

PARTNERSHIP IN DEVELOPING TOURISM INDUSTRY IN MAKASSAR

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***Abstract:** This study aims to development model of partnership between stakeholders in the development of the tourism industry in the city of Makassar. This study used a descriptive study with fenomenologi approach. Research respondent Deputy Mayor, Head of Tourism Department of Makassar. The results showed that the model of partnership involving the tourism stakeholders has been a positive impact on behavior change stakeholders of tourism development in the city of Makassar. These factors are shown through the cooperation model, is cooperation in the field of administration and management, human resource development, product development, tourism marketing, tourism and information technology. Conclusions of this study indicate that the model used for this type of partnership is able to shape the personality and behavioral changes of tourism stakeholders in accordance with the role based on the functions and duties of each.*

***Keywords:** partnership, tourism and the development of the tourism industry.*

INTRODUCTION

The role of tourism for a region, country or international has been widely recognized, so that tourism has become one of the important areas in relation to other sectors, such as agriculture, mining, industrial, political and social culture. In relation, tourism activities are also believed to have been able to provide significant impetus for increasing public awareness about the preservation of national culture and the environment.

The phenomenon is found that non-optimal execution on all fronts that indications are caused by a variety of facilities and infrastructure limitations. On the other hand a strong desire by stakeholders to the development of the tourism sector has been shown through the availability of the work program and management of tourism development. All the tourist stakeholders have their respective roles in developing tourism in the city of Makassar.

As one of the most important in the construction sector, the tourism sector in the city of Makassar need to be managed in the plenary that can significantly affect

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the success of the development. Makassar city apart as one tourist destination in South Sulawesi, allowing to develop a sustainable tourism industry because it has many interesting attractions to be developed, such as the nature, history, art and culture or other travel. The potential contained in Makassar actually has a lot of tourism potential that can be relied upon as a source of local revenue. Unfortunately, there are still a lot of tourism potential belurn well tilled by the Government of Makassar, however, the tourism industry in Makassar is growing with such flagship attraction Losari Beach, Fort Rotterdam, and several other attractions. Based on this phenomenon, it is interesting to to describe patterns of partnerships between tourism stakeholders in the development of the tourism sector of the city government of Makassar.

RESEARCH METHODS

This research was conducted by collecting data through the data sources and informants research. Source of research data captured from the source of primary data and secondary data in accordance with the proportion of the research objectives. Sources of primary data obtained through observation and interviews with key informants (key informants) and regular informant. While secondary data sources obtained through the study and analysis of various documents related to partnership activities undertaken in the city of Makassar, such as; Law, Government Regulations, the Minister, Regional Regulation, as well as a variety of written reports on the results that have been achieved in the activities of the partnership.

The study consisted of key informants (key informants) and regular informant. Key informants include; (1) The Deputy Mayor of Makassar, (2) the Head of Tourism and Creative Economy of Makassar, (3) Head of Business Development and Tourism (4) Head of Marketing Promotion. While regular informants consisted; (1) The head of the secretariat Subag Disbudpar Makassar, (2) The Head of Section Disbudpar Makassar, (3) Non Governmental Tourism Makassar, (4) Tourism Business communities are private businesses and enterprises Institutions (Regional Enterprise) including entrepreneurs hotel and travel.

Focused on research issues, this study focused on three aspects, as follows: 1) Pattern kemitaan relationship between tourism stakeholders in Makassar, 2) model kemitaan effective pattern in the development of the tourism sector in the city of Makassar, 3) implementation of the determinant factors of partnership in the development of the tourism sector in the city of Makassar.

Instruments qualitative research focused on the research effort on kemitaan analysis in the development of tourism in the city of Makassar are described in accordance with empirical data using a quantitative approach. Information obtained through interviews can be cross-examined by the method of observation or review of documents. Likewise, the information is still lacking that captured through

Table
Principles, Mechanisms, Forms and Determinant Factors Partnership and some indicat

No	Indicator	Sub.Indicator1	Sub.Indicator2	Sub.Indicator3	Sub.Indicator4	Sub.Indicator5
1.	The principle of partnership	Having a Purpose Joint	Collaboration occurs, both parties Agreements	Approval bond	Approval rules, Equality	Existence, Mutually beneficial
2.	Mechanisms to build partnerships	Introduction, selecting issues	Mapping, identification of potential partners, potential offenders	Identify the role of partners, network partnerships	Fostering agreements, forms and goals of partnership, responsibility	Develop a work plan, implement integrated activities, monitoring and evaluation
3.	Form partnerships	Potential Partnership	Nascent Partnership	Complementary Partnership	Synergistic Partnership	
4.	Supporting and inhibiting factors	funding	commitment	cooperation	communication	

interviews can be fitted by the method of observation and study dokumen, so that the information collected can be tested its validity and researchers can take research conclusions objectively based on facts obtained during the study.

RESEARCH RESULT

Makassar City has a very strategic position, because it is located in the middle of the Indonesian archipelago and economically this area has comparative and competitive advantages, Makassar Strait is one of the international shipping lanes. Besides as a node sea and air transport, the city of Makassar not only as a service center and the development of services and trade distribution Eastern Indonesia but a family room (living room) which place secure peace, peace is very conducive as a residence, and investing and doing various activities.

Makassar has great potential for tourism development as well as development centers and service also at the same time, as the gate in eastern Indonesia. Makassar City has a lot of potential areas, arts and culture and history that can be developed into an object and tourist attraction. The list of names of objects tourist attraction in the city of Makassar based on field observations and collecting data from multiple agencies, are: 1) Island of Heaven, 2) Kodingareng Island, 3) lomboBarrang Island, 4) CaddiBarrang Island, 5) TanjungBunga, 6) Cape Freedom, 7) Island-laetae, 8) KekeKodingareng Island, and 9) Samalona Island and there are various types of attractions are spread over several districts and cities.

Department of Culture and Tourism is implementing elements of the City Government headed by a Chief who is subordinate and accountable to the Mayor through the Regional Secretary. Department of Culture and Tourism has a fundamental duty to formulate, develop and meSendalikan policy in the field of culture and tourism as well as the development and management of the museum, archeological and tourism development activities, local culture, resource development and community participation.

1. Partnership Relationship Patterns

The pattern of partnerships that have been executed so far in accordance with the principles of partnership, but on the other hand still need intensive efforts to build awareness of the stakeholders associated with wealth and natural and cultural potentials owned and urgency of the development of the tourism sector. The rise of the collective consciousness stimulate a sense of ownership (ownership) and participation (involvement) are higher, are expected to raise the image of the city of Makassar, which leads to increased prosperity and improved quality of life.

As for the goods or services are taken into account in tourism comes from several sectors, in order to meet the demand of foreign tourists and tourists in the country, has not been fully developed optimally, given the presence of shortcomings and

limitations of facilities and infrastructure. Through a partnership model that is performed during this time, then step by step to reform with the involvement of stakeholders has been demonstrated through various work programs of tourism and tour packages that have been promoted and prepare various working tools of all stakeholders to prioritize tasks and roles of each. This is shown through several foreign and domestic tourist destination to visit tourist spots that have previously promoted.

2. Regulation of Tourism

A number of regulations or policies that have been issued by the government of Makassar city associated with the development of tourism in the form of local regulations that can bind all the elements that are directly related to the tourism promotion activities is a public policy decisions that are binding for the citizens on the strategic level or nature outline made by holders of state institutions or public authorities. As a binding decision is made public, the public policy by the country's political authorities, namely those who received a mandate from the people (the public).

Referring to the indicators used to analyze the pattern of partnerships between tourism stakeholders in Makassar, has been carried out based on the principles of partnership, namely: 1) have a common goal, 2) occurs collaboration and agreement between the two sides, 3) there is a bond approval (agreement), 4) approval of rules based on equality (equal shares), and 5) have the same mutual existence, interdependence within the agreed time. This is shown by the results of discussions with the Deputy Mayor of Makassar Makassar city government public policy that supports the implementation of partnerships in tourism, which says that:

Government policy in the field of tourism in general has been done by the city of Makassar, ranging from infrastructure improvements to the building partnerships with outside parties who are able to invest in Makassar particular field of tourism development. Regulation that is uncomplicated and easy to fulfill a number of requirements that investors helps them in developing their business in tourism

Local autonomy means autonomy in local communities are expected to continue to grow and develop keprakarsaan and independence of the community. Regional autonomy is the authority to regulate self-government proposals that are locality own initiative based on the aspirations of the community.

In line with this, the following summary of the interview with the head of the Department of Culture and Tourism of Makassar who said that:Based on the Makassar city government regulation relating to tourism into the legal basis of tourism development to provide opportunities to entrepreneurs in the form of a partnership to jointly develop the tourism potential When associated with a partnership program that has been developed by the sub-district government as a

spearhead in optimizing the technical implementation potential tourism area of Makassar in accordance with local cultural characteristics that can be relied upon with certain characteristics, described by the Deputy Mayor of Makassar (Interview workroom, September 5, 2004).

Under these conditions, showed no collaboration that has been done by the government of Makassar at all levels of government to develop the tourism potential that exist in each district and village. That is, almost all the villages in the city of Makassar has attractions that can be developed and optimized in attracting foreign and domestic tourists.

Communication policy has several kinds of dimensions, among other dimensions of transformation (transformation), the dimensions of clarity (clarity), and dimensional consistency (consistency). Dimensions transformasi wants public policy is delivered not only to the performer (implementor) policy, but also delivered to the target group policy and other interested parties, either directly or indirectly to the policy that transformed or communicate.

In order to realize the vision and mission of Makassar city as a world city by developing local knowledge, the city of Makassar as a very strategic area of maritime transport, land and air function as a service center and the development of services and trade distribution Eastern Indonesia (KTI), so that this condition very likely to develop a tourism program that is more real and powerful in increasing revenue. Supported also interview with one of the NGOs in Makassar on the role of community institutions and organizations in supporting the process of developing the potential of tourism in the city of Makassar, which says that:

Judging from the results of tourist arrivals in the city of Makassar is not maximized when compared with the position strategis Makassar. Required good cooperation on all the elements, including NGOs which have not maximized given space to participate in the optimization of tourism, so there responsible overall community development of the tourism industry, of course, involve many sectors that have an interest respectively, both from the government community, and businesses with all the motivation and purpose. Developing and promoting partnership cooperation in various fields is one way to mutually reinforce and improve competitiveness. The basic principle of partnership brings equality, transparency, formal and legal, mutually reinforcing, mutual understanding, mutual benefit, the transfer of knowledge and experience, exchange of information, as well as institutional.

Based on these interviews, providing information that the involvement of civil society organizations do not maximized the Tourism Office in spite of the facts on the ground indicate that there have been several activities that have involved NGOs in the promotion of tourist attractions in the city of Makassar. The existence of forms of cooperation should be established partnership between the community and travel management agency in the development of tourism potential.

The community is involved in tourism development activities for the community is one of the stakeholders who could be involved in it. It would be better if everything is done through a form of cooperation within the framework of partnership models (cooperation) is oriented to the development of tourism area. In addition, prior to the formation of the partnership model (collaboration), should be approached so that no error occurs after the partnership model implemented. Giving people an opportunity to develop the tourism potential of their own, but still given direction in the conduct of the potential development. On the other hand always involve various stakeholders in the planning to be done, especially in improving the development of a tourism area.

2. Forms of Partnership

Increasing cooperation between the government and the private sector in tourism activities to support the development of tourism in the city of Makassar, for example holding entertainment events and exhibitions sector, small and micro enterprises (LIKUM) to support the tourism industry. Therefore, improvement of facilities and infrastructure should be improved to attract tourists. Promotional efforts are made to make it more viable to introduce enhanced existing tourism in order to attract tourists. The promotional efforts can be done with the cooperation of government agencies and maximize promotion in print and electronic media.

In essence, all parties involved should be aware of partnership-oriented tourism development and improvement of quality of service and tourism objects. To the importance of all parties seek to encourage cooperation include some of the following:

- 1) Administration and Tourism Management involves cooperation be related to the exchange of experience and common ground in terms of tourism destination management, tourism management at regional or provincial administrative level, so as to avoid the mismanagement and governance kelolah in the administration and management of tourism-oriented sustainable tourism;
- 2) Development of Human Resources, with regard to cooperation carried out in the framework of human resource development include education and training programs, internships, and the development of skills and knowledge for the tourism related elements including employees of tourism enterprises and the public;
- 3) Product Development, relating to product packaging is important to add to the attraction of tourists. In this case the same work carried out between related parties through the exchange of experiences related to tourism packages that will be offered in order to construct tips and strategies embodied in Indonesia's sustainable tourism within the scope of

ecotourism, cultural tourism, cruises, business travel, agro-industries , health tourism, and others;

- 4) Tourism Marketing, related to marketing activities is one of the most important element in determining the success of the tourism program that offers a wide selection of attractive packages oriented comfort, safety, and satisfaction that will increase the frequency of tourist visits and open opportunities in the number of tourist visitors potential. As for cooperation in tourism marketing, among other things, increase tourism promotion activities, dissemination of information, execution and publication of market surveys in several countries;
- 5) Private Sector Cooperation, related to efforts towards the creation of cooperation between countries and between sectors within the scope of trade and investment in the field of tourism services; and 6) Tourism Information Technology, relating to cooperation to develop and optimize the use of information technology tourism.

The development of partnerships should refer to the principles of partnership built consciously and to be responsible on all sides from the formulation of common goals, collaboration and mutual support and the presence of both parties benefit. There is greater coordination mature and well-planned and well integrated with one another between the field and sexy, as well as between Local Government Offices in taking on the role of each party in the development of tourism, especially in building partnerships with third parties (Interview, 5 September 2014) Many local wisdom can give a characteristic to be used as an icon of tourism, ranging from Losari beach pavilion, fortress rotherdam, some islands with beautiful panorama of pristine nature, varied culinary, cultural customs that are packed in the arts and cultural performances featuring the level of civilization of Makassar as a maritime city more independent and dignified (Interview Deputy Mayor of Makassar, 5 September 2014)

Opinions mentioned above indicate that tourism development efforts in the city of Makassar has gained the attention of the government, however, most of the public bazaar Makassar has not fully accepted the values of art and culture that is packaged in a frame that has a lot of cultural panorama interested in foreign cultures.

Each of these fields, especially in promotion, resources and creative economy has formed a partnership. Especially for Field Campaign has made a cooperation agreement with the department of tourism partnerships throughout the city of Makassar, and other cities in Indonesia are loaded and set in the MoU or partnership cooperation agreement (Interview workroom, 5 September 2014).

Based on these interviews, showed that the government of Makassar very supportive policies in the form of a partnership built between stekholder in developing the tourism potential through a full and comprehensive collaboration,

according to the field owned SKPDs tasks within the scope of the municipal government of Makassar.

Tourism can foster and enhance the cultural recognition and love for the homeland. From the tourism sector can also contribute to the acceptance of the original income derived from taxes, parking fees and ticket or can bring in foreign exchange from the tourists who visit. The existence of tourism will also foster economic enterprises around the tourist areas and support activities to increase incomes. Tourism is the potential of each region, the optimal management of the tourism sector is able to boost economic growth surrounding communities. In response to the problem of managing the tourism sector, not only the government that is responsible, but the role of the private and the public is needed.

Comments also suggested by the head of the Department of Tourism promotion of Makassar who said that:

Referring to the description of the duties and functions of each employee, it can be optimally developed partnership involving all stakeholders in support of these activities. Already there is coordination between SKPDs built to take on the role of the field you handled (interview in his office on 6 September 2014).

Strengthened the argument by the head of business development Makassar City Tourism Office who said that:

There are already good cooperation between Local Government Offices in accordance with the field so that in turn the development of the tourism partnerships with third parties to do (Interview workroom, 6 September 2014).

Principles and objectives in equipment built together in partnership, in principle how aquiment goal can be realized. In principle established cooperation aims to find the best solution in order to develop the tourism program is based on the principle of mutual benefit. Travelers visiting or entering a parawisati area managed by the government or private members are expected to contribute to an increase in domestic revenue. Our principle that the mutual benefit of tourists who bring in as much as both domestic and foreign tourists from year to year should be increased, so as to grow the economy starting from the lower classes to the upper middle.

This is necessary for the development of cooperation or partnership approach with existing tourism organizations comprising government, private, and public and stakeholders are expected to support the continuation of the development of tourism in the area.

Referring to the principle of partnership remains tourism is expected to have good coordination between Local Government Offices in order to support each other in the optimization of a partnership with a third party that must be supported by the work unit in direct contact with the Public Works Department of Tourism as related to infrastructure, the Department of Transportation, Office of Information

and Communication, and several other agencies (interview in his office on 7 September 2014).

Stretching attention to tourism in the city of Makassar is driven by the awareness of a community-based economic power by exploiting the potential of nature and culture through the pattern of development in the tourism sector which could bolster the welfare and quality of life. Given the nature of the multi-actors tourism and multiimpacts, success Makassar destination development requires the involvement of all stakeholders (stakcholders) are not only the leaders of the region, not just a burden on the Department of Tourism, tourist services businesses or associations of tourism or tourism interest groups only, and also not just a burden on academics.

There are several forms of promotion that involves the segway has been done so far, both the government and the government of South Sulawesi province of Makassar city itself, as proposed by the Head of Tourism Department of Makassar:

The form of cooperation is usually in the form of equally promote or in the form of brochures, pamphlets or in places or places tometik information region (tourism information) information center, so a tourism information is diverse like, at the international airport Hasanuddin spearheaded by the provincial tourism, there are also called ICT in front of Losari beach pavilion there were in the fort so depending on the place where interesting and easy to reach it if there is cooperation between stekholder also stamped cooperation with other third parties such as Bugis Rich waterpark how they we give a place or container to promote or place or area of the road like a particular advertisement billboards. Lebihlanjutdijelaskan:

While stekholder third parties as well Ivent Organization that manages how so ivent us more interesting, because this is usually the IO experienced people, experienced in the sense of how to master the activities so interesting, so we made one ivent the nature of the show sometimes we do cooperation with the third as the organization (Interview workroom, 5 September 201

Comments are also given by one of the head section of Makassar City Tourism Office promotion of the involvement of each SKPD in establishing communication with the related local government offices in preparing all forms bearing capacity can be optimized according to the capabilities of each agency, which says that:

Actually there are coordination and serious attention from each SKPD in order to jointly bertanggungjawab on one particular activity, as real manifestations of each SKPDs to be directly involved in the finalization of an event or cultural activities on a regular basis and berkesinmbungan (interview at his home, 1 September 2014).

Interview with the Head of Department of Tourism Promotion of Makassar on forms of promotion that had been undertaken by the government of Makassar, which says that:

Department of tourism with the tourism stekholder also ASITA, PAPI how equally promote tourist destinations that we have, for example, such as Makassar choose several destinations both managed by the government of Makassar city itself and other parties or private and from the center or large hall, for example, Fort Rotherdham although it belongs to a large hall belonging to the center but because the area is in the city of Makassar, then we are also obliged to promote together (Interview workroom, 8 September 2014).

The same response was given by one of the administrators of NGOs on a partnership that has made the city of Makassar in the field of Tourism, which says that:

There are still a lot of potential for tourism to be developed especially Makassar as a maritime city and a strategic place as the center of government of South Sulawesi province. Among the forms of partnership should be built is the absence of unity and synergy between SKPDs to sustain all forms of promotion of tourist attraction designed by the city of Makassar (interview at his home 12 September 2014).

Excerpts of the interview, giving instructions that form the most dominant tourism partnership is the sharing of programs and cooperation and synergy must be done thoroughly in all aspects of community life of Makassar, so no coordination line indicated by the Department of Tourism with the departments and other agencies. These conditions provide the impetus and motivation for other communities to take part in the development of tourism in the city of Makassar

The argument was also put forward by the Head of Tourism Department of Makassar who said that:

This promotional activities anywhere marketnya, do whatever partners could be promoted to the areas that would attract tourists to come to Makassar as direct flight, so there is a feeling comfortable in the tour. The share of foreign, there is divided Europe, and there is no asia pacific, America actually there but its reach is growing more carefully because this is now the Middle East and China this entry through Surabaya.

Further stated:

If the highest European Dutch, German and French. If automatic pacific Australia but why we do not go straight to Australia for many in Bali so we how travelers in Bali we bias to partner with Asita Bali so the group or association formed by the Provincial Government of Bali we work with them (Interview in his office on 7 September 2014)

Based on the results of an interview study cited above, it can be explained through a partnership model schema that describes Tourism stakeholder partnerships as follows.

DISCUSSION

On the other hand as the necessary cooperation and mutual benefit between the policies of the central government to local government tourism sector, in particular the city of Makassar. That is, the Makassar city government will always strive to offer the potential of the tourism to the central government to develop and demand

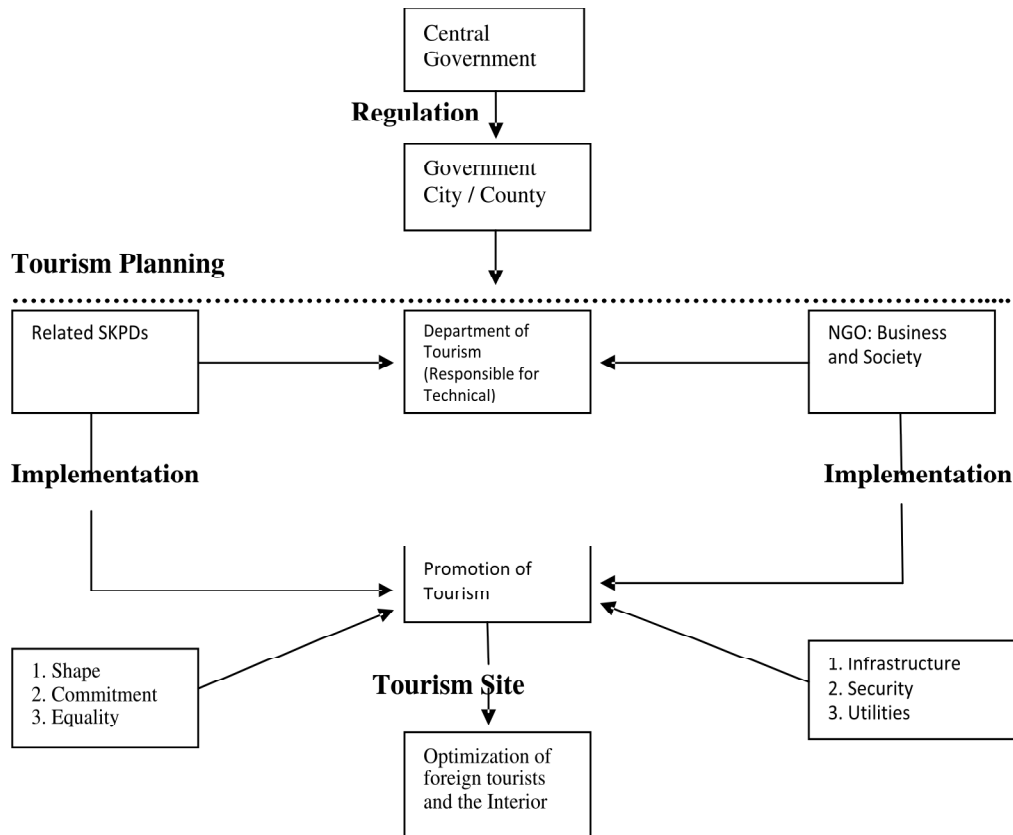


Figure 1: Model Tourism Partnership Government, between Local Government Offices and Business (SyaifulBachri, 2014)

support, especially facilities and financing. The condition described by the Deputy Mayor of Makassar, which says that:

Indeed, the central government has always encouraged local governments to develop the tourism potential so that no overall regulation and positioning the region to be promoted and also get a budget stimulus in the development of tourism.

Policy as a result of a more comprehensive analysis of integrated, integrated, and the depth of the various alternatives which inevitably results in a decision-making best. Policy is seen as a way an organization can find out what is expected of him, namely: programs and mechanisms to achieve its products, and a process of bargaining and negotiation to formulate issues and methods of implementation on an ongoing basis. Policy is a set of principles, or the desired conditions and a series of conclusions or recommendations.

Dimensions of clarity requires that the policy is transmitted to the executive, the target group, and other interested parties directly or indirectly to an acceptable

policy clearly, so that among them know what the purpose, goals, and objectives as well as the substance of public policy that transformed or communicated.

Meanwhile, dimensional consistency requires that the policy is communicated must be consistent with that communicated and what is done or relating to the policy applied dikomturikasikan.

The response given by the Head of Tourism Department of Makassar on policies involving partnerships with the community organizations that says that:

So far, it is not optimal to be fully involved community organizations or NGOs, but there is an effort that has been made in various sectors to be involved in any tourism promotion activities in the city of Makassar (Interview workroom, 10 September 2014).

The same statement also expressed by one of the section chief at the Tourism Office of Makassar who said that:

NGO involvement in tourism development program in Makassar still limited to promotional activities, while the single activity that is given is not optimal (interview in his office, 16 September 2014).

CONCLUSION

1. Pattern stakeholders partnerships undertaken so far in order to develop the tourism sector in the city of Makassar run in accordance with the principles of partnership that has been set by mutual agreement set out in the MoU. The agreement was made to several things, namely: 1) Administration and Tourism Management, 2) Human Resource Development, 3) Product Development, 4) Tourism Marketing, 5) Private Sector Cooperation, and 6) Tourism Information Technology. On the other hand there are still some obstacles encountered in connection with efforts to optimize the partnership approach, including: the limited facilities and infrastructure in some tourist attractions and there are several attractions that have not been touched adequate treatment to a tourist area, so for the community The local has not realized the value contained therein.
2. The model developed during the partnership is not optimal because there are constraints faced especially the role of non-governmental organizations have not been fully involved in the program of tourism development in the city of Makassar. This can reduce the interest and participation in the improvement of tourist objects, which in this case may be a connector or NGO liaison between stakeholders and communities that dwelt around the area attractions.
3. Factors determinant faced in building a partnership in the tourism sector is still limited ability of creativity and innovation that delivers the contribution in the development of tourism in the city of Makassar. This is due to the limited space that is set in accordance with the rules and policies of local governments that are usually not in line with the wishes and expectations of the stakeholders

and the public or non-governmental organizations. Which leads to the destruction or cancellation of some of the attractions area development program which sometimes swallow a large amount of budget. Some of the attractions are only able to survive for some time and no longer able to attract tourists so that the benefits and development goals are not in accordance with the expectations of the stakeholders.

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