

COLLABORATIVE MANAGEMENT IN ECOTOURISM: A CASE STUDY OF KOJA DOI TOURISM VILLAGE, SIKKA REGENCY, EAST NUSA TENGGARA PROVINCE.

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ABSTRACT

This study aims to propose collaborative management as a solution to the challenges faced by the tourist village of Kojadoi. Qualitative methods were employed, with data collection focusing on observation, in-depth interviews, and a literature study. The aspects analyzed include the ecotourism sector and the role of stakeholders in ecotourism management. The findings reveal that ecotourism management is not functioning optimally due to a lack of synergy among stakeholders. This lack of collaboration poses a significant obstacle to the creation of high-quality ecotourism products in the tourism village. Consequently, collaborative management is deemed necessary to enhance the quality of the tourism village and generate economic benefits for local communities while preserving their nature and culture. In conclusion, ecotourism management should serve as a tool to facilitate sustainable tourism in the village.

Keywords: Ecotourism Sector, Stakeholder Roles, Collaborative Ecotourism Management.

ABSTRAK

Penelitian ini bertujuan untuk mengusulkan pengelolaan kolaboratif sebagai solusi tantangan yang dihadapi desa wisata Kojadoi. Metode yang digunakan adalah kualitatif, dengan pengumpulan data yang terfokus pada observasi, wawancara mendalam, dan studi literatur. Aspek yang dianalisis meliputi sektor ekowisata dan peran pemangku kepentingan dalam pengelolaan ekowisata. Temuan menunjukkan bahwa pengelolaan ekowisata belum berfungsi maksimal karena kurangnya sinergi antar pemangku kepentingan. Kurangnya kolaborasi ini menjadi hambatan besar bagi terciptanya produk ekowisata yang berkualitas di desa wisata. Oleh karena itu, pengelolaan secara kolaboratif dipandang perlu untuk meningkatkan kualitas desa wisata dan menghasilkan manfaat ekonomi bagi masyarakat lokal sekaligus melestarikan alam dan budayanya. Kesimpulannya, pengelolaan ekowisata harus berfungsi sebagai alat untuk memfasilitasi pariwisata berkelanjutan di desa.

Kata Kunci: Sektor Ekowisata, Peran Pemangku Kepentingan, Pengelolaan Ekowisata Kolaboratif.

INTRODUCTION

The role of ecotourism in measuring sustainable tourism development is widely

acknowledged. Positioned as a crucial tool, ecotourism is often championed for its potential as a conservation mechanism. It is considered a panacea due to its dual ability to fund conservation efforts and benefit local communities. As stated by Lee et al. (2019), "ecotourism is the practice of traveling to relatively less-exploited natural destinations to appreciate the natural setting, acquire knowledge about wildlife, and immerse oneself in local cultures in an authentic setting while conserving the environment of the destination." This definition encapsulates the essence of ecotourism and underscores its multifaceted importance in the realm of sustainable tourism.

Ecotourism management is not only anticipated to contribute to the conservation of natural resources and the preservation of local culture but is also expected to generate economic benefits for local communities. It serves as a promising solution for directing tourism revenues towards both nature conservation and poverty alleviation (Fennell, 2015; Wondirad, 2019). Additionally, ecotourism presents an alternative income source for local residents, reducing their reliance on wildlife exploitation and natural ecosystems (Stronza et al., 2019). Furthermore, the practice of ecotourism facilitates the transmission of traditional ecological knowledge and enhances public awareness of environmental crises in marginalized regions of the world (Das & Chatterjee, 2015). This multifaceted approach underscores the pivotal role of ecotourism in achieving sustainable and holistic benefits for both the environment and local communities.

The concept of ecotourism, at times, deviates from its intended philosophy in practice. Many ecotourism management initiatives tend to overlook nature

conservation and fail to actively involve local communities. Despite the numerous benefits associated with ecotourism, managing tourism in both protected and unprotected regions presents inherent difficulties (Ullenberg, 2015). Nevertheless, in natural reserves and similar areas, especially within the realm of community-based ecotourism, the approach is regarded as a crucial means of achieving the UN Sustainable Development Goals (Fennell, 2015; United Nations, 2015). This underscores the significance of adopting community-based ecotourism models to align with broader sustainability objectives.

Tourism villages stand as tangible outcomes of sustainable tourism management, often serving as focal points for ecotourism product development, given that ecotourism potential frequently emerges from remote areas. The development of a tourist village is significantly influenced by institutional elements, the destination and its points of interest, and the supporting tourism infrastructure (Damayanti et al., 2014). Koja Doi Tourism Village holds a distinctive position as the sole tourist village in Sikka Regency with a "green" categorization. Its abundance in natural and cultural assets, coupled with the local community's commitment to preserving their heritage, is noteworthy. Located in the Maumere Bay island group within Sikka Regency, the village's uniqueness led to its nomination for the Indonesian Sustainable Tourism Award in 2019. This recognition underscores the rich potential of Koja Doi Tourism Village, positioning it with bright prospects for future management and sustainable development.

The management of Koja Doi Tourism Village is entrusted to the Monianse Koja Doi tourism awareness group, with a primary focus on fostering tourism awareness.

Comprising 50 individuals, including elementary students and millennials, this group is dedicated to raising awareness about tourism-related aspects. The program emphasizes key areas such as environmental conservation, aesthetics, cleanliness, security, and tourism promotion. The Monianse Koja Doi tourism awareness group operates under the auspices of the Koja Doi Village-Owned Enterprises, ensuring that all activities are closely monitored and regulated by the village authorities. This structured approach reflects the community's commitment to cultivating awareness and actively participating in the sustainable development of the tourism village.

The success of ecotourism management is intricately linked to the active involvement of stakeholders who play a vital role in shaping its outcomes. The government, functioning both as a regulator and facilitator, holds a key position and must engage intensively to foster advancements in ecotourism management. Beyond merely establishing regulations, the government bears the responsibility of promoting the development of human capital, ensuring effective and efficient management practices. For sustained tourism growth and its associated benefits, governments must ensure the presence of appropriate policies and delivery structures. At all levels, governments play a significant role in delivering the tourism product, necessitating close collaboration with the private sector. Simultaneously, academia and other stakeholders should actively contribute by conducting academic studies to design viable ecotourism management models for implementation. It's worth noting that the implementation of ecotourism management in remote areas often encounters financial challenges. This factor stands as a significant

obstacle hindering the growth rate of ecotourism products in these villages. Addressing these financial issues is essential for fostering the sustainable development of ecotourism in such regions.

Ecotourism management in the tourist village of Koja Doi encompasses various attractions, including both activity-based and spatial features. Activity attractions in Koja Doi include marine attractions, walking tourism, and local cultural experiences. Spatial attractions encompass coastal, mountainous, and agricultural landscapes, forming the picturesque backdrop of Koja Doi. In the context of attraction management, marine activities, walking tourism, and culture serve as the primary attractions. However, the branding of the destination emphasizes marine tourism due to its undeniable strength. The Koja Doi tourist village boasts remarkable underwater beauty, notably recognized for hosting the world's coral reef triangle.

Preliminary research conducted by the author reveals a deficiency in synergy among stakeholders in the ecotourism management of Koja Doi Tourism Village. Despite the pivotal role that stakeholder synergy plays in cultivating high-quality tourist villages, the existing collaborative efforts are inadequate. Effective collaborative management is essential, as it harnesses the complementary knowledge, abilities, and resources of participants, leading to a breakthrough in thought and action, commonly referred to as stakeholder synergy (Lasker, Weiss & Miller, 2001). Recognizing this gap, the researcher formulated specific research questions to delve into the phenomenon. These questions aim to address the challenges posed by the lack of synergy among stakeholders and to explore potential avenues for fostering

collaborative management in Koja Doi Tourism Village.

RQ1: What is the current status of ecotourism product management in Koja Doi Tourism Village, Sikka Regency, East Nusa Tenggara Province?

RQ2: What is the role of stakeholders in the ecotourism management of Koja Doi Tourism Village, Sikka Regency, East Nusa Tenggara Province?

RQ3: What is the collaborative model for ecotourism management in Koja Doi Tourism Village, Sikka Regency, East Nusa Tenggara Province?

Building upon the aforementioned descriptions, this research endeavors to develop collaborative management strategies to support local communities in Koja Doi Tourism Village, Sikka Regency, East Nusa Tenggara. A key focus lies in comprehending the roles of stakeholders and their effective implementation to realize sustainable management of the ecotourism sector. The researcher aspires to establish ecotourism practices that contribute to both social and ecological justice for the local communities, aiming for long-term benefits and harmony.

METHODOLOGY

Design of the Research and Approach

In this research, a qualitative approach was employed, consisting of 25 in-depth interviews conducted with stakeholders associated with ecotourism management in Koja Doi Tourism Village. The primary objective of these interviews was to discern the components of ecotourism products and elucidate the roles of stakeholders in the ecotourism management of Koja Doi Tourism Village. The interview design took into account factors identified through a comprehensive literature analysis of

ecotourism management in the destination. Additionally, the interviews were structured to explore questions related to existing ecotourism product components and the roles of stakeholders. The overarching aim was to contribute to the establishment of sustainable tourism practices within the village.

Participants

The study engaged 25 participants as interviewees, representing various sectors crucial to ecotourism management in Koja Doi Tourism Village. The participant categories included: 1. Government: Community and Village Empowerment Office of Sikka Regency, Tourism and Cultural Office of Sikka Regency, Natural Resources Conservation Centre of Sikka Regency; 2. Non-Government Organization: Chairman of Tourism Village Association of Sikka Regency; 3. Private Sector: Koja Doi Village-Owned Enterprises; 4. Academia: Cristo Re Polytechnic, Maumere; 5. Local Communities: Tourism Awareness Group, Local Tourism Enterprises Group, Local Creative Industry Group.

The selection criteria for participants considered their involvement in ecotourism management and aimed for a heterogeneous profile of stakeholders supporting ecotourism management. Initially identifying 30 potential interviewees from government, non-government organizations, academia, private sector, and local communities, the researcher contacted them directly via email. Ultimately, 15 participants were deemed suitable for participation in the research.

To uphold anonymity and confidentiality, participants were assigned a code comprising a letter along with a random number, ensuring differentiation. Moreover, participants were classified as internal and

external, following the proposal by Van Niekerk and Coetzee (2011). The table displaying participant details is presented in the following section.

Table 1. The Participants of the Research

Type	Number of participants	Code	Type of stakeholders	Internal (I) Eksternal (E)
Tourism and cultural office of Sikka Regency	2	TCO	Government	E
Community and village empowerment of Sikka Regency	2	CEV	Government	I
Natural resources conservation centre of Sikka Regency	1	NRCC	Government	E
Chairman of tourism village association of Sikka Regency	1	CTVA	Non government organization	E
(Koja Doi village-owned enterprise	2	KVOE	Private sector	I
Academia	2	A	Higher education	E
Tourism awareness group	5	LC	Local communities	I
Local tourism enterprises group communities	5	LTEGC	Local communities	I
Local creative industry group communities	5	LCIGC	Local communities	I

Interview Proses and Guide

This study was conducted from November 2, 2023, to August 10, 2024. The researcher conducted face-to-face interviews with the participants.

Analysis

Based on information from the 25 in-depth interviews, a thematic analysis was conducted for this study. With this approach, patterns (or themes) within the data can be identified, analyzed, and reported (Braun and Clarke, 2006). This particular analysis approach was chosen because it enables researchers to locate, arrange, evaluate, and suggest patterns of connection among topics,

specifically focusing on the administration of ecotourism products and the role stakeholders play in the industry.

Braun and Clarke (2006, p. 87) outline the following steps of analysis: 1. Acquainting oneself with the data through transcription of interviews, reading and rereading the data, and jotting down preliminary ideas; 2. Creating preliminary codes, methodically coding intriguing aspects of the data throughout the whole dataset, and gathering information pertinent to each code; 3. Looking for themes, organizing codes into potential themes, and compiling all relevant data for each potential theme; 4. Reviewing themes, determining whether the themes align with the coded extracts and the entire dataset, and creating a thematic map; 5. Defining and naming themes, continuing the analysis to hone the details of each theme and the overall narrative that the analysis tells, producing distinct definitions and names for each theme; 6. Producing the report, choosing striking, captivating extract examples, final analysis of selected extracts, connecting the analysis to the research question and literature, and creating a report of the analysis.

FINDING AND DISCUSSION

Existing Conditions of Ecotourism in Koja Doi Tourism Village

Attraction

Attraction is a crucial component that is unique and serves as the primary element in attracting tourist visitation. Previous research emphasizes that tourist attractions play influential roles in the successful development of tourism and the tourism industry (Kirilenko et al., 2019). Various types of tourist attractions exist, including natural, cultural, and man-made attractions.

These attractions wield significant influence as destination pull factors, with natural and cultural attractions being the most substantial contributors to the tourism product.

In the context of ecotourism, natural and cultural attractions hold substantial selling power due to their authentic and locally preserved contents. This authenticity provides a unique experience for tourists, creating added value for a destination and motivating travelers to explore. Koja Doi Tourism Village exemplifies one such destination that develops ecotourism products, leveraging natural and cultural attractions. This strategic approach aligns with tourism supply, marketing product, and demand, contributing to the success of ecotourism management in the village. The tourist village of Koja Doi boasts a rich array of natural and cultural attractions, as detailed in the following table.

Table 2. Attractions in Koja Doi Tourism Village

No	Natural Attraction	Cultural Attraction	Man Made Attraction
1	Stone bridge	Cultural events	Tsunami house
2	Ancient rock hill	Local mass attraction "sawara"	
3	Plants and coral transplant	Dance mass attraction "dingu"	
4	Mangrove	Ballumpa dance	Craft Gallery
5	Natural swing	Weaving glove	
6	sunset and sunrise	Local boat construction	
7	Panda bay beach	Natural stone therapy	

Source: Research (2023)

From the standpoint of tourism supply, the main "pulling" factors that keep the tourism industry running smoothly are the tourist attractions. Businesses that provide services to tourists might not exist without these attractions (Goeldner & Ritchie, 2011). In the context of Koja Doi Tourism Village, ecotourism management poses a challenge to the authentic appearance of tourist

attractions. However, this authenticity demonstrates its advantages as a product in demand by tourists. The authenticity of these ecotourism products can provide elements of environmental education and garner respect from tourists, considering various dimensions. Koja Doi Tourism Village offers diverse tour packages, including camping grounds, diving and snorkeling, hiking ancient rock hills and stone bridges, fishing, swings, exploring marine activities around the island, and indulging in local culinary experiences.

According to Shinde (2020), tourist attractions are the primary motivation for tourists to visit specific locations, offering distinctive qualities (such as authenticity, sensibility, or scarcity) to satisfy their demands (Park, Choi, & Lee, 2019). Tourists who visit Koja Doi Tourism Village will explore many unique experiences. In the context of natural attractions, tourists can explore ancient rock hills and learn about their history. Moreover, they can engage in diving and snorkeling to witness the beauty of the underwater world. Tourists, as stakeholders, also play a role in conserving nature and local culture during their stay. They actively participate in eco-friendly initiatives with local communities, such as coral plantation, mangrove plantation, and beach cleanup. In the context of cultural attractions, tourists can engage in local festivals.

From the standpoint of tourism marketing, sites can be transformed into emblems and symbolic images to pique travelers' curiosity and provide them with reasons to travel (Weidenfeld, 2010). Koja Doi Tourism Village is renowned for its ecotourism offerings, encompassing both marine ecotourism and terrestrial ecotourism. Tourists who have visited here consistently hold positive perceptions of the ecotourism products. The management of

Koja Doi Tourism Village has proposed a tourism tagline, namely “Ecotourism Paradise is Here.” This tagline aims to symbolize to tourists that the village offers a diverse range of ecotourism activities in both terrestrial and marine areas. Consequently, Koja Doi Tourism Village is widely recognized as the village that produces numerous ecotourism products in Sikka Regency, East Nusa Tenggara.

Accommodation

Accommodation is an important component in tourism development which serves to meet the needs of tourists while in tourist destinations. A tourist lodging establishment is one that provides its amenities and services to both individuals and groups (Akyeampong, 2007). Accommodations in the tourist village of Koja Doi are homestays managed by local people using local materials. Researcher attaches a table of accommodation in the tourist village of Koja Doi as follows.

Table 3. Accomodation in Koja Doi Tourism Village

No	Type of accommodation	Quantity of accommodation
1	Homestay	12
2	Warung	1
3	Cottages	5

Source: Researcher (2023)

Based on the data above, we can conclude that the accommodation is still insufficient. The supply of accommodation should be increased to fulfill tourist needs in Koja Doi tourism village. Crucial facilities, such as 'warung' (small facilities providing food and beverages) for tourists, should be expanded. In this case, the existing warungs cannot adequately provide food and beverages for the large number of visitors.

Event Management

The destination management industry has embraced event tourism as a strategic approach, recognizing it as a vital tourism offering (McKercher, 2016). In the context of tourism villages, event management aims to promote local products in both nature and culture. Koja Doi tourism village organizes festivals to attract future tourist visitation. Events and tourism are inseparable in ecotourism management, allowing local communities to directly benefit economically. The association between events and tourism is evident in festivals, where infrastructure is constructed to enhance capacity and accommodate people, and methods are implemented to attract attendees (Hodur and Leistriz, 2007). In the context of Koja Doi tourist village, event management is implemented as follows.

No	Event Classification
1	Local transport infrastructure parade
2	The art of rowing canoe
3	Coral reef transplantations
4	Wangka-wangka competition
5	Traditional culinary competition
6	Tourism village seminar
7	Cultural arts performances
8	Sawara parade
9	Swimming competitions
10	Weaving parade

Source: Research (2023)

Based on the data above, it is evident that event management in the tourist village of Koja Doi is diverse, offering events based on local potential. The organization of these events is primarily driven by tourism awareness groups, with support from the government. The main objective is to preserve nature and local culture while attracting tourists. Typically, event management in Koja Doi occurs once a year

to maintain the vibrancy of ecotourism management in the village. This periodicity also aims to attract quality tourists. The local community takes charge of staging these events, showcasing the distinctive local genius in terms of culture. Consequently, what often starts as a local project evolves into a tourism industry with a significant economic impact (O'Sullivan and Jackson, 2010).

Intermediaries

Intermediaries play a crucial role in the tourism management system due to their ability to facilitate a dual communication channel between supply and demand organizations (Cavlek, 2018; Melkiāc & Cavlek, 2020). Their primary function is to bring together buyers and sellers in the tourism industry. In the context of travel and tourism, intermediation is often carried out by tour operators or wholesalers who compile tour components into packages. These packages are then retailed through travel agents, who directly interact with the public.

In the context of the tourist village of Koja Doi, the tourist village website serves as an intermediary to introduce all product components to tourists, aiming to enhance accessibility. Digital-based product packaging is anticipated to yield optimal results. Consequently, the Koja Doi tourism awareness group has initiated the packaging of existing tourism products through the tourist village website. However, the packaging process is still in its early stages, requiring innovation for more significant development. Currently, it is in the process of designing products to be managed through the website. The travel and tourism market operates on two fundamental levels of activity: the providers of services, spanning a diverse range of areas, and intermediary companies specializing in facilitating the

connection between these services and users (Cavlek, 2018).

In the present context, the Koja Doi tourist village website exclusively showcases social activities related to tourism conducted by local communities. The intention is to consistently present the authentic side of the tourist village in a repetitive and structured manner. In terms of tour package products, the website currently features offerings such as camping grounds, hiking ancient rock hills and stone bridges, diving, snorkeling, fishing, and exploring underwater beauty through a glass-bottom boat. Interested tourists can initiate contact with the manager using the provided contact information on the website.

Transportations

Tourism is inherently about experiencing new places, and consequently, the primary function of transportation in the tourism system is to serve as an intermediary for tourists, facilitating their journey from their place of origin to the intended destination. The significance of transportation lies in ensuring that a tourist destination is accessible to visitors. Previous research highlights that visitors' intent, travel characteristics, and destination attributes are pivotal factors influencing their choice of public transit when visiting (Gross & Grimm, 2018). The distinctive feature of Koja Doi tourism village is its status as a cluster island, situated far from urban areas. The village maintains a pristine environment with rich socio-cultural and environmental conditions.

Transportation to the tourist village of Koja Doi is exclusively facilitated through sea transportation, utilizing ferries and boats. Once in the village, tourists are required to explore each attraction on foot, as there is no additional transportation available within the tourist village of Koja Doi. The crucial factor in terms of location characteristics is whether

destinations are situated in urban settings or in remote and rural areas (Le-Klahn and Hall, 2015). Previous studies consistently emphasize that the mode of transportation chosen for traveling to destinations plays a decisive role in intra-destination modal choices (Miravet et al., 2021).

Public Sector and Policy

Previous research has underscored that one of the most influential factors shaping the tourism business is its policies, which enable the industry's impact on society, culture, economy, and ecology. Policies play a dual role by preventing some from exploiting the industry excessively while allowing others to benefit (Hall & Jenkins, 1995). The influence of social factors on policy is undeniable, and these influences vary depending on the social, cultural, and ecological context (Dredge & Jamal, 2015).

In the case of Koja Doi tourism village, ecotourism management is intricately linked with tourism policies in Sikka Regency, as Koja Doi falls administratively within the scope of Sikka Regency. The regional tourism policy is essentially derived from the national tourism policy. The implementation of ecotourism products in the tourism village is a tangible manifestation of tourism policy aimed at achieving sustainable tourism development. This aligns with the contemporary policy of tourism development in Indonesia, which emphasizes the promotion of more tourism villages.

Ecotourism management in Koja Doi tourism village is overseen by local communities in adherence to local regulations established by the regent of Sikka Regency, which dictate the legality of tourist villages. Additionally, within the framework of regional tourism policy, Sikka Regency

has a 15-year grand design for tourism. This grand design serves as a guiding document for the Tourism and Cultural Office of Sikka Regency in steering tourism development. In relation to ecotourism management in Koja Doi tourism village, the researcher has compiled the relevant information from the public sector and policy into the table provided below.

Table 5. Policy of Tourist Attraction Development in Sikka Regency Grand Design of Tourism in Sikka Regency (2016-2030)

Grand Design of Tourism in Sikka Regency (2016-2030)	
Regulation	Implementation strategy
According to the chapter 4, article 17, section 3 was mentioned that policy directions for the development of tourist attractions of cluster islands, in the form of Maumere Bay Island Cluster Marine Park area as a park area of Marine Nature Tourism based on Coral Reef Conservation.	<p>Strategy for implementing the Regional Tourist Attraction Development Policy the islands as referred to in Article 17 paragraph (3) include:</p> <ol style="list-style-type: none"> Developing the Maumere Bay area as a marine tourism park area based coral reef conservation; and Develop Pulau Kambing, Koja Doi, Pemana, Parumaan and surrounding areas as a coastal tourism area, fishing, tourism village and tourism village <u>island zone</u> support.

Source: Grand Design of Tourism in Sikka Regency (2016-2030)

Based on the explanation above, it is evident that Koja Doi Tourism Village is a destination supporting the cluster of island zones. As a buffer tourism village, this area boasts unique and extraordinary marine beauty, serving as a tourist attraction for visitors. Therefore, the priority in its development is placed on ecotourism. This emphasis is due to the area being a marine park conservation zone, necessitating proper maintenance of the carrying capacity and tourism capacity. As a result, the local community is highly enthusiastic about managing ecotourism in their village, with

the following vision and mission formulation."

Table 6. Vision and Mission of Koja Doi Tourism Village

The Grand Design of Tourism in Sikka Regency	
Vision	Implementatin strategy
The realization of quality tourism in Koja Doi Tourism Village for the welfare of the local community	a. Developing tourism to increase job opportunities. b. Applying sapta pesona (the seven elements contained in each tourism product are used as a benchmark for improving the quality of tourism products). c. Exploring the potential of natural resources for the improvement of tourism.

Source: Tourism Awareness Group (2023)

The current implementation of ecotourism has demonstrated numerous benefits for local communities. However, the management faces challenges due to a lack of synergy among stakeholders. This issue requires serious attention to ensure effective and efficient management. Despite the active involvement of many local communities as managers, there are notable shortcomings. The researcher believes that addressing these challenges will have significant implications for the well-being of the local community.

The Role of Stakeholders in Ecotourism Management ini Koja Doi Tourism Vilage Planning of Ecotourism

The feasibility of planning is a fundamental aspect in formulating ecotourism products. Structured planning yields optimal results in management, serving as the foundation for ecotourism product development. Undoubtedly, specific strategies, meticulous planning, and ongoing assessment are necessary for the growth of ecotourism and the achievement of its intended outcomes and aims (Denman, 2001). The goal is to create a high-quality ecotourism product and ensure its sustainable process.

In the context of the tourist village of Koja Doi, the formulation of ecotourism products is crucial for understanding the direction of their development. This is essential for effective and efficient management of tourism village products, ultimately aiming to ensure the sustainability of ecotourism management. The product planning of Koja Doi tourism village includes the following:

Table 7. Product Planning in the Tourist Village of Koja Doi

No	Tourism sector	Planning Policy
1	Attraction	Attraction mapping, product orientation development, and product branding.
2	Accommodation	Homestay, eco lodges and other central tourism facilities
3	Event management	Koja Doi nautical festival and cultural festival
4	Intermediaries	Collaboration with tour operator
5	Transportation	Sea transportation mode
6	Public sector and policy	Government regulation and partnership with external institutions in formulating the vision and mission of Koja Doi tourism village

Source: Research (2023)

At the planning stage, the role of stakeholders is currently minimal. Academia has not been actively involved in reviewing ecotourism products, resulting in a formulation lacking a clear direction. In this context, the community is engaged in ecotourism management through a 'learning by doing' approach. While the government acts as a regulator and facilitator, providing guidance in ecotourism management, it lacks sufficient financial resources for effective management in the tourist village of Koja Doi.

The private sector is not involved, leading to challenges for local communities in providing facilities to support tourist attractions such as diving equipment,

snorkeling gear, glass-bottom boats, and others. Despite these obstacles, local residents exhibit high enthusiasm for ecotourism management. Consequently, the researcher contends that, at the moment, the role of stakeholders in ecotourism management, except for local communities, is not significant.

Organizing of Ecotourism

Organizing is a crucial principle for effective and efficient management. Organizers play a vital role in implementing the vision and mission of management. In the context of community-based ecotourism, organizing is closely tied to engaging tourism stakeholders to execute policies in planning. Given the complex nature of tourism locations, this underscores the significance of stakeholder engagement and the necessity of presenting a compelling offer while maintaining competitiveness (Wilkinson et al., 2009). Conceptually, organizing ecotourism in the tourist village of Koja Doi requires the comprehensive inclusion of stakeholders in the management, as outlined below.

Table 8. Organizing Ecotourism in the Tourist Village of Koja Doi

No	Stakeholders	Roles
1	Government	Providing regulation
		Providing tourism human capital management
		Evaluation of tourism human capital management
2	Private sector	Evaluation of ecotourism management carried out by tourism awareness group
3	NGO	Socialising sustainable tourism
4	Academia	Conducting tourism research and community empowerment
5	Local Communities	Conducting ecotourism management in Koja Doi tourism village

Source: Research (2023)

The organization of tourism activities in the tourist village of Koja Doi is carried out by the local community. The organizing planning is divided into two phases. The first phase includes activities such as developing the tourism potential of camping, organizing the Koja Doi maritime festival, offering tour packages for the Koja Doi tourist village, taking action for environmental care and plastic waste reduction, developing cultural potential, arranging attractions at the ancient rock hill, installing donation boxes, providing camping tents and water bikes, conducting training on making souvenirs, and offering training in tourism human capital management. All of these activities are undertaken by the local communities.

The second phase included activities such as procuring snorkeling equipment and glass-bottom boats, replacing closet homestays, rehabilitating public toilets, constructing culinary shops, creating information boards and directions, procuring fast boats, conducting climate change mitigation and adaptation training, disaster management training, Search and Rescue (SAR) training, and dive training (PADI certificate). These activities aim to enhance the effectiveness and efficiency of ecotourism management.

Actuating of Ecotourism

Conceptually, actuating is intended as a real action taken by management to achieve the desired goal. Essentially, every tourist village has a goal to be achieved in its management, serving as a standard for the sustainability of the tourist village. Ecotourism management aims to achieve sustainability in nature, culture, and provide direct economic benefits for the destination

community. Additionally, ecotourism seeks the active participation of local communities. In the context of the tourist village of Koja Doi, the activities carried out during the actuating phase are as follows:

Table 9. Ecotourism Actuating in the Tourist Village of Koja Doi

No	Stakeholders	Roles
1	Government	Guide training, culinary training, tourist village management, homestay management. In addition, contributing 1 glass bottom boat.
2	Private sector	Evaluation of ecotourism management carried out by tourism awareness group
3	NGO	Socialising sustainable tourism
4	Academia	Conducting tourism research and community empowerment
5	Local Communities	Conducting ecotourism management such as Environmental arrangement, arrangement of tourist facilities, socialization of such as environmental arrangement, arrangement of tourist facilities, socialization of ecotourism, packaging of tour packages, promotion of ecotourism and organizing of festivals and providing tourism facilities.

Source: Research (2023)

The implementation is carried out by involving all components of the community in the tourist village of Koja Doi. According to earlier research, community involvement and a multi-stakeholder approach are essential for the growth of ecotourism and will be crucial for the success of any planned businesses (Chirozva, C. 2015). From the local community perspective, involvement includes tourism-aware groups and local tourism business actors. The reception of tourists is coordinated by a business entity owned by the village of Koja Doi. A rotating system is applied to receive tourists through local tourism businesses. This is intended to avoid inequality in the reception of guests, which could lead to social conflict. In the context of other stakeholders, such as academia, which has not conducted academic studies related to ecotourism management at this stage, the government has not

contributed significantly, and the private sector has not established cooperation for the provision of quality facilities.

Evaluation of Ecotourism

Depending on its compliance with conservation objectives, which may be ascertained by tourism management planning in natural protected areas, tourism can either be a threat or an ally for conservation (Deguignet et al., 2014). Ecotourism, as a tool to achieve sustainable tourism, is sometimes not implemented based on its philosophy. Hence, the evaluation of ecotourism management becomes key to achieving its successful management. In this case, stakeholders should work together. Ecotourism evaluation management is a core element of the success of sustainable tourism management. The researcher argues that, through the evaluation of all aspects related to management, checks are carried out to be able to find out the progress and obstacles of the management. In the context of ecotourism management in the tourist village of Koja Doi, the evaluation carried out can be seen in the following table.

Table 10. Ecotourism Evaluation in the Tourist Village of Koja Doi

No	Stakeholders	Roles
1	Government	Evaluation of tourism human capital management, check environmental resilience
2	Private sector	Checking the facilities provided and evaluation of profit sharing
3	NGO	Evaluation of ecotourism management carried out by tourism awareness group
4	Academia	Conducting tourism research and community empowerment
5	Local Communities	Monitoring of tourism activities and evaluation of profit sharing

Source: Research (2023)

Evaluation in the management of ecotourism in the tourist village of Koja Doi is carried out not only by the management of the tourism awareness group but also by every level of society in Koja Doi Tourism Village. The purpose of evaluation is to ensure that the program that has been designed can run smoothly. The evaluation includes assessing the cleanliness of the village environment and the security and safety of tourists. The tourism awareness group will also hold a meeting to evaluate the development of the tourism village. At this stage, the only active stakeholders are local communities.

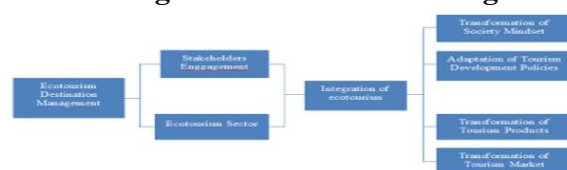
Collaborative Management in Ecotourism

Collaborative management is a vital aspect as a mechanism for organizing stakeholders in ecotourism management in a tourist village. It is capable of enhancing the capacity of the local community to manage ecotourism. The legacy of ecotourism has been dominant in community development, and collaboration has become a primary key in the development of tourism villages. Ecotourism management in the Koja Doi tourism village requires a collaborative approach to advance the ecotourism products it possesses in its area. According to Stone, M. T. (2015), it is important to remember that community-based ecotourism is carried out by a broad group of stakeholders, representing the wide-ranging objectives of stakeholders and is meant to reconcile development and conservation. Members of the community with a range of viewpoints, passions, and goals are considered immediate stakeholders. NGOs, international organizations, donors, and regulatory bodies are additional stakeholders. The effects of

different social actors representing a wider community are different interests.

It is important to note the role power plays in collaboration efforts. Researchers argue that collaborative management can reduce the limitations faced by local communities. These limitations include a shortage of tourism human resources, limited social capital, and insufficient financial resources to develop facilities and infrastructure. This necessitates support from other stakeholders to enhance the management. The researcher would like to present the model of ecotourism destinations management as follows."

Figure 1 Model of Ecotourism Management in Tourism Village



Source: Researcher (2023)

Researchers propose the theoretical model above as the basis for developing ecotourism destinations in Koja Doi tourism village. Ecotourism management requires the involvement of stakeholders and the structuring of the components of the ecotourism sector so that they are integrated to provide effective and efficient results. The researchers believe that crucial aspects that need to be transformed include the mindset of the community, policy adaptation, transformation of tourism products, and the tourism market. The transformation of the community's mindset is intended to shift the focus from being solely money-oriented to considering it as a bonus for improving the quality of life. A money-oriented mindset would change the direction of the destination

towards a bleak future. Policy adaptation aims to prioritize balance rather than a growth-oriented logic. The researchers do not intend to oppose the logic of growth but rather to manage the destination towards a better path for long-term development based on sustainable development goals. The transformation of tourism products aims to showcase high-quality products that build a positive image of the destination in the eyes of tourists. The researchers believe this is vital as it relates to the transformation of the tourism market. This transformation aims to shift from conventional tourist visits to those of higher quality.

CONCLUSION

Based on the descriptions above, the researcher argues that in the context of the components of tourism products, Koja Doi Tourism Village can be said to have a very interesting mapping of ecotourism products, but the management system has not worked well. This is because the capacity of local tourism human capital still requires improvement, and there is a lack of capital itself in running ecotourism products. Therefore, these aspects need serious attention from the government to conduct training, evaluation, and funding so that they can yield good outcomes. Ecotourism is a tool to alleviate poverty if used with collaborative management.

A review of the role of stakeholders shows that there is still minimal synergy in ecotourism management in the tourist village of Koja Doi. This affects the orientation of future ecotourism management, thereby impacting the effectiveness and efficiency of the product. The problem lies in the lack of synergy among stakeholders. Therefore, a collaborative management approach is needed to ensure effectiveness and efficiency

in ecotourism management. The researcher argues that the government must provide intense empowerment (training and evaluation) to increase the human capital capacity of local communities and fund them to achieve good outputs. Additionally, collaborative management is necessary to improve the effectiveness and efficiency in managing ecotourism products.

Collaborative management is the key to success in ecotourism management in a tourist village. Its position is of great importance and should be considered in the ecotourism management of rural areas that have many limitations. Ecotourism management in the Koja Doi tourist village has not yet implemented collaborative management, resulting in numerous obstacles in its administration. This should be a serious concern to maintain the sustainability of ecotourism management. The synergy of stakeholders is highly necessary to build effective and efficient management to lead ecotourism in the Koja Doi tourist village with high hopes.

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