

Public Private Partnership in Tourism Development at Timor Tengah Selatan Regency

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Abstract: This study aims to describe the public private partnership model in tourism development in Timor Tengah Selatan (TTS) Regency. The research approach using qualitative methods, with documentation, observation, in-depth interviews, and literature review techniques. The research findings show that the tourism development policy of the Timor Tengah Selatan

Regency is realized in the form of the TTS Regency Regulation Number 3 of 2018 concerning the South Timor Regency Tourism Development Master Plan. Empirical facts show that there are external dynamics in the form of conflicts of interest and internal dynamics of the bureaucracy in tourism development in TTS Regency. Public private partnerships in tourism development in TTS Regency are mainly still dominated by the government, where partnerships with the private sector are based on an explicit written contractual mechanism, while partnerships with the community are more prominent using implicit contractual mechanisms on the basis of trust according to the context of the local community. It is necessary to develop a public private partnership pilot project in tourism development that refers to Regional Regulation No. 3 of 2018. The implication of this research is that public private partnership which refers to the concept of new public management theory on the basis of a combination of administration, management, law and economic theories, for example, must be based on also on social capital as local wisdom and value systems that develop in the community according to the context such as *meup tabua* and *nekmese* as they live and develop in the TTS community.

Keywords: Tourism, Public Private Partnership, Local Wisdom

I. INTRODUCTION

Tourism development needs to be carried out because tourism is a sector that has a multiplier effect, an industry that is never saturated, a source of income for the community and government, and boosts economic growth. Tourism can be a potent development tool, generating economic growth, diversifying the economy, contributing to poverty alleviation and also creating backward and forward linkages to other production and service sectors (Christie and Crompton, 2003: 63). At the global level, tourism is seen as the main source of the formation of global domestic product – GDP (Graci., 2013).

At the regional level, both the provincial government of East Nusa Tenggara (NTT) and the district government of South Central Timor (TTS) have set tourism as a priority program. The policy is based on the belief that tourism will encourage economic growth. However, tourism has been impacted by the

COVID-19 pandemic where tourist visits to the TTS district in recent years were 23,045 people in 2018, 19,204 people in 2019, and 21,247 people in 2021.

The more sloping COVID-19 is, the opportunities for tourism development are opened through partnerships of various parties called public private partnerships. The parties involved in tourism development as a partnership model are referred to as stakeholders (Sunaryo, 2013: 217). Tourism development that relies on public private partnerships (PPP) must be based on the following principles: (1) there is no discrimination where various parties have the same opportunity to participate in PPP contracts and have the opportunity to become contractors; (2) equal treatment in terms of roles, requirements, criteria for all actors so that they have equal opportunities to become contractors; (3) transparency in the form of disclosing all information on PPP application procedures; (4) proportionality within the framework of an honest relationship between public partnerships, PPP contractors with various procedures and requirements; (5) efficiency in the use of funds where PPP procedures and contracts are a reflection of the economic benefit tender to achieve the intended goals while protecting the environment and taking into account the condition of the community; (6) accountability in the form of accountability to various related parties (Gabriela et al). It takes the readiness of various parties for the success of the PPP project, namely the determination of a good framework, capacity building of government officials through training to facilitate them in managing partnership projects. What is the PPP project model in tourism development like? Moszoro and Krzyzanowska (2011) put forward the PPP model consisting of the public as a whole as service recipients, government and legislature users as regulators and PPP agreements, owners of (private) capital, investments involving private and government partnerships in various agreed projects. Referring to previous empirical research on the PPP model in tourism development proposed by Paliulis (2011), namely the existence of members who are representatives of government interests, coordinating institutions, PPP membership, PPP processes within the framework of quality services to the community. In addition, there is actually social capital in Timorese society which is called *meup tabua* or *nekmese* or *koton loi* as well as *gotong royong* in encouraging PPP.

This paper aims to describe the general description and policies of tourism development in South Central Timor

Regency, as well as to describe the public private partnership model in tourism development in South Timor Regency.

II. THEORETICAL BACKGRAUND

Tourism Concept

The term tourism is closely related to the notion of travel, which is a change in a person's temporary residence outside his place of residence for a reason and is not an activity that generates wages. Thus it can be said that tourism is a journey undertaken by one or more persons with the aim of, among other things, to get pleasure and fulfill the desire to know something. It can also be due to interests related to sports activities for health, conventions, religion, and other business needs (Gamal, 2004: 3). Meanwhile, tourism is defined as all activities related to tourism and are multidimensional and multidisciplinary in nature that arise as a manifestation of the needs of each person and country as well as interactions between tourists and local communities, fellow tourists, government, local governments, and entrepreneurs (Law No. 10 of 2009 concerning Tourism as a revision of Law No. 9 of 1990 on Tourism). In this law it is stated that tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, the government, and local governments.

Public – Private Partnership

Public-private partnership is seen as one of the new public management/NPM instruments (Biljana Rakic, and Tamara Radjenovic., 2011, Djabari, M.H et al., 2021). According to Biljana Rakic, and Tamara Radjenovic (2011) public-private – partnerships include organizations from public as well as private sector working together in order to satisfy public needs. Meanwhile, Djabari, M.H et al (2021) stated that public-private partnership is an arrangement between the government and private entities in infrastructure services and is one way to obtain additional funding sources for infrastructure investment. The term of public - private partnership describes the range of possible relationships among public and private entities in the context of infrastructure and other services. Other terms used of this type of activity include private sector participation (PSP) and privatization (Asian Development Bank/ADB, Public-Private Partnership (PPP) Handbook). ADB further stated that the three terms are used interchangeably, but there are some differences as follows.

- 1). PPPs present a framework that while engaging the private sector – acknowledge and structure the role of government in ensuring that social obligations are met and successful sector reforms and public investment are achieved.
- 2). PSP is a term often used interchangeably with PPPs. How ever contracts transfer obligations to the private sector rather than emphasizing the opportunity for partnership.

- 3). Privatization involves the sale of share or ownership in a company or the sale of operating assets or services owned by the public sector.

Abdullah (2020) states that public private partnership is a partnership model based on the best sourcing framework which assumes that the government can encourage the private sector to be involved in public services so that it can further improve the efficiency and effectiveness of services (value for money). and provide a win-win solution for the government and the private sector.

Partnerships are needed in tourism development because the resources owned by the government are relatively limited. There are several forms of partnership (Setiawan, 2002), namely: (1) partnership through contributions (contributory partnership) is an agreement in which a private or public organization agrees to provide sponsorship or support, generally in the form of funds for several activities that will have little or no effect on the community. participation process. While the contribution of funds is always essential for the success of the activity; (2) operational partnership, which is a type of partnership with participants or partners doing the division of labor not only in making decisions. Here the emphasis is on reaching an agreement or shared desired goal and then working together to achieve that goal. This collaboration can be so high that participants share resources instead of large amounts of money. The main power is still held by participants who have financial resources and this is usually held by government institutions; (3) consultative partnership, which is a form of partnership in which the agency in charge of managing resources or the environment actively seeks input from individuals, groups and other organizations outside the government. Mechanism through the establishment of committees designed primarily to advise public agencies on specific issues or policies. Control is clearly still held by public agencies which have the freedom to choose the advice given, however partnerships can have a considerable influence on decisions because public agencies know the political price that must be paid by not using the public advice they collect; (4) collaborative partnership (collaborative partnership), in this partnership there is a sharing of power in the actual decision. This is intended to achieve a goal that is acceptable to all parties in which information, funds and personnel are exchanged. In such a partnership, each participant has autonomy, and government agencies give their powers to organizations outside the government.

In running a partnership between the government and the private sector there are pros and cons (Davidson, 1992) as follows:

Table 1. Advantages and Disadvantages of Public-Private Partnership

Forms of Relationship	Profit	Loss
Joint venture between the government and the private sector to	The public sector is regulated in a form that limits private intervention	There may be chaos in development, the interests of the private

<p>carry out development, urban services, the government gets a share for development problems, for example for structuring the participation process and planning coordination. The form of business formed by the government does not have to be in one company. The interests of both parties are clearly defined.</p>	<p>and will have more confidence in the public/government sector.</p>	<p>sector are different from those of the government and that can lead to conflict, and neglect of the public. The conflict may involve the issue of willingness to take risks so that community participation is limited.</p>
<p>Build, Operate, Transfer (BOT), the private sector is in charge of financing, building, and operating services for a certain period and with mutually agreed terms before handing them over to the local government</p>	<p>The private sector must provide funds and technology, the government takes over assets after a certain period</p>	<p>Possible conflicts arise in terms of the division of roles. Local governments lack experience and lack the means for comparison.</p>
<p>Mutual investment Both parties have investment in the project, the government may be involved in the provision of land and infrastructure</p>	<p>Depending on the agreement of both parties, each party can participate without putting their money in the project</p>	<p>The interest of the local government to ensure the success of the project from a financial point of view, may be against the public interest</p>

III. RESEARCH METHODS

This study uses a qualitative method approach with the target of this research is the community, government and private sector which can be detailed as follows. The community referred to in this study are community members in tourism locations, including community leaders and community members engaged in tourism development who can be used as research informants. The government as research informants consisted of the Regent of TTS, the Head of the Tourism Office and the Secretary of the Tourism Office, the Head of the PUPR Service, and the private sector consisted of the head of the NTT Bank branch, the owner of the Suka Maju UMKM in the Ajaobaki Assisted Village, the Village Head, and academics from the TTS district and North Central Timor who understands TTS culture and the Dawan language.

Data was collected by means of in-depth interviews, observation and using secondary data. In-depth interviews are intended as an effort to obtain data or information by extracting as much detail as possible from informants. They are people who are judged to be able to provide relatively complete and correct information regarding the research objectives. Observation is intended as an effort to collect as

much data or information as possible according to the research objectives, namely by observing tourism locations in South Central Timor Regency. Secondary data is a number of written information (documents) related to the research objectives. It is hoped that the data can be obtained through the relevant institutions or agencies.

This study uses the validity of data triangulation, which includes triangulation of methods and triangulation of data sources. This means that there is synchronization between the methods used, as well as between data sources. In this study, a comparison or cross-check of information based on methods (in-depth interviews, observation, documentation), also cross-checked information from the informants separately. The data analysis technique used in this research is to use the Interactive Analysis Model which moves in three components, namely (Miles and Huberman, 1992: 16): Data reduction, data display, and conclusion drawing and verification.

Public Private Partnership in Tourism Development in TTS District

The Tourism Business Partnership development program is based on the South Central Timor Regional Regulation Number 3 of 2018 concerning the Master Plan for Tourism Development of the South Central Timor Regency for 2018-2025 which is directed at realizing cooperation between the local government, the business world, and the community in relation to tourism destinations, increasing public awareness, organizing tourism events and developing and managing tourism destinations. Furthermore, the regional government of the TTS district set a strategy in developing partnerships between the Regional Government, the Business World, and the Community including: (1) Institutionalizing the cooperation of the regional government and the business world in the development and marketing of tourism destinations; (2) institutionalization of cooperation between local governments and the business world to increase tourism awareness through Sapta Pesona; (3) institutionalization of cooperation between local governments and the business world in organizing tourism events; (4) institutionalization of cooperation between local governments and the business world in the development and management of tourism destinations.

The empirical facts of partnerships in tourism development in TTS face various challenges. The challenges faced are: (1) human resources (quantity and quality) that have not been fully supported by both the government and the community; (2) understanding of tourism in boosting the economy still needs to be improved; (3) infrastructure for tourism objects is still in the process of being improved; (4) the existing facilities in tourism objects are still lacking such as culinary places, amenities and so on.

The findings of this study confirm the results of quantitative research by Elly Lay et al (2021) that the significant factors that determine the desire of tourists to visit

again are the availability of facilities, various attractions, and images of tourist destinations. However, the research approach of Elly Lay et al (2021) uses quantitative methods, in contrast to this research approach using qualitative methods with the scope of research on partnerships between the public and private in tourism development.

Field findings show that public private partnerships in tourism development in Timor Tengah Selatan Regency are realized in the form of cooperation between levels of government (provincial and district governments), communities, foundations, religious institutions, banking financial institutions (bank Indonesia), East Nusa Tenggara Regional Development Bank. (Bank NTT), and several National Television such as Metro TV, Trans TV involving national artists and International TV - National Geography in promoting the tourism sector.

We have submitted a request to UGM researchers last year to be able to conduct research on why there is often a change in the color of sand and stones at Oetune beach resorts, but so far this has not been realized (results of an interview with the Head of the Tourism Office of TTS Regency Mr. Roby Selan 07 – 01 – 2022). The findings of this study confirm the results of previous research (Gana, Frans 2015) ... the entrepreneurs, governments, private, local communities, academics and NGOs strongly support that the tourism sector in Rote Ndao should be managed as a leading sector (locomotive) to build the community's economy in Rote Ndao through developing the ecotourism corridor based on regional strategy potential.

Partnerships between the level I local government of East Nusa Tenggara Province and the level II regional government of Timor Tengah Selatan Regency, such as the construction of road infrastructure in the Fatumnasi tourism area, are financed from the regional budget and revenue (APBD) of East Nusa Tenggara Province. Meanwhile, the road from Kapan to the Fatumnasi tourism area is financed from the Regional Budget II of the TTS district.

The results of an interview with Roby Selan, Head of Tourism Office of TTS Regency (07 January 2022) that the partnership that is being carried out is a cooperation agreement between levels of government which is also manifested in the form of road infrastructure development, and the construction of local nuanced lodgings (lopo) whose roofs are made of reeds by the government. NTT province, where the management is handed over to a private party who has experience, namely Hotel Sahid T'More through a cooperation agreement (PKS) for 3 years, but the contribution and profit sharing are not yet known because they are still being calculated by an independent appraisal. The community-owned accommodation was also renovated through the assistance of the governor of East Nusa Tenggara so that it displayed the characteristics of the house with TTS. In addition, local communities around Fatumnasi were recruited as security personnel and workers at lodging places

as well as the formation of tourism awareness groups. In order to strengthen institutions, the tourism awareness groups are trained by religious foundations for making souvenirs, culinary arts, and a clean and healthy way of life.

In accordance with field findings that public private partnerships were also realized through collaboration between the TTS district government and the NTT Regional Development Bank (BPD NTT) through the assisted villages of Ajaobaki's villages for the development of MSMEs, 12 groups of Suka Maju tourism awareness groups were formed (1 group consisting of 15 people). . Two groups were trained by the Sanggar Perempuan Foundation, the leader of which was Ibu Rambu, who provided management training, the manufacture of more hygienic local cuisine, wine made from bananas and ginger, and souvenirs.

The results of an interview with the village head of Ajaobaki Obed I. Kase (dated 08 – 01 – 2022) that the sustainability of the supply of culinary needs can be met from the North Mollo sub-district and the Ajaobaki village itself, it is just a matter of how the community improves their work ethic because the nature in North Mollo sub-district is very fertile and supported. Due to the cool natural conditions, I think that if there is a small percentage of the population who are poor, then they must be lazy.

Based on the results of the partnership and the development of MSMEs, the Suka Maju MSMEs in Ajaobaki's fostered villages won first place in the competition for villages fostered by Bank NTT in all districts and cities in East Nusa Tenggara in 2021.

The results of an interview with Mrs. Maria Pinat, the owner of the Suka Maju MSME (08 – 01 – 2022) stated that my business started from 2013 to 2016 in the form of a basic food stall with business capital sourced from personal funds, then in 2017 I received KUR capital assistance from Bank NTT amounting to Rp. 50 million for building construction and village fund loans of Rp 25 million. We have paid off the loan funds from the NTT Bank and the Village Fund. Bank NTT partners with us in addition to capital, management and bookkeeping assistance, as well as free furniture (cupboards, tables and chairs) for souvenirs, and providing culinary delights for tourists visiting the Fatumnasi tourist area. We provide wine made from bananas and wine made from ginger produced on the ground floor of the Suka Maju SMEs which we sell here and we also send to Kupang because there are already orders. If before Covid-19 our operating income was above IDR 50 million a month, then with Covid-19 it has decreased to IDR 25 million a month.

The partnership pattern is manifested in the form of repairing the 13-kilometer road infrastructure to the Mutis nature reserve, the construction of a Lopo Mutis home stay bathroom by the TTS Police Chief. The results of the interview with the informant Matheus Anin (Head of HPI, owner and manager of Lopo Mutis Homestay, Fatumnasi on September 30, 2019) are as follows:

Usually tourists who come to take a walk or enjoy nature here, maybe they stop by to defecate but the conditions are not supportive, so they finally take care. The TTS Police Chief also helped me build a bathroom like this. But recently, the Governor came, he asked not to modify the existing bathroom model. I have to return the model which has local elements. So I had to stick bamboo, including the roof, which had to be reeds in the shape of a lopo. He has called directly to the Head of Tourism as well. The government has started measuring and building roads. I heard that there will be an entrance road that is still in poor condition leading to the forest of the Mutis nature reserve. My place is not only bringing tourists closer to nature reserves, to mountains or to tourist attractions, but also to take refuge because we have bad seasons here.

The tourism sector has become a flagship program because the reality shows that there are many tourist destinations in TTS that have considerable potential to be developed, as well as to support one of the main programs of the governor of East Nusa Tenggara. The results of an interview with the Regent of TTS Mr. Regent of TTS Mr. Egusem Piether Tahun, MT, MM 29 September 2019... stated that the local government made the tourism sector one of the mainstay sectors in driving the regional economy. Therefore, the relevant technical offices are tasked with planning various development programs to attract tourists to visit the TTS district. In accordance with the opinion of the Regent, the head of the TTS Tourism Office stated that we from this Service also have limitations. That we are always being rolled, that's the problem. If we have started from the beginning, maybe we will understand better. If it's a little longer, we'll understand better. But if one or two years ago they were transferred, well, we just wanted to or transfer, that would be the problem. So that new people come again, he learns again. For me it is a dynamic in itself. He said the mutation was a form of refreshment. But what refresher? If we want tourism to be like the governor and deputy governor of NTT are prime movers, the people here (the tourism office) must really understand. So that when he goes to the community, he can also direct the community to support the improvement of tourist destinations as appropriate (results of an interview with the Head of Tourism TTS Mr. Tian Y. Tallo, SE, 28 September 2019).

Thus the public private partnership model in tourism development in Timor Tengah Selatan Regency can be described as follows:

Table 2. Model Public Private Partnership in Tourism Development

No.	Institutions Partner	Type of Partnership	Description
1	Between levels of NTT Provincial Government, TTS District	Government Construction of provincial road infrastructure and district roads leading to the Fatumnasi Mutis tourism area, and construction of	Road in the Fatumnasi Mutis area by the provincial government, the road from Soe city to Fatumnasi by the TTS district government

No.	Partners	Problems	Solutions
2	Government, private sector, community	Development of road infrastructure, provision of land assets, construction of lodging in the form of lopo, development of MSMEs assisted by Ajaobaki villages, provision of culinary and ole-ole typical of North Mollo District, TTS district, community partnerships with the government in the success of Boti 10 K with traditional costumes TTS	The road in the Fatumnasi Mutis area by the provincial government, the road from Soe city to Fatumnasi by the TTS district government, the provision and use of land assets by the community and the government, development, lodging in the form of lopo by the community and assisted by the government, renovation of residents' house assets to be used as lodging, development of MSMEs assisted by Ajaobaki villages by Bank NTT, provision of culinary and local specialties such as traditional TTS scarves and ikat, wine made from bananas and ginger by MSMEs
3	Government-tourism agencies, private sector, community, NGOs, church foundations	Facilitating tourism promotion, planning tourism events, establishing partnerships with national and international mass media, domestic and foreign mass media promoting tourism,	PKS with the private sector in lodging management, community forming tourism awareness groups, NGOs and church foundations providing training Promotions and events carried out by the tourism department and media such as national and international TV, NGOs and church foundations in providing training

Source: Processed and further studied based on primary data and information from field research

The problems found in the implementation of public private partnerships and the solutions offered are listed in the following table:

Table 3. Problems and Solutions

No.	Problems	Solutions
1	Limited number and quality of internal bureaucratic human resources, and too fast rolling out of bureaucrats in the tourism office of the TTS district, as well as budget constraints.	Human resource capacity development through various relevant training, rotation among bureaucrats can be done at least 2 years after occupying a new position can be evaluated according to applicable regulations, optimizing partnerships between government agencies, as well as the private sector and the community.
2	There is a conflict of authority between provincial government agencies and the central government through the ministry of forestry and the environment regarding	Intensive communication, consultation and negotiation continue to be pursued so that the construction of road infrastructure that has been neglected so far can be realized, but the protected forest

	the issue of decreasing the status of forest area management in Mutis Fatumnasi as stated by members of the DPR RI in the RDP with the Director General of Forestry and the environment.	area of Mutis can continue to be maintained as determined at the national level on the one hand. Meanwhile, the strategic area for the development of the RI and RDTL border areas including the Fatumnation of Mutis can be realized.
3	Promotion efforts by relevant agencies isn't yet optimal, and the private sector, the lack of facilities for directions to tourist sites, as well as the absence of written stories about tourist destinations, low tourism minded local people, low tourism events due to covid 19	Opportunities for optimization of promotions tourism through online media in new normal-covid 19 conditions, prepare well tourism facilities and facilities, document in writing about the stories of existing tourism objects, various directions in the field about locations can be well prepared, build partnerships between government agencies , private sector, NGOs, and religious institutions in building minded tourism in the community

Source: Processed and further studied based on primary data and information from field research

Research findings on public private partnerships, the various obstacles and solutions offered should actually also refer to the local wisdom of the Timorese people, especially those who already have a fairly strong social capital based foundation rooted in noble values that live and develop in the community. which can be used as basic capital in building and strengthening partnerships between the government, the private sector and the community in the development of tourism in South Timor Regency, NTT Province - Indonesia. Social capital in question is mutual cooperation. The findings of this study actually strengthen the research of Muntasib et al (2017) who explained the results of their research at the Gunung Padang Site (GPS) located in Cempaka, Cianjur Regency which is believed to be the legacy of King - Raja Siliwangi as one of the tourism industries, but tourism development research that relies on social capital is considered relatively limited. In line with these findings, Pramanik et al (2019) in their research findings suggest the role of implementing social capital such as trust, collective action and community membership that must be considered as the main thing in tourism activities through knowledge development, empowerment and inspiration that relies on local wisdom.

In line with this, the following are the results of an interview with the Head of Tourism TTS Mr. Tian Y. Tallo, SE (28 September 2019)... our strength exists because we already have it. For example, the culture of gotong royong that we have is not owned by others and this is our strength. This culture is what drives us to develop tourist villages. However, we understand very well the condition of limited government resources, especially our small PAD funds. Thus, we involve the community in tourism events through social media.

Gotong royong in local terms *koton loi* –or *tmeputatnekmes* – physical work together, the value system contained in it is the spirit of one heart in dawan terms called *meup tabua*. In addition, there are inns that have their own characteristics, such as *lopo*, for example, in fact, they have a special attraction for tourists to stay even with limited capacity. *Lopo* development that has an attraction for tourists has its own value system. The results of the interview with Matheus Anin (Head of HPI, owner and manager of Lopo Mutis Homestay, Fatumnasi on September 30, 2019) are as follows:

The meaning of a house with a model like this (low entrance), has meaning. This means that we humans wherever we are, we must submit to respect our hosts, cultural owners, want to live side by side with other created beings, respect our ancestors and above all respect God, the Creator. According to our tradition, this Lopo house must be built facing the direction of a two-four star (2.4). But when it comes to climate or weather, this house does consider the comfort of the people in it. Because it is facing two or four stars, the house is safe from wind, cold and natural disasters. We are all here, it's not just if we build a *lopo* house. Lopo houses must be built facing the direction of two four stars. The term dawan here is called *fkun nua ha*.

Regarding the construction of lopo and star 2.4, the result of an interview with doctoral candidate Primus Lake (03 February 2022) stated that another name for the star of *Fkun Nua Ha is aloe oel* (water bearer). It is called a two-four star because there is a group of stars where there are 2 stars on the left and 4 stars on the right. This star is usually in the southern sky. The Timorese used the star as a sign to know when it was raining. To wake up lopo, they look at the star. The door of the lopo must be directly facing the star so that the residents of the lopo are easy to make fortune and avoid the heat (catastrophe). That is why it is also called *aloe oel* (water bearer). Water is the source of life for the Timorese as well as for humanity.

This is a new finding from this research which is not actually found in the concept and theory of NPM as stated by Biljana Rakic, and Tamara Radjenovic., 2011, Djabari, MH et al., 2021 and previous empirical findings (Djabari, MH et al., 2021) regarding implementation public private partnership in tourism development in North Toraja district. Similarly, Sri Mulyani (2021) puts forward the critical factor for the success of a public-private partnership is good governance, and other factors are organizational, structural and external factors. Furthermore, Mulyani (2021) stated that organizational factors include leadership and managerial experience, human resource management, and accessibility of funding from each party. The structural factors consist of the cooperative partner selection process, the cooperative contract configuration design, the legal frame work. This structural factor is a prerequisite for the formation of PPP as expected by the government. External factors included political support from the government, community support, good economic

conditions. This external factor has to be taken into account by the government before the PPP scheme is offered to parties to work with. Likewise, Ikram (2018) in his research on public private partnerships in developing tourism potential prioritizes aspects of competition, cooperation, coordination and collaboration. Meanwhile, research by Kriswibowo et al (2020) puts forward 9 (nine) stages of the Implementation of Public Private Partnership in Development of Tourism in Sumenep District, namely: project selection, public consultation, feasibility study, risk review, form of cooperation, government support, procurement, implementation, supervision. Fanggidae (2016) describes the existence of interesting local culture and can be learned by tourists such as traditional traditional ceremonies/rituals asking for harvests, tapping lontar, and the sasando festival. Furthermore, Fanggidae (2018) in his research expresses the importance of partnership strategies with formal, informal, structured and flexible patterns in tourism development in NTT.

Unfortunately, the *meup tabua* value system as described above, under certain conditions, tends to be reduced due to the implementation of public policies, such as direct cash assistance, thus creating a high dependence on the government/bureaucracy.

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

1. South Central Timor Regency has various potential mainstay tourism objects that are attractive to be visited by domestic and foreign tourists.
2. The tourism development policy of the South Central Timor Regency is realized in the form of the TTS Regency Regulation Number 3 of 2018 concerning the South Timor Regency Tourism Development Master Plan. The existence of dynamics in the form of conflicts of interest and internal dynamics of the bureaucracy in tourism development in TTS Regency.
3. Public private partnerships in tourism development in TTS Regency are still mainly driven by the government, and partnerships with the private sector are based on an explicit - written contractual mechanism. Meanwhile, partnerships with communities are more prominent using implicit contractual mechanisms – based on trust in the context of local communities.

Recommendation

1. Development of tourism in TTS Regency through optimizing road infrastructure improvements, promotions, procurement of infrastructure/facilities for indicating the location of tourism objects, increasing tourism events that have inter-regional linkages on the island of Timor and the islands of East Nusa Tenggara. Optimization of public private

partnerships in tourism development in TTS Regency still needs to be improved.

2. Given the vast area of TTS Regency, a public private partnership pilot project is needed in tourism development that refers to Regional Regulation Number 3 of 2018.
3. The theoretical conceptual implication of this research is public private partnership which refers to the concept of new public management theory on the basis of administrative, management, legal and economic considerations, should also be based on social capital as local wisdom and value systems that develop in the community according to the context such as *meup tabua* and *nekmesa* as they live and develop in the TTS community

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