Institutional strengthening model for Samiran Boyolali Tourist Village (Dewi Sambi) in Central Java, Indonesia

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Abstract. The development of tourist villages is an important issue which contributes to the income of developing countries such as Indonesia. One of the tourist villages that exists in the Boyolali Regency of Central Java is Samiran Boyolali Tourist Village (Dewi Sambi). The goal of this research is to identify the forms of partnership in Dewi Sambi and to formulate an institutional strengthening model to support the development of Dewi Sambi as a tourist village. This research was conducted in Samiran village. The data was obtained directly from 7 related informants - the village head, tourist village head, local leaders, and members of the tourist village. The objects studied were the natural and human resources, the institution of pokdarwis strengthening model to sustain Dewi Sambi as a tourist village is the synergy between its internal strengths (managers and members) and the external bureaucracy of Dewi Sambi. (tourism awareness group), the history, and the regional potential of this village. The results of the research show that the partnership implemented by Dewi Sambi includes 4 patterns of interaction: interaction between the government and Dewi Sambi, interaction between the ministry and Dewi Sambi, interaction between the managers and Dewi Sambi, and interaction between the members and Dewi Sambi. The institutional

1. Introduction
Tourism is an important aspect of life. In Indonesia, tourism is one of the factors that contributes to the country’s foreign exchange earnings. Each region has its own unique tourist attractions, and the characteristics of the landscape in one area differ from those in another. This creates additional points of interest which attract tourists to visit different areas. Tourism in the Province of Central Java, specifically in the Boyolali Regency, has exploited the rural potential that exists in the area between the foot slopes of Mount Merapi and Mount Merbabu, by developing a tourist village.

The theory of endogenous rural development describes the independence of rural development, which utilizes local resources, and respects existing local values [1]. One form of endogenous rural development is the initiation of the community based tourist village or Community Based Tourism (CBT). Dewi Sambi (an acronym of Desa Wisata Samiran Boyolali or Samiran Boyolali Tourist Village) is a tourist village that carries the concept of community empowerment. The Samiran village community forms the main axis in the development of this tourist village.

According to Pamatang et al [2], community empowerment is one of the primary goals of development in developing countries. Empowerment in a tourist village is the key to prosperity. Community empowerment is also a requirement for realizing sustainable tourism. The implementation
of empowerment in Dewi Sambi (Samiran Boyolali Tourism Village) is carried out by involving all the different hamlets that are a part of Samiran village and integrating them in the tourist village.

A good tourist village should have at least 3 functions, namely something to see, something to do, and something to buy. In order to create something to do and something to buy, it is necessary to know the forms of partnership that exist, as well as the institutional strengthening model. Therefore, this article aims to identify the forms of partnership that exist and to formulate an institutional strengthening model to support the development of Dewi Sambi (Samiran Tourism Village Boyolali) as a tourist village.

2. Research methods
This study uses a qualitative method with a constructivist paradigm [3]. The researchers served as the main instrument in the data collection, data interpretation, interview guidelines, and field notes. The primary data in this study were sourced from the informants, while the secondary data were obtained from the long-term plan of Samiran village and documentation about the number of tourists visiting Samiran tourist village. The selection of informants was carried out by means of snowball sampling [4], and consisted of 7 people, including the head of Samiran village, the head of Samiran Boyolali Tourist Village (Dewi Sambi), local leaders, members of Dewi Sambi, and managers of the tourist village. The data collection techniques included observation, a document study, and interviews. The location of the research was determined through a method of purposive area sampling, taking into consideration the fact that Samiran Boyolali is a pioneer in village tourism in the Boyolali Regency, as well as a tourist village that promotes community empowerment. The object of the research was the development of Samiran Boyolali tourist village, including its history, local resources, values, and regional potential. The data analysis in this study used an interactive inductive logic model, and the data validity method used techniques of informant review and source triangulation [5].

3. Results and discussion
Dewi Sambi (Samiran Boyolali Tourism Village) is a tourist village which utilizes its natural and regional potential. The natural panorama of the mountain region with the concept of ‘back to nature’ and the diverse regional values of the area are managed in such a way as to create an additional point of attraction. Economic profit is not a priority for the rural Samiran community. In order to realize the goal of developing Dewi Sambi as a tourist village, it is necessary to identify the forms of partnership that exist. The diagram Figure 1 shows the forms of partnership between Dewi Sambi and related stakeholders.

![Figure 1. Partnership between Dewi Sambi and related stakeholders.](source: Primary data analysis through interviews, 2020)

Based on the forms of partnership (Figure 1), Dewi Sambi (Samiran Boyolali Tourism Village) can be seen to have the following patterns of interaction:

a. Interaction between the government (village, district, regency, province) and Dewi Sambi, through policies related to village tourism and the provision of assistance. Policies related to village tourism are outlined in Central Java Regional Regulation Number 2 2019 concerning the empowerment of Tourist Villages in the Province of Central Java. Assistance from the
government for Dewi Sambi has been provided in the form of improved road accessibility to Dewi Sambi, comparative studies, and training for guides and homestay owners. Samiran’s village-owned enterprises (BUMDes) were formed for the purpose of distributing assistance to Dewi Sambi.

b. Interaction between relevant Ministries and Dewi Sambi, in the form of financial aid for the rehabilitation of homestays. This financial assistance was given after Dewi Sambi won 3rd prize in a nationwide competition held by PNPM (National Program for Rural Self Empowerment) for Tourism in 2013. Dewi Sambi subsequently became one of the pilot tourist villages entrusted by the Ministry for the development of homestay accommodation.

c. Interaction between the managers of Dewi Sambi and Dewi Sambi, through activities of empowerment. The managers hold training sessions to provide knowledge about making food products typical of Samiran village. These products are divided into 2 main groups: processed milk products such as milk sticks, milk candy, and milk crackers; and processed vegetables such as beetroot sticks, fennel leaf sticks, carrot sticks, broccoli sticks, and yellow kabocha pumpkin sticks.

d. Interaction between members of Dewi Sambi and Dewi Sambi, where members of Dewi Sambi are the beneficiaries of empowerment provided by the managers of Dewi Sambi. The members are divided into groups to facilitate coordination. These groups are the homestay group, the MSME (Micro Small Medium Enterprises) group, the ‘Tiban’ market group, the pick-up car transportation group, or ‘pajero’ group (panas jobo jero - literally ‘hot inside and outside’), the vegetable-picking agro-tourism group, the natural and man-made environment tourism group, the guide group, the cooking group to provide meals for tourists, and the dance group.

Pilving et al [6] state that a local tourism partnership network focuses on the community. A rural tourism community is synonymous with close family values. Dewi Sambi has developed a tourism community by forming a partnership network. This is in line with the statement of [7], namely that tourism partnerships and cooperation are mostly located in rural areas. The table below shows the partnership network of Dewi Sambi:

Table 1. Dewi Sambi’s partnership network

| Tourism development network | Benefits | Level       |
|-----------------------------|----------|-------------|
| HPI (Indonesian Tour Guide Association) | Easier coordination at Central Java level. | Province, Regency |
| PHRI (Indonesian Hotel and Restaurant Association) | Handling of tour agencies that can bring in guests. | Province, Regency |
| FK Pokdarwis (Communication Forum for Tourism Awareness Groups) and FK Deswita (Communication Forum for Tourist Villages) | Sharing tourism-related products and information. | District, Regency, Province |

Source: Primary Data Analysis through Interviews, 2020

Tourism networks are collections of tourist villages that have the common goal of sharing tourism related information with each other. These networks exist at regency level, in Boyolali, and at provincial level, in Central Java. According to [8], the basis of a partnership network is to gather resources with a collaborative approach for the benefit of tourism development. Sustainable tourism development needs to be supported by human resource capacity development.

Steiner and Farmer [9] state that low community capacity and an inadequate empowerment process results in the community not wanting to participate in empowerment. The provision of capacity for Dewi Sambi members is realized by including its members in various activities to share information, as well as comparative studies to visit other more advanced tourist villages. The aim of these activities is to improve the knowledge, attitudes, and skills of Dewi Sambi members.
Samiran Boyolali Tourism Village (Dewi Sambi) is a tourism village that was first established in 2008. It is fair to say that this tourist village is still developing. Therefore, institutional strengthening is needed to ensure the sustainability of Dewi Sambi as a tourist village. Sanderink and Naghmeh [10] state that multi-stakeholder partnerships need to expand institutional interaction. Interaction between institutions will facilitate the achievement of the primary goals.

Every institution involved is integrated into one main model [11]. Institutionalization in Dewi Sambi is strengthened by (1) involving all the hamlets that are a part of Samiran village to contribute to the tourist village by joining the tourism groups; (2) revitalizing Dewi Sambi’s organizational structure; and (3) strengthening Dewi Sambi’s relationship with the government. The broad outline of the institutional strengthening model in Dewi Sambi can be described as the synergy between its internal strengths (managers and members) and the external bureaucracy of Dewi Sambi.

Gustafsson and Martin [12] state that it is important to strengthen the reform of regional institutions. Local NGOs are considered to have the ability to strengthen institutions if they are included in the process of decentralization. The institutional strengthening of Dewi Sambi is indicated by the number of tourists visiting. A higher number of tourists will increase the income of the local people of Samiran village. Income from the development of the tourist village helps the economy of the community, most of whom earn their living as horticultural farmers and sellers.

4. Conclusion
The conclusion that can be drawn from this research is that the forms of partnership implemented in Dewi Sambi include 4 patterns of interaction: interaction between the government and Dewi Sambi, interaction between the ministry and Dewi Sambi, interaction between the managers and Dewi Sambi, and interaction between the members and Dewi Sambi. The institutional strengthening model for the sustainability of Dewi Sambi as a tourist village is the synergy of its internal strengths (managers and members) and external bureaucracy. This institutional strengthening is implemented by (1) involving all the hamlets located in Samiran village to contribute to the tourist village by joining the tourism groups; (2) revitalizing the organizational structure of Dewi Sambi; and (3) strengthening Dewi Sambi’s relationship with the government.

The suggestions proposed from this research are to sustain the partnerships that exist between Dewi Sambi and stakeholders by designing a number of new activities to provide better tourist facilities. In order to strengthen the institution, Dewi Sambi should focus more on involving other local institutions in order to support the diverse potential of the region.

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