

***COLLABORATIVE GOVERNANCE* DALAM PENGELOLAAN
PARIWISATA *HERITAGE* DAMPAKNYA TERHADAP UMKM LOKAL
PULAU PENYENGAT**

**Oleh
Widya Putri
NIM. 2205020092**

ABSTRAK

Penelitian ini bertujuan menganalisis model pengelolaan pariwisata *heritage* di Pulau Penyengat melalui perspektif *collaborative governance* serta dampaknya terhadap pendapatan UMKM lokal. Metode yang digunakan adalah kualitatif dengan pendekatan studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi, lalu dianalisis menggunakan empat dimensi tata kelola kolaboratif menurut Ansell dan Gash (2008), yaitu: *starting conditions*, *institutional design*, *facilitative leadership*, dan *collaborative process*. Hasil penelitian menunjukkan bahwa pengelolaan pariwisata telah berjalan, namun belum optimal dan merata bagi pelaku UMKM. Pada dimensi *Starting Conditions*, terdapat ketimpangan sumber daya berupa dominasi wewenang/anggaran pemerintah serta ego sektoral antar-organisasi internal yang berjalan sendiri-sendiri. Pada *Institutional Design*, regulasi lapangan belum inklusif karena tidak adanya SOP tertulis yang mengikat pemandu luar untuk merekomendasikan produk UMKM lokal. Pada *Facilitative Leadership*, kepemimpinan formal dan informal berjalan baik dalam pelestarian budaya, namun lemah dalam fungsi mediasi ekonomi kecil. Dampaknya, pada *Collaborative Process*, distribusi wisatawan cenderung memusat di titik tertentu saja, sehingga memicu fluktuasi pendapatan yang tidak merata dan kecemburuan sosial di kalangan UMKM wilayah dalam pulau. Penelitian ini menunjukkan bahwa model pengelolaan pariwisata *heritage* di Pulau Penyengat telah berjalan, tetapi belum sepenuhnya optimal dan merata dalam mewujudkan *collaborative governance* bagi seluruh pemangku kepentingan. Penelitian ini merekomendasikan penguatan fungsi mediasi kepemimpinan untuk mendistribusikan alur wisatawan secara adil serta pembentukan kebijakan kolaboratif yang lebih inklusif demi keberlanjutan ekonomi UMKM lokal di Pulau Penyengat.

Kata kunci: Pariwisata Heritage, Collaborative Governance, UMKM, Pulau Penyengat, Ekonomi Lokal.

**COLLABORATIVE GOVERNANCE IN HERITAGE TOURISM
MANAGEMENT: ITS IMPACT ON LOCAL SMALL AND MEDIUM-SIZED
ENTERPRISES ON PENYENGAT ISLAND**

By
Widya Putri
NIM. 2205020092

ABSTRACT

This study aims to analyze the model of heritage tourism management on Penyengat Island from the perspective of collaborative governance and its impact on the income of local MSMEs. The method used is qualitative, employing a case study approach. Data were collected through in-depth interviews, observations, and documentation, then analyzed using the four dimensions of collaborative governance according to Ansell and Gash (2008), namely: starting conditions, institutional design, facilitative leadership, and collaborative process. The results indicate that tourism management is underway but has not yet been optimal or equitable for MSME operators. In the Starting Conditions dimension, there is a resource imbalance characterized by the government's dominance in authority and budgeting, as well as sectoral egos among internal organizations that operate independently of one another. In Institutional Design, on-site regulations are not yet inclusive due to the absence of written standard operating procedures (SOPs) that require external tour guides to recommend local SME products. In the Facilitative Leadership dimension, both formal and informal leadership function well in preserving culture but are weak in mediating economic activities at the grassroots level. Consequently, in the Collaborative Process dimension, tourist distribution tends to be concentrated in specific locations, leading to uneven income fluctuations and social jealousy among MSMEs within the island. This study shows that the heritage tourism management model on Penyengat Island is already in place, but it has not yet been fully optimized or implemented evenly in fostering collaborative governance for all stakeholders. This study recommends strengthening the mediating function of leadership to distribute tourist flows equitably, as well as the formulation of more inclusive collaborative policies to ensure the economic sustainability of local MSMEs on Penyengat Island.

Keywords: *Heritage Tourism, Collaborative Governance, MSMEs, Penyengat Island, Local Economy.*