



Collaborative Governance in the Development of Dayun Integrated Reservoir Tourism Objects in Siak Regency

Ulfika Affuri Toriquudin^{1*}, Hasim As'ari²

¹Student of the Public Administration Study Program, Faculty of Social and Political Sciences, University of Riau, Indonesia

²Lecturer in the Public Administration Study Program, Faculty of Social and Political Sciences, University of Riau, Indonesia

Abstract

Received: 20 November 2022

Revised: 23 November 2022

Accepted: 26 November 2022

Dayun Embung Integrated Tourism is one of the artificial tours that has ASRI nuances (Safe, Healthy, Neat, and Beautiful). To develop into one of the leading destinations in Siak Regency, it cannot be separated from the problem of uniting conflicts of interest between parties involved in the collaboration process. The parties involved are the Tourism Office of Siak Regency, Dayun Village Government, Dayun Tourism Awareness Group, PT. Bumi Siak Pusako, and Delik.News.Com. This study aims to analyze collaborative governance in the development of tourism made by Embung Terpadu Dayun in Siak Regency and the inhibiting factors. The theory used is the collaborative governance process theory by Ansell and Gash, namely there are 5 processes: face to face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes. The results of this study found that collaborative governance in the development of tourism made by the Dayun Integrated Embung was carried out face to face in the form of program meetings, then trust building with information disclosure and tourism confidence for the benefit of the community, then commitment to the synergy process to build the country with the concept of Sapta Pesona environment-based tourism, and shared understanding by implementing it jointly by building parts of them, as well as intermediate outcomes with the success of winning 1st place at the national level in the 2022 Indonesian Tourism Village Award Event. Another obstacle faced in this collaboration process is that communication in deliberation does not run effectively, the lack of a role from the Regency Tourism Office. Siak related to human resources, the absence of Mou, as well as the absence of retribution for tourist entrance tickets and parking.

Keywords: collaborative governance, tourism development, dayun integrated pond

(*) Corresponding Author: toriquudin2001@gmail.com, hasimasari@lecturer.unri.ac.id

How to Cite: Toriquudin, U., & As'ari, H. (2022). Collaborative Governance in the Development of Dayun Integrated Reservoir Tourism Objects in Siak Regency. *Jurnal Ilmiah Wahana Pendidikan*, 8(23), 483-497. <https://doi.org/10.5281/zenodo.7421602>

INTRODUCTION

Siak Regency is one of the areas in Riau Province that offers various tourist options that are worth visiting. So far, Siak has been known as one of the contributing districts producing palm oil and petroleum, but on the other hand, this regency, known as the land of palaces, also has various tourist attractions with natural, man-made, historical, religious and culinary nuances which are of course not far from tourism. are in another area. As for tourism in Siak Regency, what makes it different from other regions is the nuance of ASRI (Safe, Healthy, Neat, Beautiful) which is still maintained. This factor is one of the attractions for tourists,



both local and foreign, to stop by, visit and enjoy holidays in Siak Regency, Riau Province. According to Diana, & Wijaya (2017), one of the economic growths is in the field of the tourism industry such as in the field of travel agencies and other industries that knit from creative results in stimulating the creative industries for the local community's economy.

According to Marpaung in Djalil et al (2020), states that tourist objects are positions of action and types of related facilities, which attract tourists or guests to visit certain areas. To support the policy outlined that what can be used as objects of tourist attraction are natural and artificial conditions consisting of flora, fauna and human works which are models for the development and improvement of tourism in Indonesia. Models of natural conditions can be seen from the results that are already available by nature which are managed and cared for to become natural tourist objects, while artificial models can be done by creating or implementing existing potential based on human creative results into artificial tourist objects. These two models should be used optimally to become part of a tourist attraction for the welfare of society.

Furthermore, since the enactment of Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, it has become a point of opportunity for each village to be able to develop every potential that exists independently in accordance with the objective conditions of the village in achieving community growth in various aspects. In this case it shows a variety of tourism potential which can serve as a model for the village as the smallest scope of organization in developing tourist objects.

Kampung Dayun is one of the villages in Dayun District, Siak Regency. This village is very rich in a myriad of abundant potential resources that can be processed and utilized to become empowered assets. Since there was a Decree of the Regent of Siak Number 377HK/KPTS/2021 concerning the Designation of a Tourism Village in Siak Regency, it has become the starting point for tourist attractions in Dayun Village, which is one of the pilot tourist villages. Previously this village was one part of an underdeveloped village which often experienced forest and land fires. Over time, this village was classified as a village which was still in a period of very rapid development, starting from a developing village, an advanced village, and now it has become an independent village.

Furthermore, this village is one of the pilots that won the Tourism Village competition in 2021 which was organized by the Riau Provincial Tourism Office. In the event, Kampung Dayun Tourism Village, Siak Regency was selected as the first winner. Therefore, one of the tours that is being improved by the Kampung Dayun Government is an artificial tourist attraction. The man-made tourist objects that are being promoted in Kampung Dayun can be explained in the following table:

Table 1. List of Tourism Objects Built in Dayun Village

No	Artificial Tourism	Information
1.	Dayun Integrated Reservoir	Flying fox, monkey bridge, swinging bridge, mini rafting, personal watercraft, rotary cart, remote control car, swings, various traditional games and abuse huts as well as several activities available.

2.	Green Dayun and Sports Area	Lat pull down two seats, elliptical machine, spinning bake, futsal field, volleyball, badminton and takraw
3.	Sheep & Goat Farming Agrotourism	Selfie area, place to eat

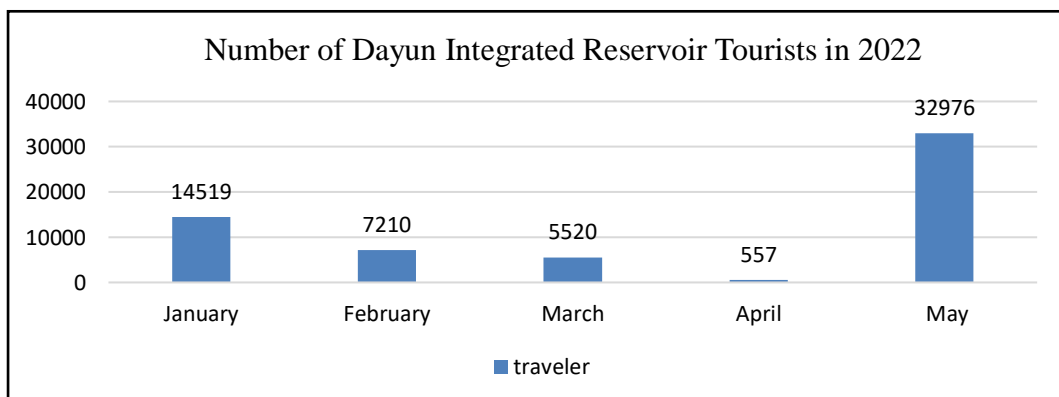
Source: Dayun Tourism Awareness Group, 2022

Based on the table described above, the potential for man-made tourist objects in Kampung Dayun is very diverse, starting from the Dayun Integrated Reservoir, Green and Sports Areas, and Sheep & Goat Farming Agrotourism. In this case artificial tourism reflects the creativity of the community in developing the tourism sector. In these three man-made objects, the Dayun Integrated Reservoir tour is a trend that is busy being visited by tourists

The Dayun Integrated Reservoir has a stretch of calm water of around 6,000 M² and has a canal in the shape of the letter (e) with a total area of 2.6 H. This pond/pool was made in 2018 as a water reserve to prevent forest and land fires. Furthermore, the pond is managed to become a tourist attraction at the end of 2019 after the construction of a number of children's playgrounds has been completed in 2020 which will later be named the Dayun Integrated Pond. Now, in 2022 this Embung can be used as a tourist spot for local residents.

After almost two years, Indonesia was hit by Covid-19, all sectors were affected. However, currently it is slowly starting to revive, including the tourism sector in Siak Regency, one of which is the tour made by the Dayun Terpadu Embung. Since the opening of this tour in 2021, tourism in Siak has become famous, especially in Kampung Dayun. The number of tourists interested in visiting the Dayun Integrated Reservoir tour was recorded in January-May 2022. This data can be explained in the following figure:

Figure 1. Number of Dayun Integrated Reservoir Tourists in 2022



Source: Dayun Tourism Awareness Group, 2022

Judging from the graph of figure 1. above, since the number of tourists visiting the Dayun Integrated Pond from January 2022 to May 2022 has been recorded there have been 60,782 people. In this case it can be seen that the least number of visitors occurred in April, namely as many as 557 people, this is because April is the month of Ramadan or the fasting month so that visitors are reluctant to

leave the house or travel. Whereas in June it experienced a very drastic increase as well as a peak of visitors as many as 32,976 people.

According to the view of As'ari et al., (2017) Development is a process of progress that is carried out in a planned way towards a superior life, which is completed in various parts of individual life, both from a political, school, welfare, framework, and monetary perspective. In the development process, it is inseparable from the improvement process which allows it to be repaired and there is no need to wait a lot until the requirements to be carried out are met. In this case, the following table will explain the conditions for the Dayun Integrated Reservoir development process

Table 2. Dayun Integrated Reservoir Development Process Conditions

No	Conditions in 2022	Conditions in 2019
1.	Cementation Road	Dirt Road
2.	Ambulance stretchers, wheelchairs and medical antiseptics	-
3.	Homestay	-
4.	Souvenir shop	-
5.	Permanent Toilets	Wooden Toilets
6.	Spacious Well Maintained Parking Area	Spacious Unmaintained Parking Area
7.	Guest Book	-
8.	Prayer room	-
9.	Dayun Tourism Awareness Group	Dayun Environmental Awareness Group
10.	More complete rides are available	Available rides are still limited

Source: Dayun Tourism Awareness Group, 2022

In table 1.2 it can be explained that the Conditions of the Dayun Integrated Reservoir Development Process have experienced good development which has become a strengthening of the economy for the community. Where previously in 2019 there were still many that were not complete and proper compared to the current conditions in 2022. Subsequent developments also had an impact on the income sector for Kampung Dayun itself. The table of revenue data for the Dayun Integrated Reservoir for 2021 to January-May 2022 is as follows:

Table 3. Dayun Integrated Reservoir Revenue 2021 Until January-May 2022

No	Revenue Year	Total Income
1.	2021	65.853.000,00
2.	2022 (January -May)	116.035.000,00
Total		181.888.000,00

Source: Dayun Tourism Awareness Group, 2022

Based on Table 1.3, it can be explained that the revenue of the Dayun Integrated Reservoir in 2021 to January-May 2022 has increased with a total revenue of 181,888,000.00. In this case, it shows that the existence of tourism development adds to the income side for the economy of Kampung Dayun. Where

in 2021 it reached 65,853,000.00 while January to May 2022 experienced an increase reaching 116,035,000.00.

The successful development of the Dayun Integrated Reservoir attraction cannot be separated from the role of various stakeholders in achieving the same goal. The view of collaborative governance was put forward by John Wanna in Purnomo et al., (2018), which characterizes that collaboration has the significance of working together or working with various associations, both individuals, groups and authoritative. Each of the actors has its own role in collaborating on the development of tourism made by the Dayun Integrated Reservoir. The roles of stakeholders can be explained in the following table.

Table 4. Parties Involved in the Dayun Integrated Reservoir Collaboration Process

No	Involved Parties	Role of Stakeholders
1.	Siak Regency Tourism Office	Helping the process of thinking, coaching, and training towards the community's economic creativity/business
2.	Dayun Village Administration	Creating a tourism concept made by the reservoir and issuing assistance financing using a village fund budget of Rp. 325,865 million
3.	PT. Siak Pusako Earth	Helping with equipment and infrastructure such as pavilions or gazebos, iron bridges and the construction of 2 homestays and so on.
4.	Dayun Tourism Awareness Group	Managing the reservoir and developing this destination into an outbound destination and has also built various tourism support facilities
5.	DelikRiau.com	Disseminate news about Kampung Dayun attractions to the general public

Source: Dayun Village Administration, 2022

The phenomenon regarding the process in the Dayun Integrated Reservoir collaboration is the transfer of forest and land fire reservoirs into artificial tourist areas as income for the community. Where this tourist object was an initiative of the Kampung Dayun government which was then managed by the community who formed the Dayun tourism awareness group (Pokdarwis Dayun). Then many people do business or sell around tourist objects and also some people work at Pokdarwis Dayun. The Dayun Integrated Reservoir focuses on development for ADWI 2022 selection by the Ministry of Tourism and Creative Economy and has succeeded in being included in the top 50 of the tourism village category. In this case the Government of Kampung Dayun has made efforts to develop the area including 7 categories held by the Ministry of Tourism and Creative Economy. The 7 categories of the Indonesian Tourism Village Award include visitor attraction, homestay, souvenirs, digital and creative, public toilets, CHSE (Cleanliness, Health, Safety and Environment Sustainability) and village institutions.

The next, in the process it was found that there was communication that was built between the actors only by certain parties. The communication that was built between the actors in development, especially in the open deliberation process, was only carried out by the village government and the manager, namely the tourism awareness group which usually held meetings in the Kampung Dayun hall. In carrying out deliberations or meetings, representatives of PT Bumi Siak Pusako and representatives of the Siak Regency Tourism Office should have attended. Meanwhile, in this case, the coordination of the cooperation that was built between the government, Pokdarwis, and the private sector was carried out separately in the construction of the Dayun Integrated Reservoir. In this case, it can be seen that there is still a conflict of interest between stakeholders which in coordination and collaboration should be carried out by mutual agreement, not collaboration, but the implementation is still found to be running separately.

In discussing the various phenomena described above, researchers use the concept of collaborative governance according to Ansell and Gash (2008), namely where each element indicator such as; face-to-face dialogue, building trust, commitment to process, shared understanding and intermediate outcomes. The purpose of this study is to analyze collaborative governance in the development of tourism made by Dayun Terpadu Embung in Siak Regency and identify the constraints that are being carried out by various stakeholders such as; The Siak Regency Tourism Office, Dayun Village Government, Dayun village community, namely the Dayun Tourism Awareness Group, and PT Bumi Siak Pusako and the Media, namely DelikRiau.com.

RESEARCH METHODS

The method used in this research is descriptive qualitative. Qualitative research according to Silalahi (2012) is research that describes content but does not rely on statistical accuracy, words arranged into types of stories or events have a more genuine, lively, meaningful and often more convincing impression. readers, other researchers, practitioners, and policy makers rather than pages full of numbers. To obtain the data and information needed in the research, the researcher carried out a process of observation, interviews and documentation. Then in conducting qualitative data analysis using Miles and Huberman (2014) put forward three stages namely: data reduction, data presentation, and conclusion or verification. The research location was carried out in the tourist area created by the Dayun Integrated Reservoir which is located on Jalan Tengku Makmur, RT.09/RW.04, Cengal Hamlet, Dayun Village, Dayun District, Siak Regency.

RESULTS & DISCUSSION

The discussion on collaborative governance in the development of tourism made by Dayun Terpadu Embung in Siak Regency is divided into two parts. In this case, the first part discusses the process of collaborative governance in the development of tourism made by Dayun Terpadu Embung in Siak Regency. While the second part, discusses the constraints of collaborative governance in the development of tourism made by Dayun Integrated Embung in Siak Regency. Furthermore, to analyze and identify this research, it uses the theoretical concept

put forward by Ansell and Gash (2008) which is measured using 5 indicators, while the indicators are as follows:

1. Face to face dialog
2. Trust Building
3. Comitment to Process
4. Share understanding
5. Intermediate outcome

In order to be able to discuss the five stage indicators of the collaborative governance process related to the phenomenon of this research problem, the authors carried out this research using direct interview techniques with informants. In addition, it is also discussed based on existing observations and documentation. The following is a discussion that the author conducted to obtain further information about collaborative governance in the development of tourism made by the Integrated Dayun Embung in Siak Regency.

The Process of Collaborative Governance in The Development of Tourism Made By Dayun Terpadu Embung In Siak Regency

Face to Face Dialog

In a collaborative process, face-to-face dialogue is an important form of communication that uses messages to achieve a common meaning between at least two or more people in situations where the speaker and listener have equal opportunity. Face-to-face dialogue or reciprocal two-way communication between agencies or institutions and stakeholders is a joint decision and shared responsibility to achieve cooperation or collaboration in the framework of meetings and deliberations to reach an agreed consensus. All stakeholders are responsible for participating directly in decision making.

Face to face dialogue in collaboration related to collaborative governance in the development of Dayun Integrated Reservoir tourism in Siak Regency was carried out by the Siak Regency Tourism Office, Dayun Village Government, Dayun Tourism Awareness Group, PT. Bumi Siak Pusako, Kampung Dayun Community, Tourism Visitors and DelikRiau.com. Collaboration in carrying out a face-to-face dialogue process requires effective communication if all stakeholders can meet face to face so that there is no misunderstanding or lack of mutual understanding.

From each of those described in the process of observation, documentation and interviews by the stakeholders involved in conducting face-to-face dialogue the development of the Dayun Integrated Reservoir to become one of the leading tourist destinations in Siak Regency has been carried out. Thus it can be concluded that the face to face dialogue has been implemented properly. Collaboration with the parties involved, even though they do not have a fixed schedule, but only on a conditional basis, the face-to-face dialogue process is still ongoing by each party. Each party has also held face-to-face meetings and discussed existing problems, but the communication that was built between the actors in direct deliberations was that not all of them sat together in one deliberation forum.

Trust Building

A person's self-confidence is based on the needs of others and not on their own abilities. According to De Seve in Sudarmo (2011), in terms of the success of collaborative governance, one of them is the existence of mutual trust between actors, which is based on professional or social relationships with the belief that actors entrust information or the efforts of other actors in a network to achieve goals. For government agencies, this element is essential because they must be sure that they can trust other partners (networking partners) in a government (sections, departments, offices, agencies within one local government, for example) and partners outside the government to carry out activities that have been mutually agreed upon.

Trust between parties can be an important capital for overcoming unavoidable differences in the development of partnerships involving institutions, the author in this case looks at trust building. Therefore the author wants to know how the efforts of each party to build trust in each other to develop tourism made by Dayun Integrated Embung into one of the leading destinations in Siak Regency so that Collaborative Governance can be established between these stakeholders. As for the method of calling the researcher uses the process of field observation, documentation, and interviews with stakehold

From each of those described in the research process carried out by the stakeholders involved in building trust for the development of the Dayun Integrated Reservoir, it has been carried out. Thus it can be concluded that building trust has been carried out effectively in accordance with the beliefs of each party. The government of Kampung Dayun as the policy maker towards the goal of convincing the community, government and private sector while Pokdarwis is the manager and activator of the direction of the Kampung Dayun government to protect and care for tourist objects. Communities who have created a community or group whose purpose is to act as a bridge and help the government and Pokdarwis maintain a sense of security and energy, as well as awaken other parties to assist in the process of activities and programs of the Government of Dayun Village and Pokdarwis who trust each other to develop Dayun Integrated Embung tourism

Comitment to Process

Commitment is an agreement to carry out a procedure in order to achieve the desired goal. To carry out collaborative activities, there must be initiatives from each stakeholder for certain tasks. Each partner knows about the business that is part of it and is responsible for the assignment. Stakeholders are required to continue to actively participate in any activities in the future.

Ansel and Gash's view in Rahmawati (2016), that the level of stakeholder commitment to collaboration is an important variable in explaining the success or failure of implementing collaborative governance. Commitment to process can be achieved through mutual recognition (mutual recognition of interdependence), ownership of the process (shared ownership of process), and benefits gained through collaborative processes (openness to exploring mutual gain).

From each that was explained in the research process both from field observations, documentation, and interviews by the stakeholders involved in making a commitment to the process for the development of the Dayun Integrated Reservoir that had been carried out. Thus it can be concluded that the commitment

to the process has been carried out in accordance with the responsibilities of each party. Furthermore, there is still no form of agreement for each stakeholder to make an MoU or a written agreement that is binding. Even though his party does not yet have an MoU, the commitments or responsibilities of each actor are still carried out. This happens because each actor is aware of the synergy to develop the country by providing benefits in a way that is different for each actor. The commitments made by stakeholders such as developing tourist areas based on the ASRI concept environment (safe, healthy, neat and beautiful). Developing Pokdarwis human resources and promoting tourism made by Dayun Integrated Reservoir. Building operational areas through CSR programs in the fields of economy, education, health in order to create a standard of living for the community. Helping, maintaining and caring for the Dayun Integrated Reservoir including Sapta Pesona and also to always make positive news about the Dayun Integrated Reservoir.

Share Understanding

Ansel and gash's view in Rahmawati (2016), that in several places in the cooperative cycle, partners must develop a distinctive understanding of what they can generally achieve together. Agreement on the definition of a problem or the relevant knowledge required to solve it is another example of shared understanding. The learning process can include the development of shared understanding. A clear mission, shared problem definition, and identification of shared values are all ways to share understanding.

Mutual understanding in an activity or agenda to be achieved is shared property and becomes a shared responsibility, to identify problems in order to have the same understanding between groups and to be aware of the basic values that form the basis of activities carried out together.

From each of those described in the research process both using observation, documentation, and interviews by stakeholders involved in carrying out a shared understanding for the development of the Dayun Integrated Reservoir has been carried out. Thus it can be concluded that shared understanding has been carried out optimally. This shows that coordination and cooperation are still carried out separately but in implementation it is carried out jointly. This can be seen from the process of meetings held, the planning process, and the process of mutual agreement for the same purpose. But in other matters, each party still understands each other about what they can collectively achieve together. In this case the village government's efforts are the initiator of the village government itself and the mission of building tourism, the agency understands that this development is based on a support system that must be creative so that visits continue to increase, private parties understand that this achievement is based on a sustainable program in the form of increasing economic and environmental levels which is still maintained and is the center of the gathering place, the community understands that with this new tour the Dayun Integrated Embung tour functions very well as a place for recreational activities for community entertainment, and the media understands to disseminate news that will be consumed by the public.

Intermediate Outcome

Case studies show that when the goals and benefits of collaboration are relatively clear and when collaboration is likely to be successful, collaboration is more likely to occur. In this process, intermediate outcomes are interpreted as significant process results to build momentum that can lead to successful collaboration, despite the fact that intermediate outcomes may represent the actual output. A good cycle of building trust and commitment can be fostered as a result of these successes feeding back into the collaborative process.

Based on the results of the interviews, it can be seen that the provisional results obtained by the Dayun Village Administration, Pokdarwis Dayun, and the Dayun Village Community are the same as the opinion expressed by the Siak Regency Tourism Office, PT. Bumi Siak Pusako and also media DelikRiau.com. Where in the development of the Dayun Integrated Reservoir, it is inseparable from different interests but has the same goal for this tourist attraction. The government of Kampung Dayun has made efforts to convince several parties, starting from convincing the local government to support tourism areas by granting land to the village government and mobilizing tourism-aware people.

Then the temporary result is also the increasing number of visitors who come for vacation to tours made by the Integrated Dayun Embung so that success also has an impact on the Siak Regency Tourism Office's mission to increase tourist visits. Where visits in 2022 from January to May have reached 60,782 visitors. busy visiting Dayun Integrated Reservoir tours. The private sector, in this case PT. Bumi Siak Pusako also feels the same way thanks to its Corporate Social Responsibility (CSR) program being right on target. In this case, where the tourism object can be felt by all the interests of the community, not for their own interests. The community is also very proud of the presence of this place. Tourism adds to the opportunity for the community to improve their economic level better than the previous economy where the community can open MSME business fields which can be a source of input every day. The media involved in this, DelikRiau.com also felt the success of the digital social multimedia section so that the public could find out about the Dayun Integrated Reservoir, the success of the bustling visitors. Then, that the intermediate outcomes in the development carried out have entered a new stage in becoming one of the 7 ADWI category destinations. The development of the Dayun Integrated Reservoir process has completed the category from the Ministry of Tourism and Creative Economy. In the latest award, the success of the Dayun tourism village has won 1st place at the national level in the 2022 ADWI event.

Thus it can be concluded that the intermediate outcomes in the process of developing the Dayun Integrated Reservoir from 2019 to now in 2022 have obtained quite optimal results. It can be seen from the increasing number of tourist visits, the increasing number of MSMEs selling, the facilities and infrastructure that are starting to improve from the previous conditions and the success that has been forgotten in reaching level 1 nationally in the 2022 ADWI event.

Obstacles of Collaborative Governance in The Development of Dayun Integrated Reservoir Tourism In Siak Regency

Communication in deliberations is not running effectively

Communication runs effectively when all parties involved sit together in the forum that will be held. However, in its implementation there is a discrepancy between each involved and there are still several stakeholders in holding

deliberations, not all of whom participate in the same forum. Another right is also the lack of appropriate time or time schedule when the communication process is carried out in deliberations, because of that communication in deliberations is less effective so that it becomes an obstacle in the collaborative governance process that will be carried out.

As for the lack of effective communication in deliberations, it is also strengthened by the findings of observation and documentation. Where in the face-to-face dialogue that has been held starting with the 2022 Dayun Musreimbang, the Dayun Integrated Reservoir Area Revitalization Meeting, basic tourism HR training, and routine Pokdarwis Dayun meetings the role of the private sector, the Siak Dispar Dispar, the community, and the media has not yet been seen to sit in a joint forum.

Based on the results of the interviews and documentation the researchers did, it can be seen that the obstacle to communication in the deliberations is not running effectively, namely the deliberations have not been held to sit in the same forum. Apart from that, cooperation with the parties involved also does not have a fixed schedule but only on a conditional basis, so it is still unclear when face-to-face dialogue in the form of meetings, discussions or deliberations can be held. Each party has also held direct meetings and discussed existing problems, but the communication that was built between the actors in direct deliberations was only carried out by certain parties so that effective communication was not seen.

Lack of Role from the Siak Regency Tourism Office regarding Human Resources

Resources are a major requirement that must be owned by every institution that will later manage a goal to be carried out. Therefore, Human Resources (HR) are needed to support the programs that have been determined which will have their respective duties in exercising their authority.

Based on the results of the interviews and looking at the documentation data that the researchers carried out, there are problems that can hinder the collaborative governance process, namely the lack of the role of the Siak Regency Tourism Office regarding human resources. The Dayun Tourism Awareness Group is one of the institutions that manages and carries out tourism activities in Dayun Village. In managing and carrying out complex tourism activities that will become worthy tourist attractions for tourists to visit, innovation or creative ideas are needed. Not only in terms of future thinking, but related to how planning technicians start from processing tourist attractions, tourism maintenance, and processing MSMEs that support the increasingly advanced tourist objects. In this case it will affect the quality of Pokdarwis Dayun. However, what is done by related parties in providing training and HR development for Pokdarwis by the Siak Regency Tourism Office is very rare, in this case it is only done once a year.

There is no Memorandum of Understanding (MoU)

In carrying out a program each party must have a written foundation which will be a reference to be carried out, one of which is a written agreement or MoU. Furthermore, problems were found that became obstacles in cooperation, namely the lack of commitment in the absence of an MoU for each party.

Based on the results of the interviews the researchers did, which is the same as the statement given by Pokdarwis, the Kampung Dayun Government and also the Tourism Office, there are problems that can hinder the collaborative governance process, namely the absence of an MoU or written agreement by each party. Where in the process of cooperation that has been carried out each party cooperates according to their own terms so that they do not make a written policy or make an MoU. Where the MoU or written agreement is very important to be able to bind each other formally.

There are no tourist entrance fees and parking

Retribution for tourist entrance tickets and parking is one of the important aspects as a source of income for tourist objects which will later be used to build the physicality of tourist objects. Facilities and infrastructure are part of the main attraction to attract tourists to visit the Dayun Integrated Reservoir tour.

Based on the results of interviews with visitors and researchers observing that there are problems that can hinder the collaborative governance process, namely the absence of tourist entrance fees and parking fees. Thus Pokdarwis as the manager of the tourist object is very difficult to build or maintain the Dayun Integrated Pond. Where the management's needs (salary) as well as development needs only come from the income of the rides used by visitors such as shaking bridges, camps, flying foxes, and so on. The only source of income that comes from that source is that the availability of shaded parking lots, ATM machines, and internet access has not been available until now. Furthermore, regarding the rides provided by the manager, the number of visitors is also limited when visitors are busy having recreation at the Dayun Integrated Embung. In this case, visitors also queue for a long time so that sometimes they don't get various rides.

CONCLUSION

In developing tourism made by Dayun Terpadu Reservoir, it has gone through a process of collaborative governance involving several stakeholders involved. Those involved are the Siak Regency Tourism Office, Kampung Dayun Government, PT Bumi Siak Pusako, Pokdarwis Dayun, and Media DelikRiau which is in accordance with the Ansell & Gash concept. So it can be concluded regarding the discussion carried out, namely that the collaborative governance process in the development of tourism made by the Dayun Integrated Embung was carried out by the Dayun Village Government and the Dayun Tourism Awareness Group and other stakeholders which were realized in 2019 until now. In this case, it can be concluded through the analysis of the five indicators regarding the collaborative governance process by Ansell and Gash that has been carried out by means of the first indicator, namely face-to-face dialogue that has been carried out properly, in which parties are involved, although they do not have a fixed schedule but are conditional. However, the process of face-to-face dialogue remains in the form of ongoing meetings or deliberations by each party. The second indicator is that building trust has been carried out effectively in accordance with the belief that each party trusts one another to contribute to information disclosure and confidence that tourism is part of the public interest. Where stakeholders jointly develop, maintain and care for tourist objects. The third indicator is commitment to the process that has been carried out in accordance with the responsibilities of each

party, where this occurs because each actor is aware of synergies in building the country by providing benefits in different ways for each actor and is committed to building the concept of eco-based tourism. The fourth indicator is that mutual understanding has been carried out optimally, where it appears that the parts of them are building one another and development cooperation is still being carried out separately but in implementation it is carried out jointly as in the process of meetings held, planning processes, and process of mutual agreement for the same purpose. While the fifth indicator, namely temporary results, has obtained quite optimal results which can be seen from the increasing number of tourist visits, the increasing number of MSMEs selling, facilities and infrastructure vehicles that have begun to improve from previous conditions and the success of achieving 1st place at the national level in the Village Award Event. Indonesian Tourism in 2022.

then also found several obstacles in the collaborative process of developing the Dayun Integrated Embung there were 4 obstacles. The first obstacle is that communication in deliberations is not running effectively. The second obstacle is the lack of role from the Siak Regency Tourism Office regarding Human Resources. The third obstacle is the absence of an MoU or written policy to be able to bind one another to affect the continuation of future development. Furthermore, the fourth obstacle is that there is no tourist entrance fee and parking fee which makes it difficult for efforts to build facilities and infrastructure or maintain the Dayun Integrated Reservoir.

SUGGESTION

Based on the research and discussion that has been carried out by researchers regarding the process of collaborative governance in the development of tourism made by the Dayun Integrated Embung, the authors try to provide suggestions and expectations that can be used as evaluation material for the development of the Dayun Integrated Embung, namely related to the five ansell and gash indicators regarding the collaboration process that has been carried out with well, here researchers will continue to provide suggestions and hopes so that they can be more advanced and solid among stakeholders in the future. First, with regard to face-to-face dialogue, a meeting and evaluation of friendship between stakeholders must be held as soon as possible so that good communication is maintained and continues. Second, regarding building trust, the Dayun village government as the initiator must always be consistent in providing an understanding of information disclosure to the public about the importance of tourist objects and the management of the Dayun Tourism Awareness Group by creating open space on social media, both the budget and the sources of funds obtained. Third, regarding commitment in the process, each party must be responsible and optimistic about advancing sustainable tourism related to Sapta Pesona eco-based tourism by planting mango, rambutan and other types of fruit trees. Fourth, regarding mutual understanding, each stakeholder must understand each other, which can be done by making map maps in future development so that coordination and cooperation appear solid. Apart from that, full management rights were also given to Pokdarwis Dayun and those who provided assistance were monitoring and evaluation only. Fifth, regarding the temporary results of each stakeholder, don't just be satisfied with the achievements that have been achieved, but how these achievements can

continue to be developed and survive. This can be done by making trash cans and also how to process them then coordinating future development with the stakeholders involved.

Then suggestions and hopes regarding the 4 obstacles, namely first, related to communication constraints in deliberations that are not running effectively, stakeholders should need to hold regular and scheduled FGD (Focus Group Discussion) meetings. Where each party can send representatives to communicate in the forum at least the frequency of meeting once or twice a month in order to form effective communication both the exchange of ideas or discussion of joint programs to be implemented. Second, regarding the lack of role of the Siak Regency Tourism Office regarding Human Resources, the related party, namely the Siak Regency Tourism Office, must carry out regular guidance and training of at least 20 hours of lessons in 1 year, this is in accordance with State Administration Agency Regulation No. 10 of 2018 concerning competency development for civil servants. More and more meetings will add to the knowledge and skills of the Dayun Pokdarwis so that the quality in managing the reservoir can improve. Third, regarding the constraints of not having an MoU, the government and the private sector should make a joint agreement or make a cooperation agreement. Where this cooperation agreement has an important effect on what each party must be involved. Having an MoU will increase the sense of responsibility for carrying out the collaboration process because the existing rules can be a guideline for carrying out sustainable development efforts. Furthermore, the fourth obstacle, namely the absence of tourist entrance ticket fees and parking. The manager should need to charge tourist entrance tickets and parking. Where tickets or tickets will be stamped on behalf of Pokdarwis and a book of income from the fees will be made for the maintenance and construction of tourist objects. Furthermore, parking guards were also formed, construction of parking shelters and vehicle equipment so that tourists could feel safe and comfortable on vacation at the Dayun Integrated Embung.

REFERENCES

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571.
- As'ari, H., Zulkarnaini, & Nasution, M. S. (2017). Evaluation of Development Policies and Priorities in Efforts to Strengthen the Community's Economy. *Journal of Public Administration*, 14(2), 109–123.
- Decree of the Regent of Siak Number 377HK/KPTS/2021 Regarding Designation of Tourism Villages in Siak Regency
- Diana, P., & Wijaya, N. M. S. (2017). The Role and Development of Creative Industries in Supporting Tourism in Mas Village and Peliatan Village, Ubud. *Journal of Tourism Analysis*, 17(2), 84–92.
- Djalil, F., Kamuli, S., & Hamim, U. (2020). Deviant Behavior of Visitors to Stairs Attractions 2000. *Journal of Education*, 3(1), 38–51.
- Law of the Republic of Indonesia Number 6 of 2014 concerning Villages.
- Miles, Matthew B. and A. Michael Huberman. 2014. *Qualitative Data Analysis*. Jakarta : UI-Press.
- Purnomo, E. P., Ramdani, R., Setyadiharja, R., & Muzwardi, A. (2018). Collaborative governance in community-based forest governance. In Institute

for Research, Publication and Community Service (LP3M) Muhammadiyah University of Yogyakarta (Issue 1).

Rahmawati. (2016). Inter-Regional Collaboration in Resolving Conflicts between Fishermen in Pacitan, Wonogiri and Gunungkidul Waters. In digilib.uns.ac.id.

Silalahi, U. 2012. Social Research Methods. Bandung: PT Refika Aditama.

Sudarmo. (2011). Public Administration Issues in the Governance Perspective. Smart Media.