

Tanah Datar District Government Collaboration in Post-pandemic Tourism Recovery in 2021–2022

Kolaborasi Pemerintahan Kabupaten Tanah Datar dalam Pemulihan Pariwisata Pascapandemi Tahun 2021–2022

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Abstract

The COVID-19 pandemic that hit Indonesia left a number of homework to be completed by the government. One of the real impacts is the decrease in the number of tourists in Indonesia which affects the smooth running of the community's economy. One area that has experienced a drastic decrease in the number of tourists is Tanah Datar District. To overcome the problems that occurred, the Tanah Datar Regency Government and the Kenagarian Government agreed to collaborate in tourism recovery. The collaboration that was carried out resulted in a collaborative policy called "Satu Nagari Satu Event". Apart from aiming to restore tourism in Tanah Datar Regency, the collaboration that is being carried out also aims to preserve culture in Tanah Datar Regency. This study uses collaboration theory by Kirk Emerson. In this theory the quality of collaboration can be measured through three stages: collaboration dynamics, collaborative actions, and the impact of collaboration adaptation. The approach used in this study is a qualitative approach. This type of research is descriptive. The research location is in Tanah Datar Regency, to be precise at the Tourism, Youth and Sports and Nagari Office which implements the "Satu Nagari Satu Event" policy. The type of data in this research is divided into primary data using purposive sampling technique of informant data collection and secondary data in the form of supporting documents. The results of this study can be seen after making a comparison between the collaboration process carried out by the Tanah Datar District Government and the Kenagarian Government with the quality and stages of collaboration theory by Kirk Emerson. The results of the collaboration carried out have a significant influence on the development of tourism in Tanah Datar Regency. This is marked by an increase in the number of tourists, the preservation of culture in the village, the recovery of the MSME sector, and the growth of the village's independence in exploiting tourism potential.

Keywords

Collaborative Dynamics; Collaborative Actions; Impact and Adaptation.

Abstrak

Pandemi COVID-19 yang melanda Indonesia meninggalkan beberapa pekerjaan rumah yang harus diselesaikan oleh pemerintah. Salah satu dampak nyatanya adalah penurunan jumlah wisatawan yang ada di Indonesia yang berpengaruh terhadap kelancaran jalannya roda perekonomian masyarakat. Salah satu daerah yang mengalami penurunan jumlah wisatawan secara drastis adalah Kabupaten Tanah Datar. Untuk mengatasi permasalahan yang terjadi, Pemerintah Kabupaten Tanah Datar dengan Pemerintah Kenagarian sepakat untuk melakukan kolaborasi dalam pemulihan pariwisata. Kolaborasi yang dilaksanakan menghasilkan satu buah kebijakan kerja sama yang bernama "Satu Nagari Satu Event". Selain bertujuan untuk pemulihan pariwisata yang ada di Kabupaten Tanah Datar, kolaborasi yang dilakukan juga bertujuan untuk pelestarian budaya yang ada di Kabupaten Tanah Datar. Penelitian ini menggunakan teori kolaborasi oleh Kirk Emerson. Dalam teori ini kualitas kolaborasi dapat diukur melalui tiga tahapan: dinamika kolaborasi, tindakan kolaborasi, dan dampak adaptasi kolaborasi. Pendekatan yang digunakan dalam penelitian ini yaitu pendekatan kualitatif. Jenis penelitian ini yaitu deskriptif. Lokasi penelitian berada di Kabupaten Tanah Datar, tepatnya di Dinas Pariwisata Pemuda dan Olahraga dan kenagarian yang melaksanakan kebijakan Satu Nagari Satu Event. Jenis data dalam penelitian ini dibagi atas data primer dengan teknik pengambilan data informan secara purposive sampling dan data sekunder berupa dokumen penunjang. Hasil penelitian ini dapat dilihat setelah melakukan perbandingan antara proses kolaborasi yang dilakukan Pemerintah Kabupaten Tanah Datar dan Pemerintah Kenagarian dengan kualitas dan tahapan dari teori kolaborasi oleh Kirk Emerson. Hasil dari kolaborasi yang dilakukan memberikan pengaruh yang signifikan terhadap perkembangan pariwisata yang ada di Kabupaten Tanah Datar. Hal ini ditandai dengan peningkatan jumlah wisatawan, pelestarian



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kebudayaan yang ada di kenagarian, pemulihan sektor UMKM, dan tumbuhnya kemandirian nagari dalam pemanfaatan potensi pariwisata.

Kata Kunci

Dinamika Kolaborasi; Tindakan Kolaborasi; Dampak dan Adaptasi.

1. Introduction

Based on Law No. 23 of 2014 concerning Regional Government, the central government has given autonomy to regional governments to carry out their government affairs and manage the potential of the region as well as possible. Decentralization is the basis of how the Republic of Indonesia runs its own government. This principle produces an autonomous meaning, which means giving authority to run local government (Elcaputera, 2021). With the tourism potential owned by West Sumatra Province, the management and utilization of the tourism sector must be maximized and improved for the welfare of the community. With the existence of a decentralized policy model, it is expected to be able to improve better welfare compared to a centralized system. This is because the regional government that already has broader authority in regional management can produce public policies in the form of development programs according to the criteria owned by the region (Pahrudin HM, 2023).

Tourism is also one of the very strategic development sectors that has a multiple impact, both directly and indirectly. The tourism sector is said to be able to drive economic growth and is considered an invisible export because of its ability to collect foreign exchange, as well as real exports of other commodities (Munanda & Amar, 2019). So that the tourism sector provides economic benefits to the country. These benefits are usually obtained from foreign exchange earnings, government revenues, job creation, increasing community income which will increase regional socio-economic growth. In addition to economic and commercial values, tourism also has various other potentials that are not economic and commercial, such as improving the quality of socio-cultural values, expanding horizons, friendship, science, nature conservation and improving environmental quality. In addition, this statement is supported by research conducted by Ismandianto et al. (2023), which states that tourism activities will result in the emergence of needs for goods and services which will then stimulate domestic production growth. Based on Law Number 10 of 2009 concerning Tourism, tourism development is carried out based on the principles of benefit, kinship, fairness and equality, balance, independence, sustainability, participation, democracy, equality and unity (Burhan Muhadi, 2022).

West Sumatra Province consists of regencies/cities, the majority of which have their own tourism. In this case, each regency/city in West Sumatra has the potential to increase its PAD through the tourism sector in each region. In this case, Tanah Datar Regency or also known as Luhak nan Tuo is one of the regencies that is an attraction for the tourism sector in West Sumatra Province. Historically, Tanah Datar Regency is the center of Minangkabau culture with historical relics of the Minangkabau Kingdom. On the other hand, Tanah Datar Regency is also rich in historical objects that are hundreds of years old which are still well maintained (Dinas Pariwisata Pemuda dan Olahraga Kabupaten Tanah Datar, 2018). Tanah Datar Regency is believed to be the place of origin of the Minangkabau tribe which has many historical places. Tanah Datar Regency currently still has many historical remains of Minangkabau customs; its people are also known to strongly adhere to Minangkabau traditional teachings and the Islamic religion. They call it “*adat basandi syarak, syarak basandi kitabullah*” (Landan, 2018).

The tourism sector has a very significant positive impact on regions and communities. This is because the tourism sector is a sector that has the potential to

be developed as a source of regional income (Arliman S, 2018). It is recorded that from 2017 to 2019, there was a significant increase in the number of tourists in Tanah Datar Regency. The following is presented by the author in table form:

Table 1. Number of Domestic Tourist Visits in Tanah Datar Regency 2017–2019

Year	Number of Visits
2017	339,138
2018	370,137
2019	627,057

Source: Department of Tourism and Culture, Tanah Datar Regency (2022)

The following table shows that the increase in the number of tourists is quite good. However, the increase in visits did not last long. This is because at the end of 2019, Indonesia was hit by the COVID-19 Virus outbreak which not only affected health but also the tourism sector in Indonesia, especially Tanah Datar Regency. The existence of these policies and the public's fear of the Corona virus have caused a reduction in travel activities of the world community. This has an impact on the decline or even no tourist visits to Indonesia during the pandemic (Sutrisnawati et al., 2021). The decreasing number of tourist visits in Indonesia, including in Tanah Datar Regency which is also a tourist area in Indonesia, has made the local government and the community worried about the virus which has an impact on the economy of the community itself. The decrease in the number of tourist visits is quite drastic. The following is presented by the author in table form:

Table 2. Number of Domestic Tourist Visits to Tanah Datar Regency 2019–2021

Year	Number of Visits
2019	627,057
2020	527,635
2021	340,363

Source: Department of Tourism and Culture, Tanah Datar Regency (2022)

Table 2 shows a decrease in tourists in Tanah Datar Regency. This certainly affects the economy of the community and there needs to be firm action from the local government to overcome the problems that occur in Tanah Datar Regency. Given the large number of people who depend on the tourism sector for their livelihoods, this will certainly have an impact on the economic stability in Tanah Datar Regency. In the 2020–2024 National Medium-Term Development Plan (RPJMN), Indonesia has predicted that the risk of "uncertainty" will still have a significant impact on the development of the Indonesian economy and also the world (Pambudi et al., 2020). So, the Indonesian Government, especially the Tanah Datar Regency Government, must be prepared for all possibilities that occur. On the other hand, efforts to restore the economy must continue to be made by the Regional Government.

In developing tourism, the role of all parties is very necessary, this is because the tourism sector is an industry whose development involves various interrelated aspects (Hendrita, 2017). One of the effective strategies carried out by the Tanah Datar Regency Government to overcome the phenomenon that occurred was to carry out collaboration which was realized through the "Satu nagari Satu event" policy. Collaborative design can be described as presenting a situation with high risk and high benefits. It is a difficult and risky effort to unite communities and groups across institutions, professions, and sectors (Ansell & Torfing, 2014). So, it can be likened to this policy, the Tanah Datar Regency Government is risking how the sustainability of the tourism sector in Tanah Datar Regency will be in the future. Because if this

policy fails, it is possible that there will be a negative response from the community for future programs. Collaboration depends on trust, shared vision, communication and other factors (Mattessich & Johnson, 2018). So that the Tanah Datar District Government and the actors involved in this collaboration should pay more attention to the factors that influence the course of the collaboration. This is supported by the statement by Saksono (2021) that the regional government is required to be able to formulate quality and evidence-based policies.

The crisis situation has forced the government to not only make decisions quickly but also make them appropriate (Ryan, 2022). The form of collaboration implemented is in the form of a series of events that will be held in each sub-district. This series of events has been systematically arranged into the 2022 Tanah Datar Regency Tourism Event Calendar. A total of 70 events has been designed by the Tourism, Youth and Sports Office in order to restore tourism. This series of events will begin with the Alek Pacu Jawi and end with the Minangkabau Charm Festival which is designed for December 1-4, 2022. The event calendar designed by the Tourism, Youth and Sports Office is a form of support for the Tanah Datar Regency's Leading Program point 6, namely "Satu Nagari Satu Event" which is planned to be held in 14 Villages in Tanah Datar Regency (Selvia, 2022). Collaboration carried out by the Tanah Datar Regency Government is a policy innovation needed to overcome the deadlock of the problems that occur. Public sector organizations must have two types of relationships, namely enabling (relationships between institutions or organizations with the provision of authority to achieve important resources) and diffusion (relationships between institutions or organizations with people or groups that are not members of an organization) (Torang, 2016). The author has attached a picture of the flyer for the Grand Launching of the Satu Nagari Satu Event Program and the Tanah Datar District Government event calendar:



Figure 1. Grand Launching of the "Satu Nagari Satu Event" Program and the Tanah Datar Regency Government Event Calendar

Source: *klikpositif.com*, 2022

One of the important conditions for policy innovation is that the ideas and concepts of public officials become the starting point for implementing various programs and policies (Sururi, 2018). The flagship program Satu Nagari Satu Event is a collaboration carried out by the Tanah Datar Regency government and the village government which includes traditional institutions and village communities in developing culture and also restoring the tourism sector in Tanah Datar Regency. In line with the research conducted by Adlin in an article entitled "Customary Institutions in the Singingi River Basin," Adlin explained that village traditional institutions are considered important institutions in supporting village progress (Adlin & Yusri, 2019). So, the author considers the decision of the Tanah Datar

Regency Government to collaborate with the village/customary institutions to be a wise decision. In addition to the economic recovery policy initiated by the Indonesian Government at the central level, innovation in regional government policies is also needed to revive productive regional economic sectors such as the tourism sector and the creative economy of small and medium enterprises (Asri et al., 2022). The involvement of the Tourism Awareness Group, art studios and the village government is the spearhead in the success of the event held in each village. This is in accordance with what has been explained by Mustanir et al. (2023), the community is the party that receives services and is also the main actor in regional development. Meanwhile, the Tanah Datar Regency Government is more of a facilitator and provides stimulus in the “satu nagari satu event” policy. Each event is assisted with a stimulus fund of IDR50,000,000. This fund is sent directly to the account of the event committee (Pokdarwis) which has been approved long before. In its application, it is not uncommon for the village government to also disburse funds so that the event runs successfully (Eriandi, 2022).

This article will try to explain how the Tanah Datar Regency Government is trying to restore its tourism sector after being impacted by the COVID-19 pandemic. This is proven by the collaboration between the Tanah Datar Regency Government and the Kenagarian Government (or village level) through the “satu nagari satu event” policy. This policy has been planned since 2021 and implemented in 2022. The author describes the collaboration that occurred using government collaboration by Kirk Emerson, Tina Nabatchi, and Stephen Balogh quoted by Astuti et al. (2020) which explains that government collaboration has three main stages, namely: collaboration dynamics, collaborative actions, then the impact and adaptation of collaboration. So, it is expected that by dissecting each of these stages, we can find out the collaboration process implemented by the Tanah Datar Regency Government in a complex manner. And the author hopes that this article can be useful both for the advancement of science and as consideration for government officials to implement similar policies.

2. Methods

This research on collaboration conducted by Tanah Datar Regency Government and also Village Government uses qualitative approach. Qualitative approach is taken because it is expected that the result of this research is a process obtained through in-depth study of the collaboration that occurred. Qualitative approach is able to identify and describe in detail how the collaborative relationship is implemented through the “satu nagari satu event” policy. This research was conducted at the Office of Tourism, Youth and Sports Office of Tanah Datar Regency, Salimpauang Village Head Office, Cubadak Village Head Office, and Andaleh Baruah Bukik Village Head Office. Qualitative data in this research was obtained through in-depth interviews with key informants in this collaboration. Among others, from the district side represented by Adyatama Tourism and Creative Economy, Young Expert of Tourism, Youth and Sports Office of Tanah Datar Regency. From the village side, the author took three representatives with the hope of representing all villages involved in this collaboration. With the main data being primary data and secondary data accompanied by other references that the author obtained through literature study. Furthermore, the data is analyzed by reducing, presenting data, and drawing conclusions.

3. Results and Discussion

3.1. Dynamics of Collaboration

Dynamics are changes that occur due to interactions between two or more individuals in a society that have a clear psychological relationship in the situation

experienced. In the dynamics of society, social interactions, social groups and social classes can occur (Syawal & Samuda, 2017). At this stage of collaboration dynamics, it is a stage for stakeholders to start a collaboration. A closely integrated partnership between each administrative region is very necessary to achieve success in each of these regions (Robson, 2021). So, in this case, both the district government and the village government must know the role and function of each government institution. In the collaboration carried out for tourism recovery in Tanah Datar Regency, there are several stakeholders who are collaborating actors, namely the Tanah Datar Regency Government and the Village Government. In addition to the two main actors, there are also several actors who take part in the collaboration such as POKDARWIS (Tourism Awareness Group), Village Customary Council, Youth, niniak mamak, and also art studios in each village.

Collaboration between stakeholders is one of the determining factors in whether a policy is successful (Clement et al., 2022). Therefore, a strong foundation is needed from each actor before collaborating. In this “satu nagari satu event” policy, there are fundamental reasons for both the Tanah Datar Regency Government and the Village Government to collaborate. The impact of the COVID-19 pandemic which has caused a decline in tourists is the main problem that will be tried to be resolved by both collaborating actors. This decline in tourists has also affected other sectors in Tanah Datar Regency and led to economic paralysis. The following is an image of the dynamics that occur in the satu nagari satu event policy:



Figure 2. Coordination Meeting for the “Satu Nagari Satu Event” Policy

Source: tanahdatar.go.id, 2021

The movement of joint principles carried out by the Tanah Datar Regency Government is based on the shared concerns that have occurred in various regions in Tanah Datar Regency. Although the majority of the economy is still driven by the agricultural sector, the impact of the pandemic has greatly shaken the economy of Tanah Datar Regency through the tourism sector. The tourism sector, which has experienced rapid growth in Tanah Datar Regency, is faced with serious challenges. The decline in the number of tourists at various tourist attractions in Tanah Datar Regency can no longer be anticipated. Micro, Small and Medium Enterprises (MSMEs) in Tanah Datar Regency are clearly affected by the pandemic that has spread to all parts of the world. Many business actors in the tourism sector and other

sectors have chosen to close and stop their businesses in order to comply with the social restriction and lockdown policies formulated by the government to reduce the spread of the COVID-19 Virus in addition to the drastic decline in tourists visiting Tanah Datar Regency.

In realizing shared motivation in government collaboration, there are three main points that indicate the achievement of shared motivation between the Tanah Datar Regency Government and the Village Government. Namely, the creation of shared trust, shared understanding, and also internal legitimacy between the Tanah Datar Regency Government and the Village Government participating in the “*satu nagari satu event*” program. The understanding possessed by the Tanah Datar Regency Government can also be understood by the Village Government. The Tanah Datar Regency Government has an understanding that by utilizing the potential of the tourism sector owned by each village, it can have an impact on other sectors affected by the COVID-19 pandemic. Understanding this principle is very necessary before the collaboration is established so that the Regency Government and the Village Government have the same focus and goals during the collaboration.

Government collaboration, whether with government agencies or non-government agencies, is the process of using the capabilities of individuals or groups of stakeholders to achieve the goals of the collaborating group (Moenian et al., 2022). The development of the capabilities of the collaborating actors must first be based on understanding the capacity of each collaborating actor. This will later affect the action stage of the collaboration. Each actor must explain their capacity and ability to collaborate. As stated by Tinov and Handoko (2016), capacity is a measure of the ability of a person or institution to carry out its functions. So that at the capacity stage in carrying out joint actions, procedures and agreements of collaboration must be established. In addition, supporting factors for collaboration such as Natural Resources and Human Resources that will be used during collaboration must be determined together.

From the results of the author's interview with the Head of Cubadak Village, the informant explained that the concept of the event that was carried out was completely left to the village. However, in terms of technical implementation and implementation time, the implementing committee from the village was assisted by a team of curators from the Tourism, Youth and Sports Office of Tanah Datar Regency. As explained by Rajabi et al. (2021) that non-governmental organizations tend to have a higher capacity to identify the main problems and priorities of the community compared to the government. This is because the strengths and weaknesses that will be related to the technicalities in the field will be understood by the people in the area itself. So that policies in the field will be more targeted and specific to each sub-district.

In terms of resources, it is divided into two parts. Namely Human Resources (HR) and also Natural Resources (NR). Regarding natural resources, Tanah Datar Regency itself has been supported by natural beauty as a very promising tourism potential. In addition, the cultural diversity in Tanah Datar Regency is a perfecting point why Tanah Datar Regency is one of the leading tourist attractions in West Sumatra Province. This will certainly facilitate the collaboration that is carried out and also the capital in carrying out the collaboration. Meanwhile, related to HR, Tanah Datar Regency is still in the transition stage and is improving from a livelihood in the agricultural sector to the tourism industry sector. So that later guidance and direction from Tanah Datar Regency to each Kenagarian are very much needed during the collaboration process.

3.2. Collaborative Action

According to KBBI, action can be interpreted as something that is done or an act. So, it can be concluded that collaborative action can be interpreted as an act or something done by an actor in the collaboration process. The Tanah Datar district government and also the Village Government have a policy fruit from the dynamics that have been carried out, namely a policy for tourism recovery called “satu nagari satu event”. The implementation of the “satu nagari satu event” policy is an action of collaboration carried out by the Regency Government and the Village Government in an effort to restore tourism.



Figure 3. Minangkabau Traditional Figures, Namely Daulat Yang Dipertuan Rajo Alam Minangkabau Pagaruyuang Darul Qarol Sultan M Farid Thaib Tuanku Abdul Fattah

Source: *padangexpo.com*, 2022

Collaborative governance is considered as cross-border governance involving the public, private and civil sectors in decision-making and public management (Mao, 2020). It is clear as attached to the image that the presence of Rajo Alam Minangkabau indicates that the collaboration carried out by the Datar Regency Government is a complex collaboration and involves every element in society. In the “satu nagari satu event” policy, the Tanah Datar Regency Government and its staff are actively involved in the collaboration process. The Tanah Datar Regency Government is the concepthor of the “satu nagari satu event” activity which is a flagship program of the Tanah Datar Regency Regent. The Tanah Datar Regency Government, through recommendations from the sub-district, also gave the mandate to 14 villages to actively participate in the “satu nagari satu event” work program. Tanah Datar Regency also formed a curator team consisting of the Tourism, Youth and Sports Office and also experts to assist the villages in running events in their areas. Not only that, the Tanah Datar Regency Government also participated in the impact and adaptation stages of the collaboration. The Tanah Datar Government did not only conceptualize “satu nagari satu event” for 2022 only. However, this has been conceptualized as an annual agenda of Tanah Datar Regency with a focus on increasing the quota of villages participating in the “satu nagari satu event” program. The role of the Tanah Datar Regency Government is classified as an active actor in collaboration. In each stage of collaboration, the Tanah Datar Regency Government has duties and authorities that must be carried out. However, the authority held by Tanah Datar Regency is not dominant. The authority and rights

held by the Tanah Datar Regency Government are also limited by the authority and rights held by other actors.

Policy implementation is characterized by policies being taken and implemented by work units that mobilize financial and human resources (Yuliah, 2020). In the collaboration between the Tanah Datar Regency Government and the Kenagarian Government, there is a policy that was created from the collaboration, namely “satu nagari satu event” which was implemented by 14 Kenagarian in Tanah Datar Regency. Each Nagari that participated in the Satu Nagari Satu Event activity highlighted cultural diversity for the preservation and development of each culture owned by the Nagari. The author attaches a picture of the Talago Kamba Festival implemented by Nagari Tabek Patah:



Figure 4. Talago Kamba Festival Held by Tabek Patah Village in the “Satu Nagari Satu Event” Series

Source: Author Documentation, 2022

The success or failure of the collaboration process will be seen from how the policy implementation is carried out. At the policy implementation stage, it can be called the culmination of various series of collaborations. This policy implementation is called the output of the collaboration process carried out by the Tanah Datar Regency Government and also the Kenagarian Government. The collaboration between the Tanah Datar Regency Government and the Kenagarian Government resulted in a policy called “satu nagari satu event”. In this policy, there are 15 events attached as follows:

Table 3. Implementation Calendar for “Satu Nagari Satu Event” in 2022

No.	Nagari	Event Name	Implementation Schedule
1.	Andaleh Baruah Bukik	Sepekan Alek Anak Nagari Andaleh	4-10 May
2.	III Koto	Aua Sarumpun Geopark Festival	21-22 May
3.	Pariangan	Pesona Pariangan Nagari Terindah	25-26 June
4.	Gunuang Rajo	Galiek Durian Guriuang Rajo	16-13 July
5.	Tabek Patah	Talaga Kamba Festival	13-14 August
6.	Cubadak	Tabek Ganggam Festival	20-21 August
7.	Pandai Sikek	Pandai Sikek Festival	27-28 August
8.	Atar	Gebyar Pesona Talaga Biru	3-4 September

Table 3. Implementation Calendar for “Satu Nagari Satu Event” in 2022

No.	Nagari	Event Name	Implementation Schedule
9.	Kumango	Festival Silat Baluluak Bajararni	17-18 September
10.	Barulak	Festival Pangek Lapuak	23-24 September
11.	Pagaruyung	Jelajah Wisata Pesona Pagaruyung	1-2 October
12.	Pangian	Festival Pesona Pangian	15-16 October
13.	Batu Taba	Galundi Singkarak Festival	29-30 October
14.	Tanjung Bonai	Festival Tenun	5-6 November
15.	Kabupaten Tanah Datar (closing)	Festival Pesona Minangkabau	17-20 November

Source: Author's Work (2023)

From [Table 3](#), it can be clearly seen that there are 15 events included in the “satu nagari satu event” policy. Each event or festival is the authority of each village. This is an opportunity for each village to showcase the local wisdom in their respective villages. The event organizing committee also comes from each village consisting of art studios, Pokdarwis, youth, Niniak Mamak, and also traditional figures. But on the other hand, the Tanah Datar Regency Government also facilitates a team of curators who help implement events in each village.

3.3. Impact and Adaptation

Impact and adaptation are the fruits produced by collaborative actors. This is directly proportional to the quality of policy collaboration carried out by the actors. The success and failure of a policy is determined by the quality of the inter-organizational or institutional relationships involved in it ([Asrida et al., 2022](#)). In addition, at this stage it also explains how the attitudes of the actors towards changes or impacts generated by the collaboration actors. At this stage, the wisdom and skills of each actor are certainly needed to maintain and maximize the output of the collaboration results. In this case, there is a risk of unwanted impacts by the collaborating actors. So that handling is needed by the actors to overcome these unwanted things. At the impact and adaptation stage of collaboration, there are two indicators, namely, the impact of collaboration and also the adaptation of actors to the impact of collaboration. The impact of collaboration means how the output is generated from the collaboration process. The impact can be the impact expected by the actors, the impact not expected by the actors, and also the possibility of unexpected impacts from the collaboration process. While the adaptation of actors to the impact of collaboration is how each actor responds to or maximizes the impact caused during the collaboration process.

The impact of collaboration is the result of the causal process of collaboration carried out by the Tanah Datar Regency Government and also the Nagari Government. Impact is something that can be predicted by policy actors. The impact of planned changes can be understood as a change that has been designed or planned in advance by parties who want social change to occur ([Amanatin et al., 2020](#)). However, not always only the desired impacts will arise from the collaboration process. The possibility of unexpected or unintended impacts may arise during the collaboration process. “Satu nagari satu event” has provided positive benefits to the tourism sector in Tanah Datar Regency. This can be strengthened by the author with the documentation that the author obtained when visiting the Tourism, Youth and Sports Office of Tanah Datar Regency located at Van Der Capellen Fort. The author

attaches a table of Comparison of the Number of Visits in Tanah Datar Regency from 2021–2022:

Table 4. Comparison of the Number of Visits in Tanah Datar Regency From 2021–2022

	2021	2022
Number of Tourist Visits in Tanah Datar Regency	340,363	639,862

Source: Author's Work (2023)

With the increasing number of tourist visits in Tanah Datar Regency, it also means increasing the economy of Tanah Datar Regency. Community-oriented development means that the results of development that will be achieved will be beneficial and useful for the local community (Ayu & Adlin, 2015). Back to the target of the “satu nagari satu event” policy, which is to drive the wheels of the economy in the Village by providing opportunities for Micro, Small and Medium Enterprises (MSMEs) to revive their businesses after the impact of the COVID-19 Pandemic. This is proven by the results of the author's documentation at the Tourism, Youth and Sports Office of Tanah Datar Regency. The author will attach the number of transactions and visitors in several Villages during the implementation of the “satu nagari satu event” policy:

Table 5. Number of Transactions and Visitors During the Implementation of “Satu Nagari Satu Event” Policy

No.	Nagari	Number of Transactions	Number of Visits
1.	Nagari Andaleh Baruh Bukik	IDR400,000,000	10,000
2.	Nagari III Koto	IDR350,000,000	7,000
3.	Nagari Pariangan	IDR900,000,000	7,000
4.	Nagari Tabek Patah	IDR750,000,000	4,000
5.	Nagari Cubadak	IDR650,000,000	7,000
6.	Nagari Pandai Sikek	IDR1,100,000,000	5,000
7.	Nagari Atar	IDR260,000,000	4,000
8.	Nagari Kumango	IDR270,000,000	5,000
9.	Nagari Barulak	IDR300,000,000	4,000
10.	Nagari Pagaruyung	IDR300,000,000	4,000
11.	Nagari Pangian	IDR450,000,000	6,000
12.	Nagari Batu Taba	IDR400,000,000	6,000
13.	Nagari Tanjung Bonai	IDR450,000,000	6,500
14.	Nagari Gunung Rajo	IDR325,000,000	3,000
Total		IDR6,905,000,000	78,500

Source: Author's Work (2023)

From Table 5, we can see the number of transactions and tourist visits from fourteen Nagari that implemented satu nagari satu event. From the fourteen Nagari, there was a turnover of IDR6,905 billion and a total of approximately 78,500 visitors. The data obtained by the author shows how the collaboration between the Tanah Datar Regency Government and the Nagari Government has succeeded in driving the wheels of the economy of MSMEs in Nagari. This is certainly a turning point for the revival of the economy and also the tourism potential in Tanah Datar Regency. The impact of the collaboration that was also felt by MSME activists in Nagari received various positive responses.

Adaptation of impact is how actors respond to changes that occur after the implementation of the collaboration process. This is how the actors follow up to utilize the expected impacts of the collaboration. The increase in the number of tourists visiting Tanah Datar Regency and accompanied by an increase in the economic income of the community is the hope of the Tanah Datar Regency Government and the Nagari Government which is realized through the “satu nagari satu event” policy. This certainly requires serious follow-up from both actors so that the benefits obtained are sustainable. “Satu nagari satu event” has been proven to have a major impact on the sustainability of tourism in Tanah Datar Regency. With the positive impacts generated, the “satu nagari satu event” policy will later become an annual program with a focus on increasing participation or nagari quotas in each sub-district. This “satu nagari satu event” activity will be an annual routine activity in Tanah Datar Regency. But on the other hand, the government also hopes that apart from this policy, there will also be independence from each village to continue to explore the potential of each village. After the implementation of “satu nagari satu event” in 2022, the Tanah Datar Regency Government will give the widest possible authority to business actors to be able to utilize the impact of the activities carried out.

Through collaboration, synergy is created which is realized by combining efforts and expertise, so that it can produce greater benefits than those achieved through individual efforts (Saksono, 2020). “Satu nagari satu event” provides significant financial benefits for each participating Village. There is approximately IDR6,905 billion in total income for all villages according to data obtained by the author through the Tourism, Youth and Sports Office of Tanah Datar Regency. This is entirely the right and obligation of each village to utilize the profits obtained. This must be maximized by the Village to restore the wheels of the economy which were previously affected by the COVID-19 pandemic.

4. Conclusion

The COVID-19 pandemic has had an impact on the development of the tourism sector in Tanah Datar Regency. This indirectly also has an impact on the economic sector in Tanah Datar Regency because tourism is also a vital sector for Tanah Datar Regency. “satu nagari satu event” is based on the shared concerns experienced by Tanah Datar Regency. In addition to the decline in the tourism sector, the erosion of customary and cultural values in each village has become a greater concern for actors involved in the collaboration. So that at the stage of collaboration dynamics, customary and cultural values are one aspect that must be added to the collaboration carried out by the Tanah Datar Regency Government and the Village Government. In the process of collaborative action, the Tanah Datar Regency Government plays a role in providing stimulus and also facilitators for each village. The village government is responsible as the conceceptor of events in each village and determines the form of activities and culture that are highlighted. The “satu nagari satu event” policy was closed with the Minangkabau Charm Festival which was held at the Istano Basa Pagaruyuang. This festival marks the end of the “satu nagari satu event” series of activities held in 14 villages in Tanah Datar Regency as well as the presentation of appreciation to villages by the Tanah Datar Regency Government. The impact of the “satu nagari satu event” Policy is very large for the development of tourism in Tanah Datar Regency. The increase in the number of tourists in each village also affects other sectors. This also affects the increase in the MSME sector which was paralyzed by the COVID-19 pandemic. The impact given is expected to be the initial foothold for Tanah Datar Regency to recover from the negative impacts given by the COVID-19 Pandemic. With the success of the “satu nagari satu event” policy, this policy has become an annual policy implemented in Tanah Datar Regency. With the

hope that all villages in Tanah Datar Regency can participate in this superior program.

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