

Ecotourism Management Strategy for the Sei Gohong Tourism Village through Collaboration between the Community and the Government in Palangka Raya

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ABSTRACT

Sei Gohong Tourism Village in Palangka Raya possesses significant ecotourism potential combining peat ecosystem uniqueness, orangutan conservation, and Dayak Ngaju cultural heritage. However, post-pandemic recovery has been hindered by damaged facilities, weak human resources, and suboptimal stakeholder synergy. This research aims to analyze internal and external factors and formulate a collaborative ecotourism management strategy. The method used was qualitative descriptive with IFE, EFE, and SWOT matrix analysis. The results of the analysis showed an internal score of 2.70 and an external score of 2.95, which means that the natural and cultural potential is very strong and the market opportunities are very supportive, but hampered by weak infrastructure, human resources, and management. Synergy between stakeholders has also not run optimally. Sei Gohong Tourism Village in Palangka Raya possesses significant ecotourism potential combining peat ecosystem uniqueness, orangutan conservation, and Dayak Ngaju cultural heritage. However, post-pandemic recovery has been hindered by damaged facilities, weak human resources, and suboptimal stakeholder synergy.

INTRODUCTION

Sustainable development has been a key paradigm in global development policy since the establishment of the Sustainable Development Goals (SDGs) agenda by the United Nations in 2015. In the Indonesian context, the development of ecotourism is increasingly important given the enormous potential of natural and cultural resources. The tourism sector plays a significant role in achieving SDGs by encouraging sustainable consumptive patterns, fostering innovation, and embracing responsible tourism practices that address climate change challenges (Adnan et al., 2023). Data from the Ministry of Tourism and Creative Economy shows that "the tourism sector contributes about 4.5% to the national Gross Domestic Product and absorbs more than 22 million workers" (Sugianto, S., Zuhra, SA, & El Alim, M. 2024). In addition, the Central Statistics Agency noted that "the number of Indonesian tourist trips reached more than 700 million trips in 2023" (BPS, 2024:12), although previously there had been a drastic decline due to the COVID-19 pandemic in the 2020-2021 period (BPS, 2022). Despite the post-pandemic recovery, some locally-based tourist destinations still face challenges in restoring the stability of visits as before the pandemic. Pickel-Chevalier (2025) demonstrates that communities in Indonesian tourism villages prioritize tourism recovery despite its inherent vulnerability, generating forms of economic, social, and cultural capital that enable resilience during periods of hardship.

The development of ecotourism in Indonesia is also supported by a solid legal foundation. Law No. 10 of 2009 concerning Tourism stipulates that "tourism is organized to improve the welfare of the people and preserve nature and culture". In addition, Law Number 23 of 2014 concerning Regional Government gives authority to local governments to manage local

potential, including tourism, with the principles of empowerment and community participation (Supreme Court of the Republic of Indonesia, 2025). At the local level, the City of Palangka Raya has stipulated Regional Regulation Number 11 of 2017 concerning the Tourism Development Master Plan (RIPPARDA) for 2017–2028, which stipulates Sei Gohong Tourism Village as a priority destination with a focus on ecosystem conservation and community empowerment.

Empirically, Sei Gohong Tourism Village in Sei Gohong Village, Bukit Batu District, Palangka Raya City, is an ecotourism destination with great potential that is integrated between nature, culture, and the local economy. Its main attraction lies in the natural beauty of the unique peat ecosystem, with its distinctive blackish-brown peat rivers and various natural destinations such as Sei Batu, Danum Bahandang, Sungei Kahui, and Lewu Bue that offer peat water baths that are believed to have healing properties. In addition, this area is the location of the conservation of Bornean orangutans through Kaja Island, which is managed by the Borneo Orangutan Survival Foundation (BOSF) as a rehabilitation center before being reintroduced to the wild. In terms of culture, this village holds the local wisdom of the Dayak Ngaju tribe which is manifested in the Betang House "Huma Hai" as a center of socio-cultural activities, Pasah Patahu as a place of traditional rituals, and Sandung as a traditional cemetery with high historical value. This is in line with the view that "community-based development must respect local cultural values as part of sustainability" (Rejeki, V. 2025). The potential of the local economy is also seen in micro, small, and medium enterprises (MSMEs) that produce traditional crafts, traditional medicine from pambelum root, and agro-tourism products such as Lemba onions (Dayak onions), eggplant, peanuts, and cassava leaves.

Prior to the COVID-19 pandemic, Sei Gohong Tourism Village showed a positive growth trend with an average of 40–50 tourists per day, and a significant increase on religious holidays, which if calculated could reach more than 16,000 tourists per year (Rahu & Suprayitno, 2021). However, based on information from the local manager Mrs. Lina, after the pandemic there was a significant decrease and fluctuation in the number of tourist visits. This condition shows that the recovery of the tourism sector at the local level is not always as fast as the recovery nationally. Roxas et al. (2021) argue that a systems thinking approach is essential for effective post-pandemic tourism recovery, requiring coordinated responses across multiple dimensions including infrastructure, human capital, and stakeholder networks. In addition to the impact of the pandemic, this tourist village also faces other challenges such as facilities that have begun to suffer damage, including gazebos, photo spots, and other supporting facilities that require renovation and support from various parties. The quality of tourist facilities is an important factor that affects visitor satisfaction and the competitiveness of destinations. In addition, the emergence of new tourist destinations such as the Nyaru Menteng area, which also offers orangutan conservation tourism with more structured facilities, is a competitive challenge that must be faced.

Conceptually, ideal conditions (*das sollen*) demand ecotourism management based on collaboration, community participation, and environmental sustainability. However, the real conditions (*das sein*) show that the management of ecotourism in Sei Gohong Tourism Village still faces problems in terms of synergy, coordination, and institutional capacity.

Various previous studies have shown the complexity of the problems faced in the management of Sei Gohong Tourism Village. Fitriana et al. (2019) found that the development

of ecotourism in Sei Gohong is in a Weakness-Opportunity (WO) strategy position, where internal conditions are dominated by weaknesses such as limited facilities, low human resource capacity, and suboptimal institutional management, despite considerable external opportunities. This finding parallels the experience of Borobudur tourism village, where Arintoko et al. (2020) identified that community-based tourism development requires integrated strategies balancing conservation, community empowerment, and institutional strengthening. Furthermore, Rahu (2021) emphasized that community participation is a key success factor, yet collaboration between actors remains suboptimal due to lack of coordination and a shared vision. Laksminarti (2024) added that the government's role as facilitator, motivator, and dynamizer has been implemented but not maximized in improving community capacity and management quality. Meanwhile, Permatasari et al. (2025) noted that tourism area management still focuses on physical structural aspects without comprehensively integrating synergy among actors. However, these previous studies have been limited in scope: Fitriana focused on development strategies without detailing collaboration structures, Rahu examined community participation in isolation from institutional design, Laksminarti assessed government roles separately from community agency, and Permatasari addressed service quality without linking it to internal-external strategic analysis. The critical research gap, therefore, is the absence of an ecotourism management strategy model that integrates internal-external factor analysis (IFE-EFE) with an empirically validated actor collaboration structure specifically in the context of Sei Gohong. This study fills that gap by combining SWOT analysis with collaborative governance frameworks to formulate a holistic, actionable strategy for sustainable ecotourism.

The urgency of this research is increasing considering the increasing pressure on the environment due to tourism activities and the importance of maintaining the sustainability of peat ecosystems. If not managed properly, ecotourism development has the potential to cause environmental degradation, social conflict, and economic inequality. The possible impact is not only a decrease in tourist visits, but also ecosystem damage, a decrease in community income, and a loss of local cultural identity.

Based on these conditions, this study has a clear advantage (novelty) compared to previous research. This research not only identifies internal and external factors through SWOT analysis, but also examines in depth the dynamics of synergy between the community and the government through the Collaborative Governance approach. Kunjuraman (2024) highlights that community-based ecotourism in Borneo faces structural challenges relating to institutional capacity, government support, and stakeholder coordination that require integrated strategic responses. Rastegar (2022) further argues that sustainable tourism destination governance requires moving beyond sectoral silos toward collaborative multi-actor arrangements that address both internal weaknesses and external threats comprehensively. Thus, this study offers a more comprehensive approach in understanding ecotourism management, as it combines strategic, institutional, and collaborative aspects in one analytical framework.

Therefore, this study focuses on analyzing the ecotourism management strategy of Sei Gohong Tourism Village through the synergy of the community and the government. This research aims to identify internal and external factors, analyze the dynamics of collaboration between actors, and formulate sustainable management strategies that contribute to the achievement of the SDGs. This research is important because it not only seeks to identify

problems, but also formulate adaptive strategies in facing post-pandemic challenges, limited facilities, and competition between tourist destinations. Thus, this research is expected to make a significant contribution both theoretically and practically in the development of community-based ecotourism in Indonesia.

METHOD

This research uses a qualitative descriptive approach that aims to deeply understand the phenomenon of ecotourism management based on synergy between the community and the government in Sei Gohong Tourism Village. This approach was chosen because it is able to explain social reality contextually, especially in observing the interaction between related actors, the dynamics of the management process, and problems that arise in the field.

The qualitative approach provides a significant advantage because it is able to capture realities that are difficult to describe through numbers or statistics alone. For example, how the cooperative relationship between the community and the government is formed gradually, how the local community perceives the impact of tourism management, and how the theoretically formulated strategies are implemented in real conditions on the ground. This is consistent with Aryaningtyas et al. (2024), who found that qualitative community engagement studies reveal innovative adaptive strategies in Indonesian tourism that would not be captured through quantitative methods alone.

1. Location and time of research on purposive sampling - key informant techniques

This research was carried out in Sei Gohong Village, Bukit Batu District, Palangka Raya City, Central Kalimantan Province. The selection of the location was carried out purposively because this village has the characteristics of being an ecotourism-based tourist destination with high natural and cultural potential, as well as facing various challenges in the management process.

The time for the research is set for Monday, March 30, 2026. During this time, the researcher collected primary data through interviews, direct observations, and documentation of field conditions.

2. Data collection techniques

The informant selection technique in this study uses the purposive sampling method, which is a technique for determining informants based on certain considerations that are considered to have knowledge, experience, and important roles related to the phenomenon being studied.

In this study, the selected informants included four main groups, namely:

- a. Representative of the Palangka Raya City Tourism, Culture, Youth and Sports Office
- b. Sei Gohong Tour Manager
- c. MSME Actors in Tourist Areas
- d. Tourists or Visitors

3. Data analysis techniques (miles & huberman)

a. First Date

1) Interview

The interview is conducted in a semi-structured manner using pre-designed question guidelines. The main purpose of the interview was to explore information related to

ecotourism management strategies, obstacles faced, and forms of synergy between the community and the government.

2) Observations

Observations were carried out directly in the Sei Gohong tourist area to see the actual conditions of the field, including available facilities, activities carried out by the community and tourists, and interactions between parties involved in tourism management. Observation is carried out in a participatory manner, where researchers not only observe but also interact with various parties to gain a better understanding.

3) Documentation

Documentation techniques are used to complement primary data by collecting material in the form of documentation photos of field conditions, archives of government policy documents related to tourism management, reports on tourism managers' activities, and promotional materials used to attract tourists.

b. Data Seconds

Secondary data were collected from a variety of academic and official sources to enrich theoretical and contextual understanding, including:

1) Scientific Journals and Articles

The search was conducted through Google Scholar, DOAJ (Directory of Open Access Journals), and SINTA and Scimago-indexed journal databases.

2) Online Books and Digital Library Resources

Theoretical information is obtained from online books through the Google Books platform, university digital libraries, and digital bookstores that provide literature on tourism management, ecotourism, and collaborative governance.

3) Official Websites and Publications

Data on tourism policies, tourist statistics, and tourism village development programs were obtained from the official website of the Palangka Raya city government, the Central Kalimantan Provincial Tourism Office, as well as an official report from the Borneo Orangutan Survival Foundation on environmental conservation.

4. Swot Analysis

The data analysis in this study uses a model developed by Miles, Huberman, and Saldaña, which consists of three interactive stages, namely data reduction, data presentation, and conclusion drawing and verification. This process begins from the first data collection stage, so that researchers can gradually identify patterns and themes that emerge from the data.

- a. Data Reduction: This stage is done by simplifying, classifying, and organizing raw data into a more systematic form through a coding process and thematic grouping.
- b. Data Presentation: The data that has been reduced is then presented in the form of narratives, tables, or diagrams to facilitate the interpretation and understanding of the phenomenon being studied.
- c. Drawing Conclusions and Verification: The final stage is done by identifying the patterns of relationships between variables, drawing initial conclusions, and re-verifying the source data to ensure the accuracy of the conclusions.

RESULTS AND DISCUSSION

Overview and Dynamics of Sei Gohong Ecotourism Management

1. Profile and Characteristics of Sei Gohong Tourism Village

Sei Gohong Tourism Village is administratively located in the area of Sei Gohong Village, Bukit Batu District, Palangka Raya City, Central Kalimantan Province. This area is designated as a priority destination in the Palangka Raya City RIPPANDA for 2017–2028, making it part of the region's strategic vision. This area has a very unique ecotourism wealth, in the form of peat ecosystems and black rivers typical of Kalimantan. According to Fennell (2020), ecotourism is sustainable tourism that focuses on nature experiences, conservation, and community empowerment. This definition emphasizes the importance of learning and education as a central theme, linked closely to sustainability through conservation-mindedness, community development, and the promotion of nature-based activities sensitive to both ecological and social systems (Fennell, 2020). This area has a variety of destinations that combine natural beauty, conservation, and culture, including: Danum Bahandang, Lewu Bue, Sei Batu, Kaja Island, Floating Cafe, River Crossing Boat, Betang House “Huma Hai”



Figure 1. Floating Cafe Tour



Figure 2. Danum Bahndang Tourism



Figure 3. Sei Batu Tourism



Figure 4. River Tours



Figure 5. Kaja Island Tourism

Source: Researcher's documentation (2026)

In terms of socio-culture, the majority of the Dayak Ngaju tribe still hold fast to local wisdom. Rejeki (2025) emphasizes the importance of valuing local cultural values as part of sustainability. This is in line with the economic potential in the form of handicraft MSMEs, traditional medicines, and agro-tourism products.

Based on the results of an interview with Mr. Bonang Ismail Biromo, S.Sos as the Representative of the Tourism Office of the Umpeg Sub-Division, the development was carried out with the principle of maintaining the original character of the region. "Sei Gohong Village itself refers to the characteristics and potential that the area has, so there is no change 100 percent but how to manage it, build it so that it becomes worth visiting" (Bonang, interview:2026).

On a macro level, the national tourism sector contributes 4.5% to GDP and absorbs 22 million workers (Sugianto et al., 2024:5), so Sei Gohong has great opportunities to develop.

2. History and Development of Sei Gohong Tourism

a. Origin of the Name and Early History

The name Sei Gohong has strong historical and mythical roots. Based on folklore, this area is inhabited by figures named Gampung and Riang. The name "Gohong" is taken from the phenomenon of strong and turbulent water currents (riam) which is considered to be a divine clue. This area then developed from a small settlement to the status of a Kelurahan.

b. Dynamics of Tourism Development

The development of tourism begins from community initiatives. Based on the story of Mrs. Lina as the tour manager, initially this land was a plantation area. "At first, before becoming a tourist attraction in Sei Gohong, the place was as a field or as a place for the surrounding community to garden vegetables, cassava, etc. And over time, the surrounding community sees that the place has the potential to be used as a tourist attraction" (Lina, interview:2026).

This process mirrors the Community Initiated Tourism model. Scheyvens (2021) stated that community participation increases the sense of ownership of natural resources. Research by Wondirad et al. (2020) further emphasizes that effective stakeholder collaboration is a critical factor for sustainable ecotourism development in developing countries, and that failure to empower and involve communities undermines ecotourism and jeopardizes the long-term survival of ecosystems. The government was then involved in building infrastructure, and this area was inaugurated at the end of 2024. The development pattern is a combination of bottom-up and top-down.

Table 1. Sei Gohong Tourism Conditions

Aspects	Pre-Pandemic Conditions	Current Conditions	Interview Source	Empirical Findings
Number of Visitors	Before the pandemic, the number of visitors was relatively stable and consistent with an average of ± 50 –100 people per day and experienced	After the pandemic, the number of visitors has decreased drastically, erratically, even under certain conditions there	Mrs. Lina (Tour Manager)	Based on the results of the interview, the manager said that currently the pattern of tourist visits is very volatile and has no certainty. Visitors only come at certain times such as Eid al-Fitr, New Year's, or long holidays. Meanwhile, on weekdays, tourist conditions tend to be quiet, often even there are no visitors at all. The informant also emphasized that this decline did not only occur after the

Aspects	Pre-Pandemic Conditions	Current Conditions	Interview Source	Empirical Findings
	a significant surge on religious holidays and national holidays	are no visitors at all		pandemic, but has continued to this day without any significant increase. This shows that Sei Gohong tourism has not been able to recover optimally after the pandemic.
Facility Conditions	Tourist facilities are in good condition, maintained, and support tourist activities such as gazebos, photo spots, and other public facilities	Many facilities are damaged, unmaintained, and have not been repaired to date	Mrs. Lina (Manager) & Julia Sinta Bella (Visitor)	The management informant explained that at the beginning of the development, tourist facilities were well maintained, but over time many facilities were damaged such as gazebos, photo spots, and other supporting facilities. The main reason for the lack of improvements is the limited budget from the government. On the other hand, visitors also complained about the condition of the facilities that were no longer suitable for use and were no longer visually attractive. This shows that there is a gap between the initial conditions of development and the current conditions that have experienced a decline in quality.
Tourist Activities	Tourism activities are actively running with various activities such as river walking, nature tourism, and culture-based activities	Tourism activities have stagnated and have not developed significantly	Mrs. Lina (Manager)	Based on interviews, tourism activities that were previously quite active are now declining. There is no development of new activities, and existing tourism activities are not managed optimally. The manager also said that the limitation of human resources and lack of support caused tourism activities to not develop.
Economic Impact (MSMEs)	Providing a positive economic impact, increasing people's income and opening up business opportunities	Income has decreased drastically and unstable, even stopped selling	Mrs. Depeh (MSME Actor)	The informant said that at first the existence of tourism had a very positive economic impact, where people could open businesses such as selling food and drinks. However, after the pandemic, the number of visitors decreased, which had a direct impact on the decline in revenue. In fact, the informant had stopped selling for two years because there were no visitors. Currently, even though it has started to sell again, the condition has not returned to the way it was before
Accessibility	Access to tourist locations is quite good and can be passed by vehicle	The condition of the road is damaged, potholed, and partly unpaved, making it difficult to access	Julia Sinta Bella (Visitor)	Visitors said that the condition of the road to the tourist site is still not good, with many potholes and some of them have not been paved. This causes travel to be uncomfortable and has the potential to reduce tourists' interest in returning

Source: Compiled from in-depth interviews with key informants (2026)

Based on all the findings above, it can be concluded that there is a systemic decline in all aspects of the destination. It is not just one problem, but a comprehensive phenomenon where the number of visitors drops, facilities are damaged, activities are stagnant, the community's economy is declining, and accessibility is poor. This means that this is not a single problem, but a crisis of destination management as a whole.

Although the number of informants is limited, the research data has high validity because sources have been triangulated by involving four different perspectives: Government, Managers, MSME Actors, and Visitors. This reinforces the argument that there is a wide gap between Das Sollen (the ideal conditions for a thriving and sustainable tourism) and Das Sein (a declining and unmanaged reality of the field). Therefore, the strategy that must be implemented in the future must focus on physical revitalization, strengthening human resources, and restructuring destination management.

Actor Synergy in Management

According to Ansell & Gash (2008), collaborative governance is defined as a process in which actors from different sectors interact directly to make consensual and binding decisions. Emerson et al. (2012) further develop this framework by proposing an integrative model of collaborative governance that encompasses principled engagement, shared motivation, and capacity for joint action. In this context, the success of the Sei Gohong Tourism Village is highly dependent on how the synergy between actors is built and run.

Here is a comprehensive matrix that maps the roles, field findings, and in-depth analysis of each actor involved:

Table 2. Actor Synergy in the Management of Sei Gohong Ecotourism

Actors	Formal Roles	Interview Source	Empirical Findings
Government (Tourism Office & Related Agencies)	Regulators, facilitators, and tourism development coaches	Mr. Bonang (Tourism Office)	Based on the results of the interviews, the government has made various efforts in the development of Sei Gohong Tourism Village, such as the initial construction of tourist facilities, policy formulation through RIPPANDA, and the provision of training to the community. In addition, the government also mentioned the involvement of cross-sectors such as the PUPR office and other agencies in supporting the development of tourist areas. However, in practice, the support does not run sustainably. After the initial stage of development, there was no consistent follow-up in terms of maintaining facilities or strengthening tourism management. The government also acknowledges that there are limitations in the development of human resources of the community who still do not understand the potential of tourism optimally
Community (Tourism Manager/Pokdarwis)	Mrs. Lina (Tour Manager)	Main implementers of community- based tourism management	From the results of the interview, it is known that the community was the initial actor who initiated the development of Sei Gohong tourism. They saw the potential of the area and began managing it independently before the government got

Actors	Formal Roles	Interview Source	Empirical Findings
			involved. However, as time went by, public participation decreased. This is due to various factors, such as limited human resources, lack of ongoing support, and the absence of a clear management system. The manager also said that currently the number of management personnel is very limited, so many tourist activities are not running optimally
MSME (Local Economy) Actors	Supporting the tourism economy through business activities	Mrs. Depeh (MSME Actor)	Based on interviews, MSME actors initially felt the economic benefits of the existence of tourism, such as increased sales of food and beverages. However, after the pandemic and the decline in the number of visitors, MSME income has also decreased drastically. The informant said that there was no further support from the government in the form of assistance or empowerment of MSMEs. In fact, in some time, MSMEs were forced to stop operating due to the absence of visitors
Visitors (Tourists)	Consumers and quality evaluators of tourist destinations	Julia Sinta Bella (Visitor)	Based on interviews, visitors gave a critical assessment of the current tourist conditions, especially related to facilities and road access. Visitors complained about the many damaged facilities and inadequate road conditions. This causes the tourist experience to be less comfortable and potentially reduces interest in revisiting. In addition, visitors also do not see any innovations or new developments in the tourism

Source: Compiled from in-depth interviews with key informants (2026)

Based on the data in the table above, several crucial conclusions can be drawn regarding the synergy pattern that occurs:

1. Relationship Patterns Between Actors

It is clear that all the elements of the actor are already there and involved. The government exists, the community exists, business actors exist, and visitors exist. However, they work like “non-fused cleats”. There are no systematic connections, minimal communication, and the sustainability of the program is not guaranteed. Siswanto et al. (2019) found in a systematic review of Indonesian tourism governance that collaborative mechanisms often exist formally but lack the procedural depth and trust-building processes needed for effective coordination. Mukherjee & Madan (2020) further argue that collaborative governance in tourism requires dedicated coordination mechanisms, shared information systems, and regular inter-actor dialogue to overcome institutional fragmentation.

2. Core Issues in Governance

- a. Weak coordination and institutional structure.
- b. There is no routine communication mechanism.
- c. The gap between the top policy and the reality below.

3. Systemic Impact

The weakness of this synergy gives a very real domino effect:

- a. The facilities were damaged because no one took care of them (Management Failure).
- b. The community is desperate because there is no direction (Failure of Empowerment).
- c. MSMEs go out of business due to quiet visitors (Economic Failure).
- d. Visitors are disappointed because of poor service (Failure of Quality).

The facts prove that the main problem does not lie in the absence of interested parties, but in the weak liaison system between the parties. The government has moved, the people are willing to work, but the "bridge" between the two is fragile and not solid. Therefore, the most urgent strategy to implement going forward is not to create a new program, but to strengthen the Collaboration Structure. It is necessary to establish a formal coordination forum, clear division of duties, and run continuously, so that all actors can move in the same direction towards the same goal, instead of moving individually as at present.

Synergy Documentation



Figure 6. Interview with the Service



Figure 7. Interview with Management



Figure 8. Interviews with visitors



Figure 9. Interview with MSMEs

Source: Researcher's documentation (2026)

The Impact of Ecotourism Management

1. Economic Impact

In general, the economic impact felt by the people in Sei Gohong is quite significant, even though the current condition is experiencing ups and downs. At first, when this tour was just opened and crowded, the wheels of the economy turned very quickly. People who previously only worked as farmers, laborers, or housewives, now have new business opportunities such as opening food stalls, selling drinks, or offering tourism services.

From the results of an interview with Mrs. Depeh (MSME Actor), she said, "Initially, the influence was very good, income increased dramatically. But after the pandemic ended and visitors began to be quiet, their income decreased greatly. I had stopped selling for 2 years

because there were no buyers. And what makes it difficult is that until now there has been no assistance or further training from the government to develop our business." (Mother Depeh, Interview: 2026)

This condition shows that the community's economic dependence on the tourism sector is quite high, but unfortunately the economic structure is still fragile or vulnerable. The main problems are:

- a. There has been no business diversification: The community only relies on the sale of food and beverages.
- b. Depends a lot on the number of visitors: If it's quiet, go out of business immediately.
- c. Lack of coaching: The government has not been optimal in equipping the community with strong entrepreneurial skills.

There is a need for an MSME empowerment program that not only provides goods assistance, but also financial management and digital marketing training. Latianingsih et al. (2022) demonstrated that aligning MSME entrepreneurship strategies with local government policy in tourism villages significantly increases the economic resilience of local businesses. In addition, it is necessary to create typical Sei Gohong products that can be sold not only when there are tourists, but also have a wider selling value.

2. Social Impact

In the social field, the most felt impact is the emergence of a spirit of togetherness and a change in people's mindset to be more open to change. Initially, the community was very enthusiastic and became a pioneer in managing this tour. They are proud because their village is known to people and becomes a tourist destination. However, as time went by, this enthusiasm began to decline. Based on the story of Mrs. Lina (Tour Manager).

"In the past, we were very enthusiastic about managing, cleaning the place, and keeping it good. But now many facilities are damaged and not repaired, funds are limited, and there are fewer people willing to help manage them. The average visitor is now quiet, weekdays sometimes there are no at all, only crowded on big holidays." (Mother Lina, Interview: 2026)

This social change occurs due to a sense of disappointment and a lack of systemic appreciation. Community participation, which was once very high, is now starting to decline because they feel that their business is not supported sustainably. Watt et al. (2021) argue that sustainable tourism development requires empowering communities across economic, social, psychological, and political dimensions, and that a decline in community participation signals systemic failure in the empowerment process. In addition, there is no strong organizational management so that when there is a problem, no one handles it firmly. The government needs to intervene more often to engage in dialogue, not just rule. It is necessary to re-establish the spirit of togetherness through leadership training for managers, so that the community feels involved and appreciated in their role as hosts.

3. Environmental Impact

Sei Gohong was developed with the concept of ecotourism, which means tourism based on natural beauty and its preservation efforts.

Efforts to protect the environment have actually been carried out by the local community, but still on a small scale. As revealed by the manager. "We used to have a program to recycle plastic waste, but it didn't last long because the people who took care of it no longer existed.

Now the obstacle is that many facilities are damaged and poorly maintained, which can actually damage the scenery and comfort of the environment."

From the visitor side, they also gave input, as conveyed by Mbak Julia Sinta Bella: "The facilities here are still lacking, many are damaged and need to be repaired. The road access also has many potholes, so it is not comfortable. Even though the original place is nice and beautiful." (Julia Sinta Bella, Interview: 2026)



Figure 11. Road access to one of the tours in Sei Gohong

Source: Researcher's documentation (2026)



Figure 12. Damaged and unmaintained facilities in one of the tourist attractions in sei gohong

Source: Researcher's documentation (2026)

The environment in Sei Gohong is still quite well maintained because it is not too crowded. However, the biggest threat comes from a lack of asset maintenance and unprofessional waste management. If left unattended, damage to facilities and unmanaged waste will damage the natural beauty that is the main attraction.

It is necessary to implement an integrated environmental management system. For example, by making strict rules of the game about cleanliness, providing adequate garbage cans, and involving the community in routinely maintaining the beauty of the environment. The principle of ecotourism must be really carried out where nature is maintained, the community is prosperous. Sumarmi et al. (2024) demonstrate through their study of mangrove ecotourism in Banyuwangi that collaborative management between the community and park management sustains both ecosystem conditions and economic benefits in a mutually reinforcing manner. Furthermore, Nguyen & Cheung (2021) emphasize that sustainable ecotourism management requires integrating environmental conservation with community participation to ensure long-term destination viability.

Formulation of an Ecotourism Management Strategy Based on SWOT

Table 3. Sei Gohong Ecotourism Management Strategy

Strategy	Strategy Formulation	Academic Discussion
SO (<i>Strength-Opportunity</i>)	Aggressive strategy by leveraging all internal strengths to seize external opportunities in sustainable ecotourism development	1. The development of integrated tour packages based on ecology, education, and local culture → Tourism packaging in the form of <i>eco-education tourism</i> can increase the added value of destinations and attract tourists who have high environmental awareness. 2. Digital transformation in the promotion and marketing of tourist destinations → The use of social media, tourism platforms, and digital storytelling can increase the visibility of destinations at large. 3. Strengthening the branding of the destination as a community-based conservation tourism area → the existence of Kaja Island as an orangutan conservation center can be used as the main identity of the destination. 4. Development of a community-based creative economy → Tourism activities must be integrated with community economic activities such as MSMEs, handicrafts, and local culinary. This not only increases people's income but also strengthens an authentic tourism experience. 5. Strengthening multi-stakeholder collaboration in sustainable tourism development → Government, NGOs, and the private sector should be maximally utilized through structured collaboration schemes. This approach is in accordance with the concept of <i>collaborative governance</i> which emphasizes synergy between actors in achieving common goals. Waligo et al. (2013) propose a multi-stakeholder involvement management framework emphasizing that sustainable tourism implementation requires inclusive participation, trust building, and shared ownership of strategies across all relevant actors.
WO (<i>Weakness-Opportunity</i>)	Transformation strategies by leveraging external opportunities to overcome internal weaknesses that hinder tourism management	1. Capacity building of human resources through intensive and continuous training 2. Revitalizing tourism infrastructure as a top priority for → development Good infrastructure will increase tourist comfort and satisfaction. 3. Strengthening of the institutions and management systems of tourist destinations → The establishment of a clear organizational structure such as active and professional Pokdarwis is essential to ensure the sustainability of tourism management. 4. Optimization of digital promotions based on local potential → The use of social media and digital platforms can increase the reach of promotions without requiring large costs. Septiana et al. (2023) found that multi-stakeholder participatory approaches in post-COVID tourism village recovery, combined with digital promotion strategies, significantly accelerate the restoration of visitor numbers. 5. Development of tourism-based community economic empowerment programs → Opportunities for government and stakeholder support must be utilized to increase the capacity of MSMEs, so that they are able to contribute to the development of the local economy in a sustainable manner
ST (<i>Strength-Threat</i>)	Competitive strategy by leveraging internal strengths to deal with various external threats	1. Differentiation of tourist destinations based on the uniqueness of local ecology and culture → This differentiation is important to increase the competitiveness of destinations. 2. Strengthening the image of the destination as an educational tourism and conservation → By emphasizing the education and conservation aspects, destinations can attract a more specific and loyal segment of tourists. 3. The development of experiential tourism-based tourism experiences → Experience-based tourism such as cultural interaction and natural

Strategy	Strategy Formulation	Academic Discussion
		activities will increase tourist satisfaction.
		4. Improving the quality of tourism services to increase competitiveness → Good service quality can be a differentiating factor in facing competition from other destinations.
		5. Strengthening the role of the community in maintaining environmental sustainability → Community participation is very important to maintain environmental sustainability and reduce the risk of degradation
WT (Weakness-Threat)	Defensive strategies to minimize internal weaknesses and avoid the negative impact of external threats	1. Improving the overall destination management system → tourism management must be systematically improved so that it does not experience further decline. 2. Strengthening coordination between stakeholders to improve the effectiveness of management → Lack of coordination must be overcome through more intensive and structured communication. 3. Improving accessibility to tourist sites as a top priority → Road and transportation improvements are essential to increase the number of tourist visits. 4. The development of risk mitigation strategies in tourism management → Risks such as decreased visitors and environmental damage must be anticipated through careful planning. 5. Continuous evaluation and monitoring of tourism management → Periodic evaluation is needed to ensure that the strategies implemented are effective and sustainable

Source: Results of SWOT analysis based on interview, observation, and documentation data (2026)

CONCLUSION

Based on the results of the research that has been carried out, it can be concluded that Sei Gohong Tourism Village has very good potential to be developed as an ecotourism destination in Palangka Raya. This area has its own uniqueness because it combines the distinctive natural beauty of peat, animal conservation value, and the cultural wealth of the Dayak Ngaju Tribe which is still well preserved. The development is also quite interesting because it started from the initiative of the community itself who saw the potential of plantation land to be used as a tourist attraction, until finally receiving full support from the government. However, in its implementation, there are still several obstacles that need to be considered. In general, the current conditions show that internal weaknesses are still more dominant than the strengths they have. The main problem lies in tourist facilities that are damaged and poorly maintained, as well as the limited ability of human resources to manage and promote tourist attractions. In fact, the opportunity to develop is actually very large, ranging from government policy support to the interest of people who increasingly like to travel to the outdoors. Therefore, the most appropriate strategy to implement is to take advantage of existing opportunities to correct shortcomings from within. The success of this tourism management will depend on good cooperation between the government and the community. The government is expected not only to focus on physical development, but also to be consistent in terms of care and coaching. Meanwhile, the community also needs to continue to improve their abilities so that they can manage tourism more professionally. If this synergy is well established, then Sei Gohong will not only become a popular tourist attraction, but can also provide great economic benefits for local residents.

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