

MULTI-SECTORAL VILLAGE COLLABORATION TO INCREASE THE POTENTIAL OF TOURISM DESTINATIONS IN KERTAYASA VILLAGE, CIJULANG DISTRICT, PANGANDARAN REGENCY

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Abstract

Tourism is a strategic sector for boosting the village economy. Kertayasa Village, Cijulang District, Pangandaran Regency, has significant tourism potential, both in terms of nature and culture. However, this potential has not been optimally managed due to a lack of synergy between the parties involved. This study aims to analyze multi-sectoral village collaboration in enhancing the potential of tourist destinations in Kertayasa Village. This research used a qualitative descriptive method. Data were collected through interviews, observation, and documentation. Informants came from the village government, tourism stakeholders, local communities, academics, business actors, and the media. The results indicate that although collaboration between the pentahelix elements has been established, it has not been optimally implemented. Institutional strengthening, capacity building, and integrated tourism planning and governance are needed to ensure sustainable development of tourism potential.

Keywords: Collaboration, Multi-Sectoral, Tourism Village, Pentahelix, Tourism Development

A. INTRODUCTION

Tourism plays a crucial role in driving economic growth in rural communities and accelerating social transformation (Kusumawardhana, 2023). Through the development of tourist villages, communities not only gain economic benefits but also participate in preserving local culture and strengthening regional identity. One key concept in developing tourist villages is a bottom-up approach that positions local communities as the primary actors in tourism development (Afriza et al., 2018).

Kertayasa Village, Cijulang District, Pangandaran Regency, is one of the leading tourist villages in West Java, having won a national award in the 2019 Nusantara Tourism Village Competition. However, this potential has not been fully optimally managed due to weak collaboration between stakeholders. The following table lists tourist destinations in Kertayasa Village:

Table 1 Tourist Destinations in Kertayasa Village

<i>N</i> <i>o</i>	<i>Destination Name</i>	<i>Destination Type</i>	<i>Destination Address</i>
1	Guha Bau	Alam (Goa Alam)	Bantarkawung
2	Kuliner (Sale Pisang)	Budaya (Kuliner)	Bantarkawung

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3	Kampung Gurame	Budaya (Sistem Mata Pencaharian)	Bantarkawung
4	Curug Taringgul	Alam (Air Terjun)	Cibuluh
5	Peternakan Cibuluh	Budaya (Sistem Mata Pencaharian)	Cibuluh
6	Palatar	Alam (Bukit Karst)	Karangpaci
7	Seni Benjang Batok	Budaya (Alat Musik)	Karangpaci
8	Green Canyon	Alam (Sungai dan Jeram)	Karangpaci/Bantarkawung
9	Angklung Mang Koko	Budaya (Alat Musik)	Margaluyu
10	Kerajinan Bambu	Budaya (Cinderamata)	Margaluyu
11	Pertanian Margaluyu	Budaya (Sistem Mata Pencaharian)	Karangpaci
12	Seni Beluk	Budaya (Seni Olah Vokal)	Margaluyu, Cibuluh, Merjan
13	Bendungan Merjan	Buatan (Embung Alami)	Merjan
14	Seni Badud	Budaya (Tarian)	Merjan
15	Seni Kuda Lumping	Budaya (Tarian)	Merjan

Source: (Kertayasa Village Profile, 2025)

The table shows that Kertayasa Village has a diverse range of potential tourist destinations spread across its various hamlets, encompassing natural, cultural, and man-made attractions. According to the 2025 Kertayasa Village Profile, at least 15 tourist destinations have been identified and have the potential for further development.

Natural tourist attractions are the village's main strength, including Guha Bau (a natural cave) in the Bantarkawung area, Curug Taringgul (a waterfall) in Cibuluh Hamlet, and Palatar, a karst hill in Karangpaci. One of the most famous natural tourist icons is Green Canyon, a river and rapids tourist destination that stretches across the Karangpaci and Bantarkawung areas, attracting both local and international tourists.

In addition to natural attractions, Kertayasa Village is also rich in cultural attractions. Traditional arts such as Benjang Batok and Angklung Mang Koko reflect local musical heritage, as well as Beluk, Badud, and Kuda Lumping, which are still actively performed at traditional events or to welcome tourists (Multifah, 2024). Community economic activities also serve as unique attractions, such as Gurame Village, Cibuluh Farm, and Margaluyu Farm, which promote livelihood-based tourism (Nurrahman & Sulaiman, 2022).

Local products such as banana chips from Bantarkawung and bamboo crafts from Margaluyu enrich the potential for cultural tourism while opening up opportunities for the development of the creative economy and producing village souvenirs (Siregar et al., 2025). Furthermore, there are man-made destinations such as the Merjan Dam, a natural reservoir with the potential to be developed as an environmental education and water tourism area (Noor, 2019).

This diversity of destinations demonstrates that Kertayasa Village has significant potential to be developed as an integrated tourism village that combines aspects of nature, culture, the local economy, and education (Nupus, 2020).

Based on initial observations, collaboration between village government elements, Village-Owned Enterprises (BUMDes), tourism awareness groups (Pokdarwis), local communities, business actors, academics, and the mass media in Kertayasa Village has not been synergistic and structured. Issues remain, such as the Pokdarwis's inadequate role in

maintaining the cleanliness of tourist attractions, the minimal utilization of local resources as tourism products, and weak destination promotion through digital media. In fact, the success of managing tourist villages depends heavily on the integration of work between sectors, as explained in the pentahelix collaboration concept (Sitepu, 2022).

In this context, it is important to examine how multi-sectoral collaboration at the village level can promote the sustainable development of tourism destinations. This study aims to identify and analyze the forms of collaboration that have been established in Kertayasa Village and assess their effectiveness and the challenges encountered in their implementation (Wibowo et al., 2024).

B. LITERATURE REVIEW

Collaboration is a social process involving two or more parties working together to achieve a common goal. Chris (2007) defines collaboration in the context of governance as a collective decision-making process involving public institutions and non-state stakeholders in a formal, consensual, and deliberative manner. Abdulsyani (2007) states that collaboration is a form of social process in which certain activities are aimed at achieving a common goal by mutually assisting and understanding each other's activities. Another definition of collaboration is the effort to achieve a predetermined common goal through the division of tasks or work, not as compartmentalized work but as a unified work unit, all directed toward achieving the goal. Collaboration emphasizes mutual assistance and understanding of each other's activities to achieve a shared desired outcome (Setiabudi, 2021).

In the context of village development, collaboration extends beyond administrative cooperation to encompass the division of tasks, responsibilities, and strategic roles of various actors. Dillenbourg (1999) emphasizes that collaboration also represents collective learning that emerges from joint efforts to solve problems. Therefore, collaboration is an important approach in developing tourist villages because it involves many parties with different roles and interests (Bachtiar, 2022).

Multi-sectoral collaboration refers to the synergy of various actors across sectors in development, particularly in tourism development (Hunihua & Suat, 2023). According to Mustajadi in Basri (2022), there are five essential elements in the pentahelix approach that form the basis of collaboration at the village level: government, academics, business actors (private sector), communities, and the media. These five elements must synergize for optimal and sustainable village tourism development.

The government acts as a regulator and coordinator of development. Academics contribute ideas and research. The private sector acts as an investor and local economic partner. Communities function as implementers of activities and preservers of culture. The media plays a crucial role in promoting and enhancing the image of tourist destinations. A lack of integration between these elements can hinder the development of tourist destinations, even if the village has significant potential (Purnomo, 2016).

According to Hidayah (2019), a tourist destination is a place that has attractive attractions and is able to provide various supporting components such as accessibility, amenities, and infrastructure. Meanwhile, Prasiasa (2013) added that tourist destinations do not only include physical aspects, but also reflect the relationship between the community and its environment.

The main characteristics of a tourist destination include the presence of attractions (natural, cultural, or man-made), supporting facilities (accommodation, food, souvenirs), and adequate transportation access. A tourist village like Kertayasa can be considered a tourist destination if it fulfills these elements comprehensively and sustainably.

Tourism is not only an economic activity but also impacts the social and cultural fabric of the local community. Cohen (in Sedarmayanti, 2014) states that tourism can influence social interactions, local institutional structures, even labor division patterns and community lifestyles (Lalu, 2021). Figuerola also mentions that tourism impacts demographic structure, value transformation, and community consumption patterns (Pramono, 2025).

Therefore, it is crucial for village communities to be actively involved to ensure tourism development does not create value conflicts or marginalize local culture. Destination image is a crucial factor in attracting tourists. Middleton (in Eanggi, 2016) states that tourists' perceptions of a destination are strongly influenced by their experiences, ease of access, comfort, and local uniqueness. Prasiasa (2013) notes that positive perceptions of a destination can increase repeat visits and encourage word-of-mouth promotion.

Successfully building a strong destination image requires collaboration from various parties, including local media and communities that understand the characteristics of the area.

C. RESEARCH METHODOLOGY

This study uses a qualitative descriptive approach aimed at in-depth depiction of how multi-sectoral collaboration takes place in developing the potential of tourism destinations in Kertayasa Village, Cijulang District, Pangandaran Regency (Waruwu, 2024). This approach was chosen to explore the dynamics of the involvement of various actors in village tourism management directly through the perspectives of those involved in the field. This research focuses on each entity within the pentahelix approach, which has the power to synergize in the development process, according to Mustajadi (in Basri, 2022). The five main elements in the pentahelix approach are the involvement of academics, the private sector, the community, the government, and the media.

Informants were selected purposively, based on the consideration that informants have knowledge, roles, and direct experience in tourism development activities in the village. Informants included the Kertayasa Village Head, the Director of the Guha Bau Village-Owned Enterprise (BUMDes), the Chair of the Tourism Awareness Group (Pokdarwis), academic representatives, MSMEs, village social media administrators, and community leaders who play an active role in the tourism sector. A total of eight informants were interviewed.

Data collection techniques included in-depth interviews to explore the perspectives and experiences of informants, direct observation of tourist attraction conditions and the activities of stakeholders, and documentation studies of village archives, tourism profiles, village regulations, and promotional media. All data were analyzed using the interactive model of Miles and Huberman (Silalahi, 2010), which includes data reduction, data presentation, and conclusion drawing. To ensure data validity, researchers employed technical and source triangulation, comprehensively comparing the results of interviews, observations, and documents.

With this method, the research is expected to provide a comprehensive picture of cross-sectoral collaboration practices at the village level in efforts to develop sustainable tourism based on local potential.

D. RESULT AND DISCUSSION

This research found that multi-sectoral collaboration in developing tourism destinations in Kertayasa Village has been ongoing, but still faces several obstacles in practice. In general, the involvement of various actors in the pentahelix approach (government, academics, business actors, communities, and the media) is visible, but it has not yet been organized into an integrated and sustainable collaborative framework.

The Kertayasa Village Government has demonstrated its commitment to supporting the tourism sector, including through the issuance of a Decree on the establishment of the Tourism Awareness Group (Pokdarwis) and regulations on tourism destination management. However, this role has not been accompanied by a well-developed coordination system and spatial planning, resulting in tourism development remaining sectoral and not integrated into the village's long-term development plan.

Academic Elements

Academics play a crucial role in tourism destination development, particularly in research, education, and consultation. They can contribute to formulating sustainable development strategies, improving the quality of human resources, and developing innovative tourism products and services.

Academics can assist in developing new tourism products based on local wisdom and improving the quality of existing tourism products and services. Academics can organize training and courses for tourism businesses, local communities, and students to enhance their knowledge, skills, and professionalism in the tourism sector. Academics can also disseminate information and knowledge about sustainable tourism to the community, businesses, and tourists. Interviews with informants revealed that most of them stated that academics are quite effective in conceptualizing the roadmap for tourism potential in Kertayasa Village. This is evident from the training provided by academics to village social media administrators, which has enabled them to become more proficient in using media to promote their activities to tourists wishing to visit Kertayasa Village.

The role of academics in developing a roadmap for tourism potential in Kertayasa Village is quite appropriate, as stated by Mustajadi in Basri (2022:12-13). Academics, despite their limited experience, can be conceptualizers who formulate roadmaps and development concepts based on identified problems.

Furthermore, researchers can conclude that the role of academics as conceptualizers has resulted in the development of a website design that integrates with tourism agencies and companies, enabling broader access to information related to tourism destinations in Kertayasa Village. The involvement of academics is reflected in research and studies on tourism potential by students and lecturers from several universities. However, these academic contributions are temporary and have not yet established a sustainable collaborative pattern. The lack of communication forums between the village and academics also means that the study results have not been optimally implemented in tourism development policies.

Private Sector

The private sector plays a crucial role in tourism destination development, from providing infrastructure and services to marketing and promotion. Private sector involvement can improve service quality, attract more tourists, and drive regional economic growth.

Interviews with informants revealed that private sector involvement in developing tourism destination promotion and marketing, particularly with MSME partners in Kertayasa Village, is still less than optimal. This is evident from the lack of private sector support for promotional activities undertaken by tourist destinations in Kertayasa Village, resulting in MSMEs still not feeling significant involvement from the private sector in their promotional activities.

The involvement of the private sector in developing tourism destination promotion and marketing, particularly with MSME partners in Kertayasa Village, is still lacking, consistent with the theory proposed by Mustajadi in Basri (2022:12-13), which states that each entity in the pentahelix or multi-stakeholder model has the power to synergize in the development process. This means that each entity can also act as a partner for MSMEs in the village in developing promotion and marketing. Furthermore, the presence of the private sector in the

village will support the transfer of knowledge to the community so that it can improve human resources in the village.

Furthermore, researchers can conclude that the involvement of the private sector in developing tourism destination promotion and marketing through MSME partners has been less than optimal due to a lack of engaging and informative promotional content and limited participation in destination promotional events.

The private sector has played a role through investments in several tourism facilities, such as kiosks and supporting infrastructure around the Green Canyon tourist attraction. However, this collaboration has not been formalized in a formal partnership or long-term agreement, so the private sector's contribution to village development remains incidental and has not yet addressed local community empowerment.

Community

Communities play a crucial role in tourism promotion, particularly in community-based tourism (CBT). They can be effective promotional agents by leveraging social media, word-of-mouth, and authentic, first-hand experiences. Community involvement also ensures cultural and environmental preservation and provides economic benefits to local communities.

A local community is a group of people living in an area, whether a village or a city, who are inherently connected through social, cultural, economic, and other ties that shape them into a unified whole. In the context of tourism, local communities function as managers, practitioners, and guardians of the wisdom and authenticity of tourist destinations. They provide services such as accommodation, guides, and tourism activities such as arts, crafts, culinary arts, and local traditions. This significantly contributes to developing the community's economy while ensuring cultural and environmental sustainability.

Interviews with informants revealed that the community's role in establishing a platform to promote the potential of tourist destinations in Kertayasa Village is still suboptimal. This is evident in the community's inability to assist business owners in developing events relevant to the interests and needs of community members.

A well-developed event can be an effective platform for promotion, brand building, and sales growth. The community's efforts to establish a platform for promoting the potential of tourism destinations in Kertayasa Village do not align with the theory proposed by Mustajadi in Basri (2022:12-13). Each entity within the pentahelix, or multi-stakeholder, has the power to synergize in the development process. Establishing a community platform automatically creates a promotional platform, even a distributor or branch for what has been planned in the village.

Furthermore, researchers concluded that communities can serve as a means to introduce products or services to a wider audience. Through community social media, joint events, or other promotions, businesses can reach relevant target markets, and communities can also help businesses gain access to the local market through platforms such as local markets, bazaars, or exhibitions.

The Guha Bau Tourism Awareness Group (Pokdarwis) plays a crucial role in promoting tourism destinations, particularly through the use of social media. However, their role in maintaining cleanliness, security, and managing tourist facilities remains suboptimal. Observations revealed that floating trash is still found along the tourist river and there is a lack of community awareness of the importance of environmental conservation. Furthermore, local communities have not been fully involved in the planning and evaluation of tourism programs.

Government

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The government plays a crucial role in enhancing tourism destinations, through infrastructure development, promotion, and creating a conducive climate for tourism investment and development. The government is responsible for building and improving basic infrastructure such as roads, airports, ports, and other public facilities that support tourist accessibility and comfort.

Furthermore, the government needs to create regulations that support tourism development, facilitate licensing, and maintain security and comfort for tourists. The government can encourage the active participation of local communities in tourism development, including in destination management and cultural preservation.

Interviews with informants revealed that the government's role as a leader and mediator in addressing all issues and finding solutions for improving tourism destinations in Kertayasa Village is still suboptimal. This is evident in the lack of regulations and policies related to tourism management, including zoning, permits, service standards, and environmental protection. The government's inability to resolve conflicts at tourist destinations in a fair and transparent manner, taking into account the interests of all parties.

The government's role as a leader and mediator in resolving all issues and finding solutions for developing tourism destinations in Kertayasa Village still falls short of the theory expressed by Mustajadi in Basri (2022:12-13), which states that each entity in the pentahelix or multi-stakeholder system has the power to synergize in the development process. The government must act as a leader and mediate all issues and find solutions for village development, ensuring collaborative resolution of issues.

Furthermore, the researcher concluded that the government's role is to regulate tourism zoning, regulate accommodation development, and establish cleanliness and safety standards around tourist destinations. The local government can also facilitate meetings between boat operators at the Cukang Taneuh tourist attraction and Guha Bau managers in the event of a conflict regarding the use of the Walungan area for tourism activities.

The Kertayasa Village Government has demonstrated its commitment to supporting the tourism sector, including through the issuance of a Decree on the establishment of the Tourism Community Group (Pokdarwis) and regulations on tourism destination management. However, this role has not been accompanied by a well-developed coordination system and spatial planning, resulting in tourism development remaining sectoral and not integrated into the village's long-term development plan.

Media

The media plays a crucial role in developing tourist destinations, particularly through promotion and information dissemination. Social media, in particular, is an effective tool for reaching potential tourists and promoting tourist attractions (Junaedi et al., 2025).

Mass media and digital platforms such as social media enable the promotion of tourist destinations to a wider audience, both local and international. Media serves as a primary source of information for tourists regarding tourist locations, facilities, accommodations, transportation, and other attractions. Media can help promote tourist destinations that implement sustainable tourism principles, such as the use of renewable energy and proper waste management.

Interviews with informants revealed that the media's role in increasing village traffic through targeted promotion in Kertayasa Village is still less than optimal. This is evident in the lack of reviews and testimonials from other tourists that can help potential visitors evaluate their choices and build trust. Furthermore, there are social media groups and forums created by tourism destination managers in Kertayasa Village to exchange experiences and receive recommendations for return visits.

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The role of media in increasing village traffic through targeted promotions in Kertayasa Village is still not in line with the theory put forward by Mustajadi in Basri (2022:12-13), which states that each entity in the pentahelix, or multi-stakeholder, has the power to synergize in the development process. The information technology era also ensures that media's presence is maximized, as it can reach all customers of village development products.

Furthermore, researchers concluded that utilizing platforms such as Instagram, Facebook, TikTok, and others can help build a positive image and increase brand awareness for tourist destinations. Compelling visual content, such as high-quality photos and videos, can spark interest and a desire to visit tourist destinations in Kertayasa Village.

Media plays a crucial role in conveying information and shaping the image of tourist destinations. In Kertayasa Village, digital promotions through social media have been implemented by tourism managers and local media administrators. However, the promotional strategy remains limited to basic activities without compelling visuals and narratives, resulting in an unoptimal impact in reaching national and international tourists.

E. CONCLUSION

Multi-sectoral Village Collaboration to Enhance Tourism Destination Potential in Kertayasa Village, Cijulang District, Pangandaran Regency is still less than optimal. This is evidenced by the inadequate role of the Tourism Awareness Group in maintaining river cleanliness and maintaining order around tourist attractions, the lack of local community support in offering authentic rural nuances as part of tourist destinations, and the lack of alignment with the pentahelix entity, or multi-stakeholders, who have the power to synergize in the development process, according to Mustajadi in Basri (2022:12-13).

Furthermore, based on observations, it can be concluded that Multi-sectoral Village Collaboration to Enhance Tourism Destination Potential in Kertayasa Village, Cijulang District, Pangandaran Regency is still not in accordance with the principles proposed by Mustajadi in Basri (2022:12-13). This means that all multi-sectoral entities in Kertayasa Village, including academics, the private sector, communities, government, and the media, have not been able to enhance the potential of tourist destinations and are still not functioning optimally.

Obstacles in Multi-Sectoral Village Collaboration to increase the Potential of Tourism Destinations in Kertayasa Village, Cijulang District, Pangandaran Regency include the lack of involvement from students and scholars in providing input on ideas and concepts that they convey in village deliberation forums, the lack of providing an overview of good promotional procedures through social media, the lack of training conducted by academics to village social media admins, the lack of budget support for grant funds from companies for the construction of road facilities to the Guha Bau tourist attraction, the lack of support from the private sector for promotional activities, the lack of community roles in helping to promote their members' products or services through social media or websites and the lack of quality tourism support facilities such as accommodation, restaurants, parking lots, and other public facilities as well as the lack of media to influence public perception of tourist destinations.

To overcome the obstacles in the Multi-Sectoral Village Collaboration to increase the Potential of Tourism Destinations in Kertayasa Village, Cijulang District, Pangandaran Regency, efforts need to be made to overcome them, including encouraging academics to continue to be involved in providing input on ideas and concepts that they convey in village deliberation forums, providing an overview of good promotional procedures through social media such as promotions, collaborating with academics to hold trainings for village social media admins, trying to provide budget support for grant funds for the construction of road facilities to the Guha Bau tourist attraction. holding promotional activities at tourist

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destinations so that MSMEs can feel the significant involvement of the private sector, helping to promote their members' products or services through social media or websites, improving the quality of tourism support facilities such as accommodation, restaurants, parking lots, and other public facilities and allocating budgets for basic infrastructure such as roads, transportation, accommodation, and other public facilities that support tourism activities.

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