



Empowerment of the Community of Cisantana as a buffer village of Gunung Ciremai National Park through Ecotourism Program

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Abstract. *The welfare of the buffer village community is a factor that affects the sustainability of Gunung Ciremai National Park (GCNP). One of the efforts that can be made is empowering the community by developing and managing nature tourism through a partnership pattern. Therefore, it is necessary to conduct research in buffer villages, namely Cisantana Village, with the objectives are; assessing the potential for developing Objects and Natural Tourism Attraction (ONTA), identifying the level of influence and importance of stakeholders, analyzing the benefits and trends of natural tourism development, and strategies for developing and managing ONTA. Data collection was done by interview, observation, and library search. The analysis used; ADO ODTWA (Analysis of Operational Areas-ONTA), Analysis of the Level of Influence and Importance of Stakeholders, and Qualitative Descriptive Analysis. ONTA of Palutungan campground is worth developing. GNCP Office Center and Koperasi Alam Citra Mandiri are key players. The partnership program provides socio-economic benefits for the people of Cisantana Village. The ONTA development and management strategy can adopt the Pentahelix Model, which encourages the strengthening of tourism collaboration through optimizing the roles of BGCAM. The involvement of the private sector in product development in ONTA is required but must be dominated by the local community.*

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INTRODUCTION

The welfare of the buffer village community is one factor that affects the sustainability of a conservation area. This is no exception with Gunung Ciremai National Park (GCNP), located in two regencies, Kuningan Regency and Majalengka, West Java Province. In GCNP, there are 64 Objects and Natural Tourism Attraction (ONTA), which have the potential to involve 1,856 families from buffer villages (Balai TNGC 2018). The involvement of the buffer village community in the development and management of ONTA is expected to contribute to improving their welfare.

The form of community involvement in the development and management of ONTA is accommodated in the forestry partnership program. One of the government policies regulated in the Minister of Environment and Forestry Regulation Number P.83/MENLHK/SETJEN/KUM.1/10/2016 concerning Social Forestry

intends to provide guidelines for granting management rights, permits, partnerships, and customary forests in the field of social forestry. On the other hand as an effort by the Government to resolve territorial and justice problems for communities in buffer villages or around forest areas in the context of welfare and preservation of forest functions. So the 'PERMEN LHK' it becomes a guideline for national park managers or GCNP Office Centers to realize community independence and welfare in the context of strengthening the management and functions of conservation areas and the preservation of biodiversity, as outlined in the Regulation of the Director General of Ditjen KSDAE (2018). Supporting village communities through this program is expected to be more empower regarding their roles, access, and human resource capacity.

Cisantana Village is a GCNP buffer village with an ONTA in the form of the Palutungan Campground (Buper/Bumi Perkemahan Palutungan). Currently, the community is already involved in the management of the ONTA, but this is necessary to increase the community's involvement as partners in managing the GCNP area to realize community welfare and the preservation of the national park area. Therefore, the empowerment of the Cisantana Village community is essential in developing and managing nature tourism through a partnership pattern. It is necessary to conduct research with the aim of: 1) assessing the potential for developing ONTA; 2) identifying the level of influence and interest of stakeholders; 3) analyzing the benefits and trends of natural tourism development; 4) developing and managing ONTA strategies.

RESEARCH METHODS

Research Time and Location

This research was divided into two stages. Namely, the survey stage was carried out in March 2021, and the primary research was carried out from August to September 2021. The research location was chosen in Cisantana Village, Kuningan Regency, West Java Province. Cisantana Village is one of the 54 buffer villages of Gunung Ciremai National Park, which has the highest prospects as a model for conservation partnerships in the development of community-based natural tourism. There has also been no previous research on conservation partnerships.

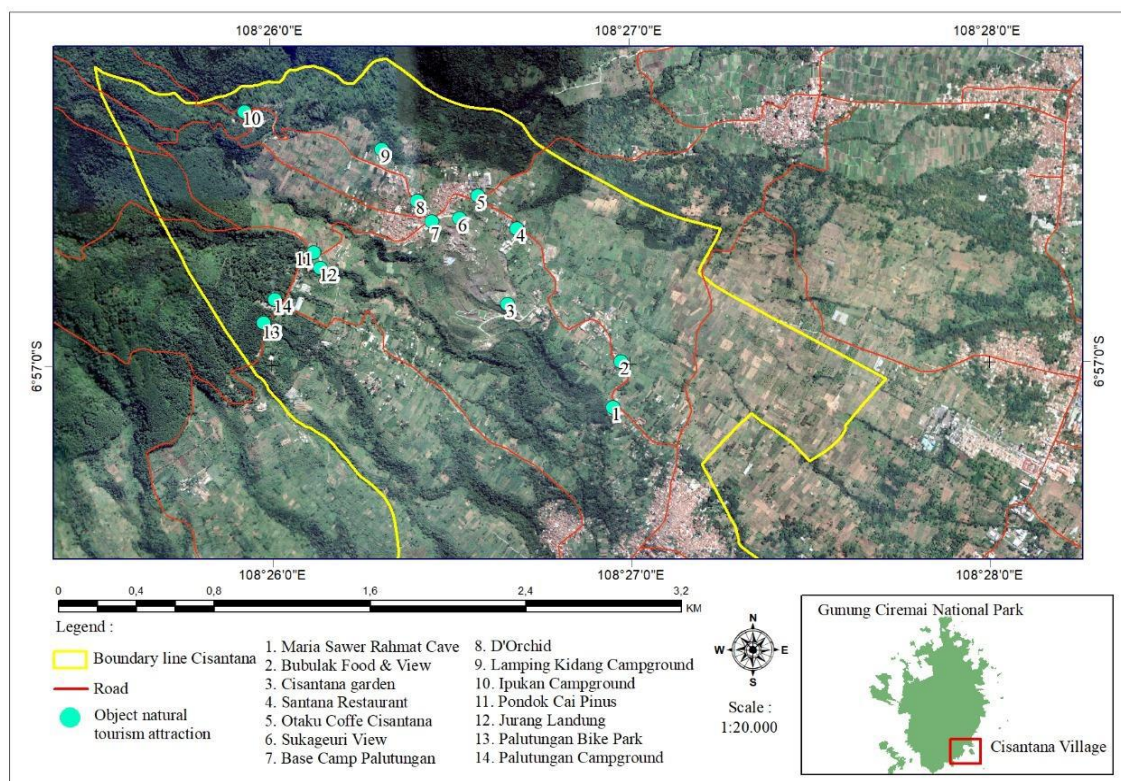


Figure 1 Map of the research location (Cisantana Village)

Figure 1 shows a map of the research location consisting of 14 natural tourist attractions within the scope of Cisantana Village, one of which is Buper Palutungan, the object of this research. This research is a case study using a qualitative approach through an in-depth exploration of an event, process, or activity carried out by one or more individuals, followed by an analysis of a particular theme or issue (Creswell 2009). The data collected consists of primary and secondary data used as a sample (Newman 2003). According to Mardikanto (2010), the sample in this study is possible. Sampling characteristics often used in qualitative research include non-probability, purposive, and snowball sampling. In this case study, the snowball sampling technique is used, namely selecting research subjects or informants by first setting one key person and then selecting the following samples depending on the information or considerations given by these key informants.

The tools used in this study were interview guides, voice recorders, stationery, laptops, and cameras. The research subjects were the GCNP Office Center, the community managing ONTA, the Cisantana Village Government, the Department of Youth, Sports and Tourism Kuningan Regency (DISPORAPAR/*Dinas Pemuda, Olahraga dan Pariwisata Kabupaten Kuningan*), the Department of Cooperatives, Small and Medium Enterprises, Trade and Industry, Kuningan Regency (DISKOPDAGPERIN/*Dinas Koperasi, Usaha Kecil dan Menengah, Perdagangan dan Perindustrian Kabupaten Kuningan*), Media Activists, IAIN Cirebon University, and the Aktifitas Anak Rimba NGO's. Data collection and analysis methods are presented in Table 1.

Table 1 Methods of data collection and data analysis

Research purposes	Data obtained	Data retrieval	Data analysis
Assessing the potential of ONTA	<ul style="list-style-type: none"> ● Village profile ● Infrastructure ● Travel products 	<ul style="list-style-type: none"> ● Literature review ● Observation ● Interview 	ADO-ODTWA (Ditjen PHKA 2003)
Identify the level of influence and stakeholder interests	<ul style="list-style-type: none"> ● Identification of stakeholders ● Nature tourism development program 	<ul style="list-style-type: none"> ● Interview ● Observation 	Influence and Interest Analysis (Ackermann and Eden 2011)
Analyzing the benefits and trends of nature tourism development	<ul style="list-style-type: none"> ● Socio-economic ● Current utilization and management 	<ul style="list-style-type: none"> ● Literature review ● Interview 	Analysis of the benefits and trends of nature tourism development
Compile a strategy for developing and managing ONTA	<ul style="list-style-type: none"> ● ONTA development potential ● Stakeholder level of influence and interest ● Benefits and trends of natural tourism development 	<ul style="list-style-type: none"> ● Interview ● Literature Review 	Qualitative descriptive analysis

RESULTS AND DISCUSSION

General Condition of Research Site

Gunung Ciremai is the highest Gunungain in West Java Province, with the highest peak of 3,078 meters above sea level. Geographically, GCNP is located at coordinates 108021'35" - 108028'00" E and 6050'25" - 6058'26" S. GCNP is divided into six zones, one of which is the utilization zone of 1,194.46 hectares. The

function of the utilization zone is 1) developing nature tourism and recreation, 2) as an educational medium, 3) research and development that provides utilization, and 4) supporting cultivation (Ditjen KSDAE 2019).

Buper Palutungan is located in Palutungan Hamlet, Cisantana Village, Cigugur District, Kuningan Regency. The most famous object and natural tourist attraction of Buper Palutungan (hits) is Curug Putri Palutungan. Besides Curug Putri, there is a pine forest with a reasonably flat area for camping activities, gatherings, fun games/outbounds, playing ATVs, playing in hammocks, and taking pictures at exciting photo spots. Cisantana village is located on the slopes of *Gunung Ciremai* with excellent potential in the form of a beautiful landscape in the form of expanses of rice fields and gardens, very clear rivers, and friendly people. This village also has many tourist attractions in religious tourism, including climbing *Gunung Ciremai* (Palutungan hiking trail), a downhill bike park, and lodging. There are also public facilities such as information service posts, ticket service posts, gift centers, public toilets, restaurants/cafes, and camping equipment rentals. Tourist objects in GCNP and the surrounding village areas can potentially be agro-tourism destinations and culinary and craft providers.

The Citra Alam Mandiri Cooperative manages Buper Palutungan (CAMC), consisting of former CV employees. Putri Mustika Tourism, community stalls, parking attendants, and several residents of Cisantana Village. CAMC was established on July 4, 2019, with a legal entity Number: 01465/BH.M.UKM.2/VIII/2019. The primary type of activity is in the form of tourism services while supporting services include nature tour guides, souvenir providers, transportation for nature tourism, nature tourism trips, food and drinks, and savings and loans. CAMC management includes advisors, supervisors, management, managers, and employees.

The current partnership is accommodated in the Ciremai Forum, whose members consist of Non-Governmental Organizations (NGOs) and the community managing natural tourism services. The NGOs involved primarily engage in nature and environmental tourism services, such as *Aktivitas Anak Rimba* (AKAR) and *Kelompok Sadar Wisata* (POKDARWIS). The Ciremai Forum acts as a mouthpiece for GCNP Office Center to provide information and disseminate the importance of GCNP sustainability as a life support system for national parks. In addition, the Ciremai Forum is a provider of recommendations for the community or community groups involved in activities at GCNP Office Center, especially the Business License for Nature Tourism Service Providers (*IUPJWA*), by first going through the file selection stage. Community groups involved in activities at GCNP Office Center are encouraged to form a cooperative to facilitate guidance and coordination with the GCNP Office Center and Kuningan District Government.

ONTA Development Potential

To find out whether or not a natural tourism potential utilization becomes an Object and Natural Tourist Attraction (ONTA), it is necessary to conduct an assessment and calculation in a precise and directed manner with a criterion then classified in the category of the feasibility level of the object (Karsudi et al. 2010). The criteria/elements used to analyze the potential for Object and Natural Tourist Attractions refer to the Guide to the Analysis of Operational Areas for Object and Natural Tourist Attractions (AOA-ONTA or *ADO-ODTWA*) according to Ditjen PHKA (2003). This study focused on natural attractions in the form of land (GCNP area), namely the Palutungan campground. More details can be seen in Table 2.

According to Karsudi et al. (2010), the feasibility index in research on the potential of ONTA is classified into three categories, namely high ($\geq 66.66\%$), moderate/medium (33.3 - 66.66%), low ($\leq 33.3\%$). The *ADO-ODTWA* analysis of Buper Palutungan assessment of the fifteen assessment criteria showed an average index of 76.23%. There is proof that Buper Palutungan has decent potential to be developed. The tourist attraction of Buper Palutungan, even though it is classified as having a moderate level of feasibility (64.58%), means that it is not yet feasible to be developed. However, the conditions in the field show that the Palutungan Buper tourist attraction location is still in the GCNP area and is close to the surrounding Object and Natural Tourist Attractions. Hence, it attracts the attention of tourists visiting. In addition, Buper Palutungan has a unique tourist attraction in the form of a waterfall (*Curug Putri*) with a height of ± 20 meters. There also is a story or

myth circulating among the local community that *Curug Putri* is a belief for local people when they have an intention or desire to visit *Curug Putri*. Then their wishes will be fulfilled like a mate or fortune soon fulfilled.

The accommodation assessment criteria have a high feasibility index reaching 100% (feasible to develop). Those are influenced by supporting factors such as the development of five-star hotels and the number of lodging rooms around Buper Palutungan (radius 5 - 15 km), which covers Kuningan Regency, which recorded 35-star hotels and 12 villas, homestays, and guesthouses with 1,474 rooms. The accommodation factor is considered by tourists when deciding to visit a tourist destination. The availability of accommodation increases visitors' convenience to visit (Eridiana 2016).

Table 2 Analysis *ADO-ODTWA* of Palutungan Campground (Buper Palutungan)

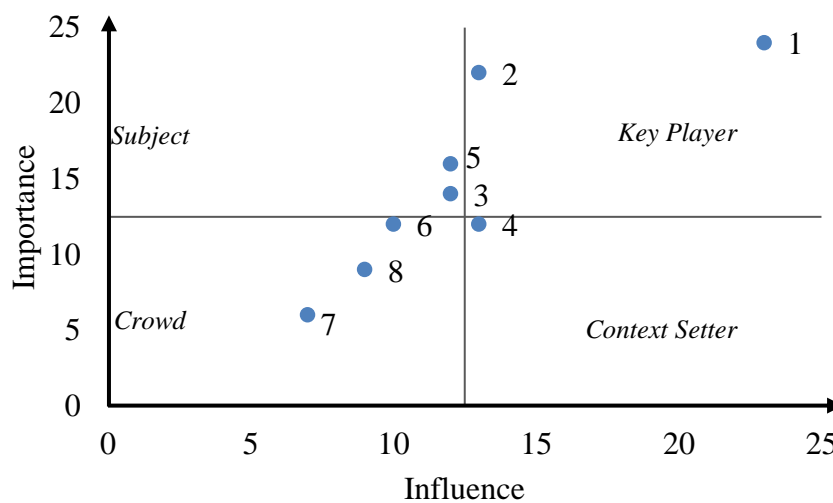
No.	Criteria	The weight of the criteria value	The value of the criterion	Maximum scores	Appropriateness (%)	Classification
1.	Mainland Tourism Attractions	6	930	1,440	64.58	Medium
2.	Market Potential	5	950	1,600	59.38	Medium
3.	Relationship Level/ Accessibility	5	550	1,600	34.38	Medium
4.	Conditions Around the Area	5	700	1,200	58.33	Medium
5.	Management and Service	4	340	360	94.44	High
6.	Climate	4	375	480	78.13	High
7.	Accommodation	3	90	90	100.00	High
8.	Supporting Facilities and Infrastructure	3	180	180	100.00	High
9.	Availability of Clean Water	6	870	900	96.67	High
10.	Relationship with Surrounding Objects	1	370	400	92.50	High
11.	Safety	5	450	600	75.00	High
12.	Regional Carrying Capacity	3	330	450	73.33	High
13.	Visitor Settings	3	45	90	50.00	Medium
14.	Marketing	4	100	120	83.33	High
15.	Market share	3	225	270	83.33	High
Score index average					76.23	Worth developing

Level of Influence and Interest of Stakeholders

Stakeholders identified as having implemented empowerment programs for tourism management community groups include the DISPORAPAR of Kuningan Regency, DISKOPDAGPERIN of Kuningan

Regency, IAIN Cirebon University, Ciremai Forum, and media activists. The results of the assessment of the level of influence and interests of stakeholders related to tourism development in Cisantana Village are presented in Figure 2.

Stakeholders who act as key players with a high level of influence and interest in the development of ONTA are GCNP Office Center and CAMC. The GCNP Office Center stakeholder is the Technical Implementation Unit (UPT), the GCNP area's manager, and a policyholder. At the same time, CAMC is a partner in managing the ONTA, providing tourism data and information, tourism services, area protection, and utilization of tourist objects. The DISPORAPAR Kuningan Regency occupies the Context Setter quadrant. All tourism-related activities in Kuningan Regency are coordinated with the agency. However, in this case, the development of ONTA Buper Palutungan is part of a conservation area managed by the central government through the GCNP Office Center. Therefore DISPORAPAR Kuningan Regency has a significant influence while its importance is low.



Information: 1. Balai TNGC/GCNP office center; 2. citra alam mandiri cooperative (CAMC); 3. the department of cooperatives, small and medium enterprises, trade and industry, Kuningan Regency (DISKOPDAGPERIN Kabupaten Kuningan); 4. department of youth, sports and tourism Kuningan Regency (DISPORAPAR Kabupaten Kuningan); 5. Cisantana Village; 6. IAIN Cirebon University; 7. media; 8. forum ciremai

Figure 2 Stakeholder influence and interest matrix in the development and management of ONTA Buper Palutungan (Ackermann and Eden 2011)

The position of DISKOPDAGPERIN Kuningan Regency and the Cisantana Village Government is in the subject quadrant. These stakeholders have high interest but have little influence on the implementation of ONTA development. The involvement of the two stakeholders influences them to the extent of strengthening the management community group and granting a cooperative business license (institutional strengthening). The CAMC has several benefits related to increasing human resource capacity, business development, capital sources, and assistance in repairing infrastructure. It was obtained because of the direct involvement of the Regional Government through the DISKOPDAGPERIN of Kuningan Regency. The Decree of the Head of GCNP states the rights and obligations for business entities in the form of cooperatives holding IUPJWA. There is a Decree from the Head of the GCNP Office and a cooperation agreement between the GCNP Office Center and the Citra Alam Mandiri Cooperative as the basis for the management of ONTA Buper Palutungan.

The partnership in managing tourism services in the utilization zone of the GCNP area, which is currently running, is managed by a cooperative business entity, namely the CAMC. As a partner of the GCNP Office Center, CAMC has the following rights: 1) the permit holder has the right to carry out his business activities in the ONTA utilization zone of Buper Palutungan, SPTN Region I Kuningan, GCNP area; 2) obtain assistance and guidance from the GCNP Office Center; 3) carry out coordination in the context of the effectiveness of the implementation of cooperation; 4) obtaining direction and supervision from the GCNP Office Center in order to increase the institutional capacity of cooperatives to provide visitor services; 5) monitoring and evaluation from the GCNP Office Center on the activities carried out. CAMC's obligations are: 1) to pay a business fee for a natural tourism service provider in the form of souvenir services in Rp 500,000.00 per permit and a levy on the results of the business of a natural tourism service provider of Rp 200,000.00 per month; 2) to display superior local products; 3) to design products to follow the local culture; and 4) to be responsible for the goods and services traded.

The involvement of stakeholders in the development of nature tourism in GCNP, especially the National Park Management Section of Region I Kuningan, in addition to the Kuningan District Government, such as academics, NGOs, and the private sector, remains in coordination with the GCNP Office Center in order to increase the capacity of the ONTA management community. The GCNP Office Center facilitates community management groups every year according to the needs of the managing community groups as well as priorities on the condition of the area. That is used to get assistance and training from competent parties or those who manage natural tourism services. According to Alikodra (2020), management capacity is strengthened by conservation and sustainable development ethics, whose progress is measurable and transparent. Irresponsible management must be immediately replaced with management with a long-term orientation based on balanced economic, social, and ecological calculations. Those aligned with the opinion of Hunger and Wheelen (2003) in Alikodra (2020) that management activities must also have clear organization, goals, and objectives for human happiness and sustainable development. The following is the program to increase the Human Resources (HR) capacity in the Buper Palutungan ONTA management group in the last five years, as shown in Table 3.

Table 3 Program to increase the capacity of human resources for managing ONTA Buper Palutungan

Year	Training type	Executor
2017	Tour guide certification	Directorate of PJLHK
2018	Healthy farming workshop	GCNP Office Center/Balai TNGC
2019	Cooperative institutions (cooperative management)	University of IAIN Cirebon
2019	Group management training	Balai TNGC
2019	Digital marketing training	Balai TNGC
2020	Establishment of a cooperative business entity	Balai TNGC
2020	Capacity building with stakeholders	Balai TNGC
2021	Counseling on the formation of cooperative bodies	DISKOPDAGPERIN of Kuningan Regency

Source: Balai TNGC 2021

Part of CAMC's working capital was obtained from the GCNP Office Center to arrange and maintain public facilities. In addition, there is also capital from mandatory monthly contributions by cooperative members, which have been regulated in the cooperative's memorandum of association/articles of association (*Anggaran Dasar/Anggaran Rumah Tangga (AD/ART)*). Active cooperative members each have their respective main tasks in their field. Based on the cooperative's needs, the human resource capacity in CAMC received training related to nature tourism services, financial management, and media promotion. Participation of cooperative members to become permanent employees in carrying out their respective main tasks. As for

the participation of the people of Cisantana Village in opening stalls selling souvenirs, food, and beverage stalls, camping equipment rentals, and ATV rentals. The participation of village community businesses can contribute 5% of their income to CAMC.

Benefits and Trends of Nature Tourism Development

Socio-economic Factors

The social conditions of the community in the buffer villages are pretty good. The guidance is carried out by the Village-Owned Enterprises (*Badan Usaha Milik Desa* or *BUMDES*) and the Village Government to invite the community to manage tourist sites independently by opening food stalls for visitors with an income in 1 month per kiosk of around ± Rp 750,000.00 to Rp 1,000,000.00, and in 1 day, it can reach Rp 150,000.00 on weekdays, while during holidays it can exceed. On the other hand, the level of income from the type of work in the Cisantana Village community is excellent because the minimum unemployment rate is only 7%, breeders 31.27%, farmers 11.01%, private sector 10.47%, and civil servants 4.42%. The level of education, elementary school graduates or the equivalent is the highest, with the percentage reaching 58.01%, while high school graduates reached 20.18%, and Diploma/S1/S2 reached 6.38% (processed data from BPS Kuningan Regency 2021).

Based on the results of the rapid assessment, the typology of the buffer villages around the GCNP is included in typology II (moderate dependence on the area), which has a moderate ability to support the improvement of the socio-economic capabilities of their households (Lucyanti et al. 2018). Although the socio-economic conditions of Cisantana Village are pretty good, the level of education is still high. Furthermore, the majority work as farmers (vegetables) and breeders (dairy cows and broilers), so there needs to be a conservation partnership in Cisantana Village to increase resource capacity. Humans, in terms of growing other creative businesses that can combine/balance with the potential of objects and natural tourist attractions in GCNP. The potential for natural tourism attraction within the scope of the village has been operated by the *BUMDES*, together with community groups managing tourism assisted by the Village Government and Regional Government ONTA in the GCNP area.

Benefits of Developing Natural Tourism

Conservation partnership programs and other programs help protect the area through patrols and building firebreaks. Thus, regional disturbances can be prevented. Restoration is an effort to restore ecosystems by community groups and visitors through planting, which is part of tourism and educational activities. In 2004, when the status of the *Gunung Ciremai* forest became a National Park, it was determined by the Minister of Environment and Forestry to have an area of 14,481.3 hectares with a land cover of 800 hectares (53%). However, there was a significant change every year in the rehabilitation area to zone jungle (land cover). In 2009 the land cover reached 10,000 ha (66%), and in 2015 it increased to 11,500 ha (76%). In 2021 the land cover in the GCNP area reached 80% or 12,100 hectares. That shows the success of GCNP in improving its land cover, which was previously used by the community. In addition, the community also acts as an extension of the Gunung Ciremai National Park Office Center in providing conservation messages to other parties. Community investment collaboration realizes government budget efficiency in managing national parks. Likewise, the management of waste from tourism activities has been carried out independently without burdening the National Park Office's costs to realize the national park as a zero-waste and zero-waste cost zone.

Benefits for cooperative members get facilities from their cooperatives from increasing human resources capacity through training programs in managing cooperative businesses and managing natural tourism services. Other benefits as a source of income from the results of cooperative operations are in the form of tour guides, food and beverage businesses, and nature tourism trips. The socio-economic benefits for the people of Cisantana Village are opening job and business opportunities and encouraging community creativity in

opening a tourism business. Adjusting to government policies can also attract investors or parties interested in tourism development in Cisantana Village. According to Bugai Travel (2017) in (Alikodra 2019) regarding the positive impact of tourism activities on the social and economic aspects of tourism activities, including opening employment opportunities for residents, encouraging someone to become an entrepreneur, earning foreign exchange (national balance payments) and foreign exchange (foreign change), increase regional income and provide economic benefits to hotels and restaurants.

Trends In The Development of Natural Tourism

Initially, the management of the GCNP area involved the community in the buffer village in the form of groups. The GCNP Office Center facilitated it through a conservation partnership program in the form of granting a Nature Tourism Service Provider Business Permit (*Ijin Usaha Penyedia Jasa Wisata Alam/IPJWA*). The application for the business license is in the name of an individual. However, the policy of the Head of the GCNP Office is one of the strategies for institutional strengthening through conservation partnerships that will involve the Kuningan Regency Regional Government Institution (*PEMDA/Pemerintah Daerah*) as well as the participation of other parties who play a role in tourism and the environment, therefore encouragement of community management groups to become cooperative business entities. According to (Alikodra 2019), the development of ecotourism institutions should understand that the role and institutional structure are influenced by many interrelated factors, namely the capacity of human resources, organization, and mechanisms/rules. These factors shape the dynamics of relationships and social norms that will change due to the development of ecotourism. This strategy hopes that community management groups have solid legal entities in terms of accountability for forest area management and capacity building for human resources and the regional economy.

The legality of the cooperative management of the Palutungan campsite ONTA has been officially ratified by the Decree of the Minister of Cooperatives and Small and Medium Enterprises Number: 014652/BH/M.2/VIII/2019. The existence of the entity of tourism service cooperative business can encourage the Head of the GCNP Office Center (2021) to enter into a Cooperation Agreement with the Regent of Kuningan Regency with Number Cooperation Agreement 198/T.33/TU/HMS/7/2021 and Number Cooperation Agreement/ 38/2021 concerning Strengthening the Function of GCNP through the Development of Nature Tourism Based on Community Empowerment in the Management Section of National Park Region I Kuningan. Then get approval from the Director General of KSDAE through Letter Number S.777/KSDAE/PIKA/KSA.0/10/2019 regarding the cooperation agreement approval between the GCNP Office Center and the Kuningan Regency Government. The purpose of this cooperation agreement is to increase the capacity and role of managers and functions of the GCNP area. Meanwhile, the scope of the cooperation agreement is institutional strengthening, development of nature tourism, and empowerment of village communities that support national parks.

The involvement of the local government through the Department of Cooperatives, Small and Medium Enterprises, Trade and Industry, Kuningan Regency (*DISKOPDAGPERIN Kabupaten Kuningan*) and the Department of Youth, Sports and Tourism Kuningan Regency (*DISPORAPAR Kabupaten Kuningan*) contributed to the strengthening of cooperative institutions to increase the capacity and capability of cooperative members. The development of natural tourism through improving the quality of natural tourism infrastructure, promoting and diversifying nature tourism activities. However, there is no cooperation agreement other than the local government, such as academics, NGOs, companies, and media activists. However, this effort is still being considered by the GCNP Office Center by coordinating with these parties in carrying out community capacity-building activities in the development of the nature tourism services business. In terms of coordination, the GCNP Office Center is the party responsible for each series of activities, such as facilities and accommodation.

ONTA Development and Management Strategy

The tourism ecosystem can adopt the strategy for developing and managing the Buper Palutungan ONTA under the Minister of Tourism and Creative Economy Regulation Number 9 of 2021 (PERMEN PAREKRAF 2021) concerning Guidelines for Sustainable Tourism Destinations. In the explanation of the Minister of Tourism and Creative Economy, what is meant by the tourism ecosystem is the engineering of the complexity of the tourism phenomenon to produce linkage, value chains, and interconnection of systems, subsystems, sectors, dimensions, disciplines, components that are integrated into products and services, drivers of the tourism sector and drivers of the tourism system through optimization of roles. Business, Government, Community, Academic, and Media or abbreviated BGCAM.

Of the five elements of this institution or the collaboration of *Pentahelix*, it can be applied to the management system of the GCNP conservation area, especially the management of Buper Palutungan's natural tourism services. The scope of the management of this tourism service is comprehensive and complex, so a Coordination, Integration, and Synchronization (CIS) strategy is needed from various parties in order to achieve organizational goals effectively and efficiently. According to Alikodra (2019), the key to increasing stakeholder performance in ecotourism management is the implementation of Coordination-Integration-Synchronization (KIS/*Koordinasi-Integrasi-Sinkronisasi*) to create a sustainable environmental area. This model can be applied to the Palutungan campground management system, which involves cooperatives that can collaborate with investors. This is also supported by strong collaboration with the government, academics, media, and business or private parties, which will have an impact on reducing community participation in ONTA management. Furthermore, the GCNP Office Center's move to make ONTA management groups into cooperative business entities is a preventive measure to avoid a unilateral transfer of hands by the group to other private parties.

The steps taken by GCNP Office Center are perfect. However, developing tourism products still requires the involvement of private elements, which are used to develop businesses in achieving business goals such as profit, people, sustainability, and growth from micro, small, and medium scale, to large (Vani et al. 2020). The involvement of the private sector in product development in ONTA is necessary, but with due regard to the proportion of management that is still dominated by the village community supporting GCNP. This needs to be regulated by the rules made by the GCNP Technical Implementation Unit and known by the Regional Government. The involvement of the private sector can be carried out through the Cooperation Agreement scheme with the ONTA management cooperative manager. The need for ONTA management cooperatives in the private sector should be emphasized on capital participation that can be managed dynamically and professionally, as well as other rights and obligations. The collaborative model of tourism product development partnerships in the ONTA of the GCNP buffer village is shown in Figure 3.

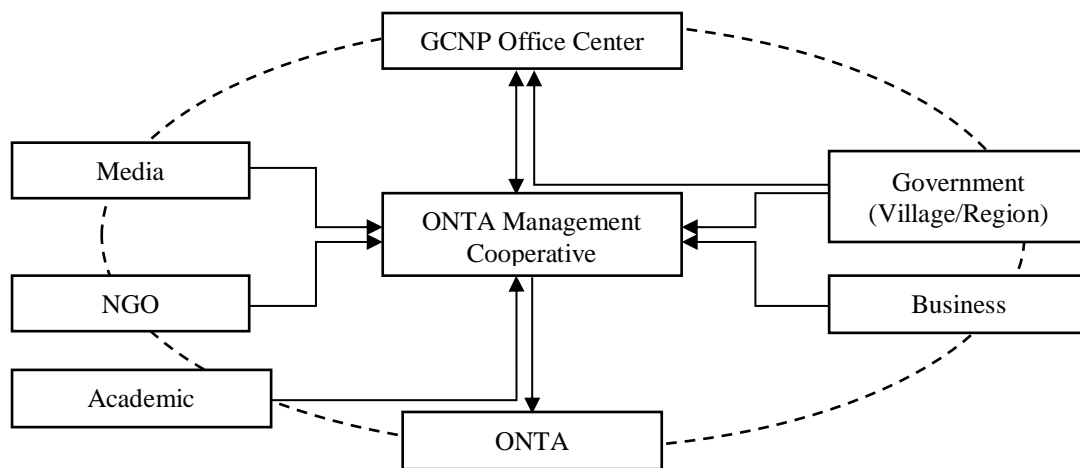


Figure 3 A collaborative model for developing and managing ONTA in GCNP buffer villages

In developing ONTA in GCNP, there needs to support from various parties, as stated in the Minister of Tourism and Creative Economy Regulation Number 9 of 2021 concerning Guidelines for Sustainable Tourism Destinations. Encouraging the strengthening of tourism collaboration through optimizing the role of business, government, community, academia, and the mass media. According to Alikodra (2020), the role of local governments, both provincial and district/municipal, have an essential role in the growth of ecotourism, both within the national park area and those built outside it.

Cooperatives as IUPJWA holders are the central axis for the management and development of ONTA in Cisantana Village. The cooperation agreement is carried out between the GCNP Office Center and the managing cooperative. Then the cooperation agreement was also carried out between the Head of the GCNP Office Center and the Regent of Kuningan aimed at increasing the capacity and role of managers and functions of the GCNP area, especially in SPTN Region I Kuningan. Government elements also have rights and obligations to cooperatives managing ONTA related to human resources, contributions related to facilities, training, and institutional strengthening. Meanwhile, other parties, such as elements of the private sector, the media, and NGOs, play a role and have natural rights and responsibilities to the ONTA managing cooperative. The involvement of all stakeholders who pivot on the ONTA management cooperative is solely for developing tourism products in the ONTA.

CONCLUSION

Analysis of Operational Areas for Natural Tourism Attractions Buper Palutungan has an average index score of 76.23%, classified in the high category or feasible to be developed. Balai TNGC (GCNP Office Center) and the Citra Alam Mandiri Cooperative (a community that manages natural tourism services) are key players who have significant influence and interest. The benefits of the partnership for the people of Cisantana Village are the opening of job opportunities, business opportunities, and encouraging community creativity in opening tourism businesses, as well as increasing public awareness of the preservation of the GCNP area. With the partnership through cooperative business entities, the development of natural tourism in Cisantana Village has business certainty. The ONTA development and management strategy can adopt the *pentahelix* model, which encourages the strengthening of tourism collaboration through optimizing the roles of Business, Government, Community, Academic, and Media. The involvement of the private sector in developing tourism products in ONTA is needed. However, considering the proportion of management, it is still dominated by the village community supporting the GCNP.

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