

Analysis of Collaborative Governance Policies in the Development of Marine Tourism in Indonesia

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Abstract

The purpose of this research is to examine how the performance of collaborative policies management of tourist destinations in Kebumen Regency Indonesia in the development of marine tourism to improve the economic sector. The qualitative method used in this research uses a marine ecotourism case study approach in Kebumen Regency, based on the post-positivist philosophy to study the state of major natural tourism objects with inductive data analysis. The focus of this research includes: (1) Initial conditions; (2) Process Components; (3) Structure and Governance; (4) Contingencies and Constraints; (5) Results and Accountability. The results showed that the policy performance of collaborative patterns of marine tourism development in Kebumen Regency has generated new ideas and can still be improved in the aspects of process components, contingencies and constraints as well as output and accountability. good in some based on the natural conditions of local tourist destinations.

Keywords: Policy, Collaborative, Development, Maritime Tourism, Kebumen.

Introduction

The Indonesian Maritime Policy in Presidential Regulation No. 16/2017 on Indonesian Maritime Policy is the realization of the Indonesian Maritime Development Vision 2015-2019 as stipulated in Law No. 17/2007 on the National Long-Term Development Plan 2005-2025 and Law No. 32/2014 on Maritime Affairs. The Indonesian Marine Policy consists of 7 (seven) pillars, namely: (1) Marine resource management and human resource development; (2) Defense, Security, Law Enforcement, and Safety at Sea; (3) Marine governance and institutions; (4) Marine economy and infrastructure and welfare improvement; (5) Marine spatial management and marine environmental protection; (6) Maritime Culture; and (7) Maritime Diplomacy. One of the main programs in implementing the marine resource management strategy as the first pillar is the development of sustainable marine tourism by taking into account the interests of local communities, traditional wisdom, marine protected areas, and environmental sustainability. (Indonesia, 2014).

Kebumen regency is part of Indonesia, the geographical condition of Kabupaten Kebumen consists of 26 (twenty-six) sub-districts, of which 6 (six) sub-districts are coastal areas, while the population is around 1.3 million people, most of whom work as farmers. Most of the productive-age population work as migrants in big cities, and in 2016 there were 780 people working as migrant workers (BPS Kebumen, 2016). (BPS Kebumen, 2016). Kebumen also has tourist destinations such as Jatijajar Cave, Karang Bolong Beach, Petanahan Beach, Ayah Beach, Petruk Cave, Arum Jeram Pedegolan, Tanjung Bata Beach, Menganti Beach, Suwuk, Sempor Reservoir and Van Der Wick Fort. These tourist objects are still managed traditionally and partially, but not yet managed in an integrated manner by involving other parties. On the other hand, the government's marine and maritime policy has been stipulated through PP no.16 of 2017 concerning Indonesian marine policy which consists of 7 (seven) pillars of maritime development, one of the priority sectors is marine resource management, while marine ecotourism is one of the parts. (Kementerian Koordinator bidang Kemaritiman RI, 2017).

Currently, Kebumen Regency is one of the underdeveloped regions in Central Java with PAD recorded at 17.8% of the 2023 APBD of 2.8 trillion rupiah. Meanwhile, the potential of the existing tourism sector, especially marine

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tourism, has not yet made a significant contribution to PAD. The economic potential of Kebumen Regency is still focused on the potential of natural resources including forestry, agriculture, fisheries, plantations and livestock. Factors that influence the success of potential development are internal factors, institutional factors and external factors. Cooperation and collaboration between stakeholders, namely the government, business actors and academics, are needed in addition to community participation. Therefore, the management of the marine sector, especially marine tourism, needs to be researched/analyzed as input material in helping the welfare of the community through increasing PAD, the background of this problem is what makes researchers interested in conducting research. (BPS Kebumen, 2023).

Seeing the great potential of the marine sector in Kebumen Regency, a more integrated and sustainable strategy is needed to maximize the contribution of the regional economy, especially through the marine tourism sector. (Kementerian Koordinator bidang Kemaritiman RI, 2017). The development of marine tourism that takes into account sustainability aspects can improve the welfare of coastal communities while contributing to an increase in Regional Original Revenue (PAD). (Insafitri et al., 2021). For this reason, a collaborative approach involving the government, private sector, community, and educational institutions is very important so that tourism management can be in line with the principles of environmental sustainability and local wisdom (Emerson et al., 2011). These measures also support the second and fifth pillars of Indonesia's Ocean Policy, which emphasize the protection of the marine environment and law enforcement and safety at sea. In addition, by strengthening infrastructure and utilizing technology in tourism promotion, Kebumen has the opportunity to become a marine tourism destination that is able to compete with other regions in Indonesia, while reducing the population's dependence on the agricultural sector and employment outside the region (Ansell & Gash, 2008).

As an effort to realize effective and sustainable management of the marine sector, the collaborative governance approach is a strategic step for Kebumen Regency (Ansell & Gash, 2008). Collaborative governance emphasizes the involvement of various parties in a synergistic manner, including the government, private sector, community, and academics, to jointly manage and develop the potential of marine tourism (Emerson et al., 2011). With this collaboration, each party has an important role: the government as a regulator and policy facilitator, the private sector as an investor and business actor, academia as a provider of research and innovation, and the community as a mobilizer and direct beneficiary. (Zahrah & Herianingrum, 2020). This approach is expected to not only increase local revenue through tourism, but also strengthen the social, economic, and environmental aspects of Kebumen's coastal areas. This kind of collaboration will be the basis for more transparent, inclusive, and responsive management, so that Kebumen Regency can achieve sustainable development and improve the overall welfare of the community (Kementerian Koordinator bidang Kemaritiman RI, 2017).

Literature Review

The term collaborative governance is a way of managing government that directly involves stakeholders outside the government or state, oriented towards consensus and deliberation in a collective decision-making process aimed at making or implementing public policies and public programs. (Ansell & Gash, 2008). The collaborative governance model requires all stakeholders to engage in dialog, where these stakeholders represent themselves in expressing their interest (Innes & David, 2002). In line with this O'Leary & Bingham (2007) define collaborative governance as a process and structure in the management and formulation of public policy decisions that constructively involve actors from various levels, both in the order of government and or public agencies, private agencies and civil society in order to achieve public goals that cannot be achieved if implemented by one party.

Edward DeSeve in (Sudarmo, 2015) defines collaborative governance as an integrated system with relationships that are managed across formal and informal organizational boundaries with reconceived organizational principles and clear definitions of success. Meanwhile, Bryson et al., (2006) in their research "The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature" states that understanding

collaborative governance is understanding cross-sector collaboration can be seen in emphasizing five aspects, including: (1) Initial conditions; (2) Process Components; (3) Structure and Governance; (4) Contingencies and Constraints; (5) Results and Accountability. In this study the authors used the theory of Bryson et al., (2006) theory as an analytical knife to examine collaborative governance policies in the development of marine tourism in Kebumen Regency, which is the locus of this study. The framework in the research can be described as follows:



Image 1. Cross Sector Framework

Source: (Bryson et al., 2006) "The Design and Implementation of Cross-Sector Collaborations: Propositions from the Literature"

While the focus of this research as in the picture is on: (1) Initial Conditions; (2) Process Components; (3) Structure and Governance; (4) Contingencies and Constraints; (5) Results and Accountability, of the policy implementation carried out by the Kebumen Regency government in developing marine tourism in Kebumen Regency,

Research Methodology

This research design uses qualitative with a case study approach to marine ecotourism in Kebumen district. The qualitative approach is based on the post-positivist philosophy used by researchers to study the state of primary natural objects (not experiments). Data collection is done through interviews and observations with informants who have a lot of information about the problem and secondary data through source documents. Means include targeted sampling of data from data sources. The observation method is used by following a pattern with research stages through 4 (four) stages starting from data collection, data presentation, data condensation to drawing conclusions as stated by (Miles et al., 2014) as in figure 2 below:

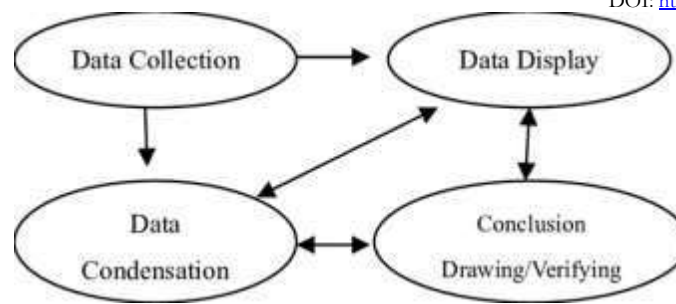


Figure 2. Components in data analysis (interactive data)

Source: (Miles et al., 2014)

This research involved five main informants consisting of the Head of the Kebumen Regency Tourism Office, the Head of the Regional Revenue Office, marine tourism managers, community leaders, and supporting managers. The research object included the initial condition of marine tourism management and the pattern of collaboration formed in its development. Data were collected through in-depth interviews and observations during the research process. The information obtained includes the results of observations, in-depth interviews, field notes, archives, websites, as well as findings resulting from the author's interpretation. The findings were analyzed by applying the four evaluation criteria proposed by (Miles et al., 2014), which includes collecting, filtering, interpreting, and drawing conclusions on the data.

Results

Kebumen Regency is one of the regencies located in Central Java Province, Indonesia. Its capital is Kebumen Kota sub-district. The regency is bordered by Banjarnegara Regency to the north, Wonosobo Regency and Purworejo Regency to the east, the Indian Ocean to the south, and Cilacap Regency and Banyumas Regency to the west. The population of Kabupaten Kebumen in 2021 was 1,405,644 people (Badan Pusat Statistik Kabupaten Kebumen, 2020). Kebumen's area of 1,581.11 km² is the result of the merger of two regencies (regenshap), namely Karanganyar Regency (Roma) in the west and Kebumen Regency (Pandjer) in the east on January 1, 1936 (Post - Website Kecamatan Karanganyar Kabupaten Kebumen, n.d.).

Geographically, Kebumen Regency is astronomically located between 7°27'-7°50' South latitude and 109°22'-109°50' East longitude. (Central Java Investment Platform, n.d.). The southern part of Kabupaten Kebumen is lowland, while the northern part is mountainous and hilly, which is part of the South Serayu Mountain Range. Meanwhile, in the west of the Gombong region, there is the South Gombong Karst Area, a series of limestone mountains that stretches to the south coast in a north-south direction. This area has more than a hundred caves with stalactites and stalagmites. Meanwhile, the length of the coast is approximately 53 km, most of which are beaches with sand dune phenomena. The largest rivers in Kebumen Regency are Luk Ulo River, Jatinegara River, Karanganyar River, Kretek River, Kedungbener River, Kemit River, Gombong River, Ijo River, Kejawang River, and Medono River.

Kebumen Regency has enormous potential in the development of marine tourism. This is not only because Kebumen Regency has the longest coastline in Central Java, but also because the coastal structure in the southern area of Kebumen Regency has complete contours as potential for marine tourism, which can be categorized into 3 groups as follows:

1. Beach destinations that have sloping characteristics and large sandy fields directly facing the sea, which

include Suwuk Beach, Petanahan Beach, Pasir Beach, Ambal Beach and Pandan Kuning Beach as well as various other new tourist destinations managed by villages along the Kebumen coast.

2. Beach tourist destinations with high cliffs that face directly with a wide range of sea views, which include: Karangbolong Beach, Menganti Beach, Karang Agung Beach, Lembupurwo Beach.
3. A beach with a large bay and plenty of water activities is Ayah Beach, on the border with Cilacap.

Kebumen Regency as a tourist city also has a fairly good supporting infrastructure for the development of marine tourism, especially land transportation, both public transportation on railroad lines and for private vehicle lines. With ability access that is easily reached to various tourist destinations as shown in the following map:



Figure 3. Transportation routes to access various marine tourism destinations in Kebumen

Source: Research team documentation, 2024

In addition, it also has a variety of regional culinary specialties that can be relied upon as a tourist attraction including: Sega Penggel, Tempe Mendoan, Jenang Sabun, Lanthing, Obang abing, Salepisang, Sate ambal, Soto Petanahan, Soto Tahu.

Discussion

Initial Conditions

The fundamental need to reduce resource dependency in the environment Pfeffer and Salancik (Correia & Brito, 2016) or to reduce transaction costs drives organizations to conduct various types of relationships among organizations Williamson in (Trevisani, 2017) Cooperating with many organizations is directly related to certain environmental conditions so that one organization is needed that can unite these organizations.

The results of the study show that the initial conditions aspect is influenced and considers the existence of environmental factors, failures and Liaison Mechanisms of Collaboration Formation.

Environmental Factors

Environmental factors in the Kebumen Regency area, have a key role in the success of marine tourism

development policies in Kebumen Regency, Collaborative Governance policies directed at the development of this sector there are several things that need to be regarding these environmental factors can be conveyed as follows: (1) Environmental conservation issues in the development of marine tourism, must be a major concern because the beauty of tourist destinations can be damaged due to policies that are not relevant to the sustainability of tourist destinations that are able to maintain their natural beauty as a tourist attraction; (2) Waste management issues, the absence of public awareness of environmental cleanliness, has made several marine tourism destinations in the Kebumen Regency environment, become less clean and damage the beauty of the beach as a tourist destination, because there is no effective waste management policy to maintain cleanliness in various tourist destinations, in an effort to reduce, recycle, and dispose of waste properly, especially plastics, so as not to pollute the marine environment; (3) Tourism zoning planning has also not been able to help protect sensitive areas such as coral reefs and marine animal habitats, so efforts are still needed to develop the establishment of certain conservation zones or human activity-free zones to protect fragile marine ecosystems.

Failure

Although the collaborative marine tourism development policy in Kebumen has the potential to achieve sustainable development goals, there are several potential failures that need to be watched out for: (1) Excessive exploration and exploitation of the environment can damage the environment; (2) Failure to obtain broad support from local communities and other relevant parties can hinder policy implementation. Without strong support, marine tourism development plans may face resistance or even protests from local communities; (3) Kebumen district, like other areas along the southern coast of Java, is vulnerable to natural disasters such as earthquakes, tsunamis, or sea level rise due to climate change. Such environmental crises can threaten tourism infrastructure, cause economic losses, and damage the reputation of tourism destinations.

To avoid such potential failures, it is important to take into account all risk factors and establish effective risk management mechanisms in the collaborative marine tourism development policy in Kebumen. This includes strengthening community participation, improving inter-agency coordination, building institutional capacity, and adopting a sustainable and balance-oriented approach between economic, social and environmental. The power of the private and public sectors to overcome failures is considered capable of contributing to value creation (Bryson et al., 2006).

Bridging Mechanism of Collaboration Formation

Intermediary organizations typically give attention to important public issues and provide legitimacy to specific stakeholder groups (Crosby & Bryson, 2005). The more partners that have interacted positively in the past, the more likely coordination and exchange are to occur (Jones et al., 1997; Ring & Van De Ven, 1994). The bridging mechanism of collaboration formation in the marine tourism development policy in Kebumen has been carried out, among others: (1) Establishing consultation and dialogue forums involving all relevant stakeholders, including local government, tourism industry players, environmental NGOs, academics, local communities, and representatives of indigenous peoples; (2) Encouraging partnerships between local government and the private sector, including tourism companies, hotels, tour operators, and other related service providers; (3) Establishing professional collaborative networks between various related organizations and institutions that have interest and expertise in marine tourism development in Kebumen.

Process Components.

The process component in the initial conditions and structure of collaboration is building trust about the purpose of collaboration between stakeholders, namely the community around the tourist site, the Kebumen Regency Tourism Office, the management group as well as formal and informal agreements on the purpose of roles, responsibilities, and decision-making authority. Formal leadership positions may include co-chairs, steering committees, collaborative coordinators or project directors. To be effective, these individuals require formal and

informal authority, vision, long-term commitment to collaboration, integrity, and relational and political skills (Crosby & Bryson, 2005; Gray, 1989).

The role of the Tourism and Culture Office is very central as the leading sector in this collaboration. The local government of Kebumen Regency in developing collaboration with various parties also made an initial agreement in the collaboration of marine tourism development policies in Kebumen in a framework document outlined in the Kebumen Regency APBD, as a target that must be achieved agreed between the executive and legislative parties.

Several aspects of the collaboration process were carried out, including the following aspects:

Make a Preliminary Agreement.

The Kebumen government in developing collaboration with various parties also made an initial agreement in the collaboration of marine tourism development policies in Kebumen in a framework document outlined in the Kebumen Regency APBD, as a target that must be achieved agreed between the executive and legislative parties. This is in line with the opinion that the need to have various types of initial agreements and rework agreements, tends to increase as collaborations grow and include more geographically dispersed partners and diverse actors in the problem domain (Kastan, 2000).

Building Leadership.

Building leadership in the marine tourism development policy collaboration in Kebumen requires an inclusive and proactive approach that is both formal and informal. Formal leadership positions may include co-chairs, steering committees, collaborative coordinators or project directors. To be effective, these individuals require formal and informal authority, vision, long-term commitment to collaboration, integrity, and relational and political skills (Crosby & Bryson, 2005; Gray, 1989).

Several steps can be taken to build leadership in the collaboration: (1) Identification of leaders involved in the marine tourism industry in Kebumen, be it local government leaders, business leaders, community leaders, or leaders of civil society organizations; (2) Commitment of leaders involved in the collaboration to have a strong commitment to the development of sustainable and inclusive marine tourism; (3) The importance of building collegial collective-based leadership within the working group or collaboration forum; (4) Open and transparent communication between leaders and collaboration members.

Building Legitimacy.

The Kebumen district government, in building legitimacy in the collaborative marine tourism development policy in Kebumen, took various important steps to ensure that all parties involved felt ownership and support for the process. Three dimensions of legitimacy are required for the network: (1) network legitimacy as a form that can attract internal and external support and resources; (2) network legitimacy as an entity that can be recognized by both insiders and outsiders; and (3) network legitimacy as an interaction that builds trust among members to communicate freely within the network (Human & Provan, 2000). Some steps that can be taken to build legitimacy in collaboration include: (1) Conduct broad public consultations to listen to community input and aspirations related to the development of marine tourism in Kebumen; (2) Involve various parties who have an interest in the development of marine tourism, including local government, business people, NGOs, local communities, and other stakeholders; (3) Build cooperative relationships and partnerships with various organizations and individuals who have influence and legitimacy at the local, regional, and national levels; (4) Communicate openly and clearly with all relevant parties about the progress, challenges, and results of policy collaboration.

Managing Conflict

Managing conflict is an important part of local government, especially in the collaboration of marine tourism development policies in Kebumen, to maintain the sustainability and success of the process. Where collaboration is formed primarily to plan system change rather than to agree on how to deliver services, the level of conflict may be higher (Bolland & Wilson, 1994). There are several things that have been done, including: (1) Identify sources of conflict that may arise in the process of developing marine tourism, such as competing resources, differences in interests, or differences in perceptions; (2) Involve all relevant parties in finding solutions to conflicts that arise; (3) Encourage negotiations and compromises that can fulfill the interests of all parties fairly.

Structure and Governance

Structure involves both vertical and horizontal components. Structure can generally help an organization to differentiate and integrate all of its components (Bolman & Deal, 1997). Some structural configurations applied in the collaborative policy are: (1) Decentralized Network; (2) Multi-Stakeholder Forum; (3) Collaborative Coordination Center; (3) Interdisciplinary Working Team; (4) Joint Commitment of Local Government with Tourism Industry Association, village tourism awareness groups and other community groups.

Contingencies and Constraints

Structure involves both vertical and horizontal components. Structure can generally help an organization to differentiate and integrate all of its components (Bolman & Deal, 1997). Some of the steps taken by the Kebumen Regency government to overcome these contingencies and collaboration constraints include the following: (1) Overcoming limited financial resources for tourism destination management; (2) Uncertainty of the natural environment; (3) Conflict of interest; (4) Dependence on external factors; (5) Infrastructure and accessibility; (6) Awareness and skills of local communities.

*Out Come and Accountabilities**Results*

The results of cross-sector collaboration are viewed in three categories of public value, effects and resilience and reassessment. Some of the results that have been obtained are:

- (1) Increased number of tourists visiting marine tourism destinations in Kebumen Regency;
- (2) Increased income from the tourism sector for local communities and the tourism industry; (3) Environmental conservation and sustainability of marine and coastal ecosystems (4) Improved tourism infrastructure such as jetties, supporting facilities, and transportation accessibility; (5) Economic empowerment of local communities through skills training, promotion of local products, and development of micro, small, and medium enterprises (MSMEs).

Accountability

The accountability aspects resulting from the collaborative policy within Kebumen Regency include the following: (1) Local governments are responsible for formulating and implementing policies that support the development of marine tourism, as well as allocating adequate resources; (2) The tourism industry is responsible for complying with established regulations and standards, as well as playing an active role in the promotion and management of marine tourism destinations; (3) Community Social Institutions and civil society organizations are responsible for supervising the policies and programs implemented, as well as providing the necessary input

and support.

Three general criteria used to assess the success of cross-sector collaboration include:

(3) initial conditions; (2) fulfills the wishes of the members; (3) Collaborative Governance in Public Administration Perspective produces better results/alternative policies that can create public value (Donahue, 2004).

Therefore, in general, the outcome of the collaborative marine tourism development policy can be conveyed as follows:

- a) Zoning and spatial planning that does not involve stakeholders causing environmental problems in the development of marine tourism, should be a major concern because the beauty of tourist destinations can be damaged because of policies that are not relevant to the sustainability of tourist destinations that are able to maintain their natural beauty as a tourist attraction, especially if the development of tourism infrastructure damages marine ecosystems, coral reefs, and sensitive marine animal habitats, which actually also become one of the attractions of marine tourism destinations. This environmental damage, as has been stated by local community leaders in the Ayah beach environment, the construction of a breakwater embankment actually causes siltation so that in the following few years it no longer makes marine tourism destinations on the father's beach, attracts tourist visits and eventually becomes deserted.



Figure 4: The condition of Ayah Beach, which has become deserted due to siltation.

Source: Research Team Documentation, 2024

- b) The problem of waste management, the absence of public awareness of environmental cleanliness, has made several marine tourism destinations in the Kebumen Regency environment less clean and damaged the beauty of the beach as a tourist destination, because there is no effective waste management policy to maintain cleanliness at various tourist destinations, in an effort to reduce, recycle, and properly dispose of waste, especially plastic, so as not to pollute the marine environment. Waste management as tourism infrastructure, such as landfills, toilets and parking lots, still needs to be designed and managed with attention to their impact on the marine and coastal environment. Policies can include environmental education programs for tourists, local communities, and tourism industry players, have not been able to run optimally as an effort to increase awareness of the importance of preserving the marine environment and ways to do so. From the observation of both Ambal Beach and Mliwis Beach, which are managed by the local village government, it shows that in waste management, the village government, in this case the tourism awareness group, which is authorized to manage the tourism objects, shows that the village government lacks sufficient capacity for waste management at the tourism objects it manages.



Figure 5: One of the Mliwis Beach attractions managed by Pokdarwis Mliwis Village.

Source: Research Team Documentation, 2024.

This is different from the tourist destinations managed by the village government in collaboration with the Kebumen Regency government at the pandang kuning tourist attraction, which is relatively well managed with a cleaner tourist attraction environment, besides that the management of Pandan Kuning beach will also be collaborated with private parties through tenders.



Figure 6: Maritime Tourism Objects of Fantasy World Pandan Kuning Beach

Source: Research Team Documentation, 2024

Meanwhile, the commitment in the accountability of the collaborative marine tourism development policy within Kebumen Regency can be stated as follows:

- a) Regular meetings for coordination and evaluation of progress.
- b) Establishment of working groups to address specific aspects of marine tourism development.
- c) Regular reporting system for monitoring and evaluation.

The economic impact on local revenue in 2023 has reached the target with local revenue from the collaboration of tourism destination management by the Kebumen Regency government as follows:

Table 1: Out Put (Realization) of PAD from marine tourism objects managed by the Kebumen Regency Government.

No.	Tourist Objects	Revenue Target	Realization	Disadvantages
1.	Logending Beach	Rp. 905,040,000.00	Rp. 322,205,500.00	Rp. 582,834,500.00
2.	Petanahan Beach	Rp. 1,037,000,000.00	Rp. 676,085,120.00	Rp. 360,914,880.00
3.	Suwuk Beach	Rp. 1,638,504,000.00	Rp. 665,268,660.00	Rp. 973,235,340.00
4.	Karang Bolong Beach	Rp. 358,005,000.00	Rp. 352,145,500.00	Rp. 5,859,500.00

Source: Kebumen Regency Tourism and Culture Office, 2023

Based on this table, it can be said that the target of PAD from the management of tourism objects handled by the Kebumen Regency Government in particular, many have not reached the target as targeted in the 2023 APBD, this shows that collaboration with various parties is very important in the policy of developing marine tourism in the Kebumen Regency environment which has great potential. However, from the interview results, it was also mentioned that: "the achievement of these high targets is part of the effort to bounce back in accelerating the development of tourism objects within Kebumen Regency, which has been affected by the Covid-19 pandemic which has not yet returned completely".

Conclusion

Based on the available information, it can be concluded that the government's collaborative policy in developing marine tourism in Kebumen Regency has the potential to provide various positive impacts for the local community and environment. Collaboration between local government, the private sector, local communities and non-governmental organizations allows for the integration of resources, knowledge and skills needed to develop marine tourism destinations in a sustainable manner. Some conclusions that can be drawn are:

1. The collaborative policy implemented by the Kebumen Regency government has opened up new economic opportunities for the local community, such as through the opening of jobs in the tourism sector, increasing income from tourism businesses, and developing related industries.
2. By involving various parties in the development of marine tourism, collaborative policies can pay attention to environmental sustainability, including the preservation of marine and coastal ecosystems and handling negative impacts from tourism activities.
3. The results of the collaboration policy have led to active community participation in the planning, management and benefits of marine tourism, thereby improving welfare and a sense of belonging to the destination.
4. Collaborative policies that have been implemented can strengthen the involvement of various parties in the decision-making process and policy implementation, and ensure accountability in the use of resources and results from marine tourism development.
5. Through a collaborative approach that has been carried out, marine tourism can be developed in a sustainable manner, considering economic, social and environmental aspects in an effort to maintain the sustainability of tourist destinations.
6. The government needs to allocate resources to improve marine tourism infrastructure, including accessibility, supporting facilities and security. This could include the construction of roads, jetties, tourist information centers, public toilets, and water safety facilities, in collaboration with other sectors, including the public works office, the cooperatives and SMEs office and other related offices.

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