

COLLABORATIVE GOVERNANCE DALAM PENGELOLAAN DESA WISATA

(Studi Kasus Transformasi Keberhasilan Desa Wunut, Klaten, Jawa Tengah)

Mhd Andika Wahyudi

Universitas Gadjah Mada

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Penelitian ini dilatarbelakangi oleh fenomena keberhasilan transformasi Desa Wunut, Kabupaten Klaten, dari desa miskin menjadi desa wisata berpenghasilan miliaran rupiah melalui destinasi Umbul Pelem. Keberhasilan ini dicapai melalui sinergi multi aktor yang melibatkan pemerintah desa, BUMDes, pihak swasta (Le Minerale) dan masyarakat. Penelitian ini bertujuan untuk menganalisis proses tata kelola kolaboratif (*collaborative governance*) dalam pengelolaan desa wisata tersebut, serta mengidentifikasi proporsi keuntungan bersama (*mutual gains*) yang dihasilkan. Penelitian ini menggunakan pendekatan kualitatif dengan desain studi kasus. Kerangka teori utama yang digunakan adalah model *collaborative governance* dari Ansell & Gash (2007). Pengumpulan data dilakukan melalui wawancara mendalam dan studi dokumentasi yang kemudian divalidasi keabsahannya menggunakan teknik triangulasi data dan diolah dengan bantuan software NVivo. Hasil penelitian menunjukkan bahwa tata kelola kolaboratif di Desa Wunut berhasil mengatasi ketimpangan awal melalui pembagian peran yang spesifik (*fragmented asymmetry*). Dalam proses kolaborasi, dimensi *face to face dialogue* menjadi tahapan yang paling mudah diimplementasikan karena didukung oleh budaya musyawarah lokal, sedangkan *trust building* menjadi tahapan paling sulit dan membutuhkan insentif transparansi serta pelibatan kultural. Kolaborasi ini terbukti menghasilkan keuntungan bersama (*mutual gains*) yang terukur; pemerintah desa dan BUMDes mendapatkan lonjakan PADes serta efisiensi anggaran infrastruktur promosi, masyarakat mendapatkan insentif finansial langsung (THR dan BPJS) dan pihak swasta mendapatkan pasar eksklusif (*captive market*) serta nilai setara iklan (*advertising value equivalency*) yang secara matematis melampaui nilai investasinya.

Kata Kunci: Collaborative Governance, Desa Wisata, Transformasi Keberhasilan

COLLABORATIVE GOVERNANCE IN TOURISM VILLAGE MANAGEMENT
(Case Study of the Successful Transformation of Wunut Village, Klaten, Central Java)

Mhd Andika Wahyudi
Gadjah Mada University
Yogyakarta

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This research is motivated by the phenomenon of the successful transformation of Wunut Village, Klaten Regency, from a poor village into a tourist village earning billions of rupiah through the Umbul Pelem destination. This success was achieved through multi-actor synergy involving the village government, BUMDes, the private sector (Le Minerale), and the community. This study aims to analyze the collaborative governance process in managing this tourist village and identify the proportion of mutual gains generated. This research uses a qualitative approach with a case study design. The main theoretical framework used is the collaborative governance model by Ansell & Gash (2007). Data collection was conducted through in-depth interviews and documentation studies, which were then validated for validity using data triangulation techniques and processed with the help of NVivo software. The results show that collaborative governance in Wunut Village successfully overcomes initial inequalities through a specific division of roles (fragmented asymmetry). In the collaborative process, face-to-face dialogue is the easiest stage to implement due to its support of a local culture of deliberation, while trust-building is the most difficult and requires transparency incentives and cultural engagement. This collaboration has proven to produce measurable mutual gains: the village government and Village-Owned Enterprises (BUMDes) experience a surge in Village-Generated Revenue (PADes) and efficiency in promotional infrastructure budgets; the community receives direct financial incentives (THR and BPJS), and the private sector gains a captive market and advertising value equivalency that mathematically exceeds its investment value.

Keywords: Collaborative Governance, Tourism Village, Transformational Success.