaborative governance in the development of Bangsri Tourism Village will be explored in greater depth.

According to Ansell and Gash (2008), collaborative governance is an approach in policy management that emphasizes the importance of cooperation and collaboration among various actors, including government, non-governmental organizations (NGOs), the private sector, and civil society, in both the decision-making and policy implementation processes (Ansell & Gash, 2008).

The concept of collaborative governance is used in response to complex and dynamic problems that cannot be solved by the government alone. Collaboration is the solution—defined as a form of cooperation, communication, and coordination among multiple parties, whether directly or indirectly involved and affected by the impacts and benefits (Haryono, 2012).

Collaborative governance focuses on how collaboration can produce more effective, sustainable, and equitable policies. Below is the model of collaborative governance proposed by Ansell and Gash:



**Figure 1.** Collaborative Governance Model by Ansell and Gash  
*Source: Model of Collaborative Governance (Ansell & Gash, 2008)*

In addition to Ansell and Gash's approach (2008), the theoretical framework of collaborative governance is also supported by the perspective of Nabatchi et al. (2012), who emphasize the importance of participation dynamics within the collaboration process. Nabatchi et al. view collaborative governance not merely as a formal forum for policy decision-making, but as a dynamic space for interaction, where various actors participate through deliberative cycles. Focusing on collaborative dynamics allows for a deeper understanding of how public participation evolves over time and how emerging conflicts and synergies among actors influence the direction and outcomes of policy.

Among these three approaches, the framework of Ansell and Gash (2008) is chosen as the primary foundation because it offers a systematic and applicable process structure, starting from initial conditions to collaborative outcomes. This approach is relevant to the context of Bangsri Village, where collaboration among actors takes place in stages and requires clear phases. The combination of relational aspects (such as trust) and structural aspects (such as institutional design) makes this framework effective in identifying both supporting and inhibiting factors of collaboration. The theories of Nabatchi et al. (2012) and Emerson et al. (2011) are used as supporting references to understand the dynamics of participation and adaptive capacity in collaborative governance.

Ansell and Gash (2008) developed a framework that breaks down collaborative governance into four main dimensions, as shown in the figure: Starting Conditions, Facilitative Leadership, Institutional Design, Collaborative Process. There are five interconnected stages within the collaborative process dimension. The stages of the collaborative process according to Ansell and Gash (2008) are as follows:

- a. Face-to-Face Dialogue - The initial stage of the collaboration process involves facilitating direct dialogue among stakeholders involved in complex policy issues. This dialogue creates opportunities for communication, expressing viewpoints, and identifying key issues. Such direct communication helps build strong interpersonal relationships and promotes better understanding among stakeholders.
- b. Trust Building - Building trust is a key element in collaboration. During the initial face-to-face dialogues, stakeholders must establish mutual trust. This can be achieved through forming personal relationships, honest information exchange, and a commitment to understanding each other's perspectives and interests. Strong trust becomes the foundation for successful collaboration.
- c. Commitment to Process - The next stage is establishing a joint commitment to continue the collaboration process. Stakeholders must agree to actively participate and remain engaged throughout the necessary time frame. This commitment forms the basis for ongoing cooperation and the achievement of meaningful outcomes.
- d. Sharing Understanding - After trust is established and commitment is secured, stakeholders need to share their understanding of the policy issues being addressed. This involves in-depth discussions on key issues, relevant data, and various perspectives. At this stage, stakeholders strive to comprehend each other's views and reach a shared understanding of the root problems and potential solutions.
- e. Intermediate Outcomes - During the collaboration process, various phases may produce intermediate outcomes. These could include initial agreements on policy steps, concrete plans, or actions taken by stakeholders. These intermediate outcomes represent progress toward collaborative goals and also provide feedback necessary for evaluating the effectiveness of the collaboration and making adjustments as needed.

## METHODOLOGY

This study employs a qualitative descriptive research methodology to explain the actual conditions occurring in the field, accompanied by an in-depth analysis of each phenomenon observed. The research uses a descriptive qualitative approach focusing on the development of topics related to the collaborative governance process. This approach enables the researcher to identify and analyze the various stages involved in the process. Through this method, the researcher aims to provide a comprehensive analysis of the implementation of collaborative governance in the development of Bangsri Tourism Village, by illustrating the real situations taking place in the field. The research site is located in Bangsri Tourism Village, Jepon District, Blora Regency.

The informants in this study consist of representatives from the Department of Youth, Sports, Culture, and Tourism (Dinporabudpar) of Blora Regency, the Head of Bangsri Village, the Tourism Awareness Group (Pokdarwis), the local community, and investors. The study uses a purposive sampling technique to select informants. Data collection was conducted through observation, interviews, and documentation. Meanwhile, the data analysis technique follows Miles and Huberman's model, which includes data reduction, data display, and conclusion drawing.

## RESULTS AND DISCUSSION

The development of Bangsri Tourism Village cannot be separated from the role of local actors, namely the Maju Mapan Team, consisting of local youth from Bangsri Village. This team played a crucial role as the initiator, being the first to design and realize the construction of the local landmark—the Noyo Gimbale Statue, which later became the symbol of the establishment of Bangsri Tourism Village. This initiative marked the rise of local awareness regarding the importance of village tourism potential as a resource for economic development.

Collaborative governance has become a strategic step in promoting the sustainability of village tourism development. The stakeholders involved in the development of Bangsri Tourism Village include the Bangsri Village Government, the Department of Youth, Sports, Culture, and Tourism (Dinporabudpar) of Blora Regency, the Maju Mapan Team as the local community driver, local MSME actors, investors from both inside and outside Bangsri Village who are engaged in tourism and culinary management, providing assistance in

tourism governance and community empowerment. This collaboration allows each party to have an integrated role and contribution, propelling Bangsri toward becoming a competitive and community-based tourism destination.

Each actor has a role and contribution according to their respective capacities in the development of Bangsri Tourism Village:

- a. The Government, both the Bangsri Village Government and the Tourism Office of Blora Regency, plays the role of regulator, facilitator, and mentor in the development of village tourism. The government also supports the provision of basic infrastructure and encourages the budgeting of tourism activities through the Village Budget (APBDes) and district-level support.



**Figure 1.** Visit from the Regent of Blora with Forkopimda to Noyo Gimbal Tourism in Bangsri Village as part of Village Day 2025  
Source: Instagram (@ariefrohman838)

- b. The community, especially through the youth group Maju Mapan, serves as the main stakeholder and initial driver of tourism development. Maju Mapan initiated the construction of the Noyo Gimbal Statue, symbolizing the birth of Bangsri Tourism Village. The team plays the role of main implementer, promoter, facilitator, and motivator in tourism development based on local potential. They contribute by designing creative ideas, mobilizing citizen participation, and educating the public about the importance of tourism.
- c. The private sector, represented by Mall Luwes Blora, participated in supporting the initial promotion of Bangsri tourism through informal partnerships and light CSR activities, such as local MSME bazaars. The involvement of the private



sector has great potential to be expanded into marketing partnerships, the provision of supporting facilities, or the promotion of local tourism products.

Collaborative governance in the development of Bangsri Tourism Village has resulted in optimal outcomes. The established collaboration has had a positive impact on each actor, as they all share in the benefits of the cooperation. The collaboration process has been implemented effectively, as evidenced by the fulfillment of five stages: face-to-face dialogue, trust building, commitment to process, sharing understanding, and intermediate outcomes. The success of the collaboration process in the development of Bangsri Tourism Village is measured by the real impacts and benefits felt by the community. This success is supported by contributions from various parties, each playing their respective roles.

The implementation of the five stages of the collaborative process by Ansell & Gash in the development of Bangsri Tourism Village can be summarized as follows:

- a. Face-to-Face Dialogue - This stage has been carried out at the beginning of the collaboration process, where stakeholders presented and discussed program plans. Informal dialogues were conducted by the Maju Mapan Team with the community and village government through village deliberations, youth discussions, and community forums that explored tourism potential.
- b. Trust Building - Trust in the collaborative process of Bangsri's tourism development grew gradually, supported by the consistency, dedication, and transparency of Maju Mapan in initiating tourism activities with no personal gain. Their dedication further strengthened public trust. Support from the village government also grew, eventually leading to broader trust from investors, both local and external. This process shows that trust in collaboration is built through tangible actions and shared outcomes.
- c. Commitment to Process - Commitment from all parties is shown through mutual agreements as the basis for collaboration and formal cooperation in the form of MoUs, including signed agreements with investors for each tourism attraction. This reflects the seriousness of all parties in building sustainable tourism. Commitment is also demonstrated through concrete steps taken by each stakeholder.



**Figure 2.** Meeting between the Head of Bangsri Village, the Maju Mapan Team, and Investors

Source: Instagram (@lagakusuma205), 2025

- d. Sharing Understanding - This stage was carried out through deliberations, where all parties were open with one another and actively expressed their views to avoid misunderstandings and ensure shared understanding of issues and decisions. Routine discussions and deliberations helped build a common vision regarding the direction and benefits of the tourism programs.
- e. Intermediate Outcomes - This stage has also been achieved, as each stakeholder has fulfilled their roles and responsibilities effectively.

One of the clearest outcomes is that around 150 villagers are now working in the tourism sector, whether as ride operators, MSME entrepreneurs, or service providers. Some former migrants have even returned to invest in the Noyo Gimbali tourism area.



**Figure 3.** Rainbow Slide, one of the attractions owned by local investors in Bangsri Village

Source: Instagram (@noyogimbali\_view), 2025

This serves as proof that tourism not only revitalizes the local economy but also reverses urban migration trends. The economic impact is also evident through increased tourism revenue. The growing number of tourists has made a significant contribution to income, and the distribution of tourism income has promoted economic equity within the village community.

## CONCLUSION AND RECOMMENDATIONS

The development of Bangsri Tourism Village has contributed positively to the growth of the local tourism sector and the improvement of community welfare, while also strengthening the local economy through job creation, the growth of micro-enterprises, and increased household income. This success has been achieved through the tangible contributions of the village government, the Maju Mapan Team as key community actors, and the support of the private sector and several local investors who established formal partnerships through MoUs for the management of tourism attractions. The village government has played an active role in supporting policy and infrastructure development, while the Maju Mapan Team has consistently fulfilled its responsibilities in managing tourism activities and fostering community participation.

The collaborative process in Bangsri Village is considered successful in fulfilling the five stages of collaborative governance as outlined by Ansell & Gash: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes—evident in the creation of around 150 job opportunities and the return of migrants to invest in the village. Although the initial results of this collaboration are promising, challenges remain, such as the limited capacity of formal institutions, the absence of involvement from NGOs and academia, and potential dependence on certain individuals in local initiatives. The sustainability of the collaboration must be maintained to prevent setbacks caused by leadership transitions or changes in commitment from collaborative partners.

Recommendations for the Bangsri Village Government in advancing future tourism development include efforts to enhance sustainability and the quality of collaborative governance. Although face-to-face dialogues have been conducted informally, there is a need to establish a more structured collaborative forum to ensure decision-making processes are more inclusive and sustainable. To maintain and strengthen trust among actors, the Village

Government should also implement capacity-building programs for local actors, such as training in community leadership, destination management, and digital literacy, in order to improve the quality of public participation.

The Village Government and the Maju Mapan Team can develop tourism investment guidelines aligned with the vision of sustainable tourism villages, so that investors' commitments can be directed strategically for the long term. Initial successes—such as job creation and the return of migrant workers—should be supported by economic diversification through the development of ecotourism packages, local creative products, as well as educational and cultural tourism.

The good practices of Bangsri Tourism Village can serve as a model for other villages, and therefore local governments should encourage inter-village learning mechanisms through comparative studies, workshops, or digital platforms. With these steps, it is expected that the development of Bangsri Tourism Village will become more sustainable and bring positive impacts on community empowerment, local economic development, and the preservation of village culture and environment.

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