



SUSTAINABLE TOURISM VILLAGE DEVELOPMENT THROUGH STRENGTHENING COLLABORATIVE GOVERNANCE STRATEGY

(Case Study of Tourism Villages in Sukoharjo Regency, Indonesia 2022-2023)

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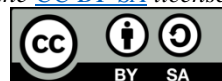
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ABSTRACT

This paper aims to explain the collaborative governance process that occurs in the development of tourism potential in Karangasem and Ngrombo Tourism Village. This research was conducted in a qualitative descriptive manner by elaborating the techniques of extracting data from in-depth interviews, observation, focus group discussions, and documentation to explore primary and secondary data. Checking the validity of the data has been done through triangulation of sources. The research subjects include elements of the government, private sector, academics, mass media, communities, and local communities in Karangasem and Ngrombo Tourism Village. Meanwhile, the data analysis technique was compiled interactively including the stages of data collection, data reduction, data presentation, and concluding. Village-Owned Enterprises (BUMDes), academics, private sector, mass media, tourism awareness groups, youth organizations, and local communities. The collaborative governance process that occurs through face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes have made a positive contribution to increasing the acceleration of tourism potential development and promotion based on digital platforms from Karangasem and Ngrombo Tourism Villages. However, some challenges must be managed better in the aspect of building trust in the management of Karangasem and Ngrombo Tourism Village because there are different backgrounds and priority interests of each actor involved. In addition, long-term sustainable interventions need to be carried out on aspects of commitment to the process and shared understanding to have a multiplier effect on the outcome in the future. The results of this study are expected to provide real implications for the management of the Karangasem and Ngrombo Tourism Village and the Karangasem and Ngrombo Village Government to innovate in accelerating the promotion and commercialization of Karangasem and Ngrombo village tourism products.

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1. INTRODUCTION

The development of a region within the developmental process is something that is inherently intertwined with the principles of regional autonomy. To facilitate the successful implementation of regional autonomy, it is imperative to establish a comprehensive, authentic, and accountable authority in each region. Consequently, it is essential to foster tourism as a vital revenue source for addressing the country's fiscal deficit and making it a cornerstone of industrial growth. In addition to its economic benefits, the tourism sector must also consider its

environmental impact and contribute to environmental conservation efforts [1]. This consideration is essential since tourism development is intrinsically linked to the environment, both as a resource and a subject of preservation.

Tourism development encompasses the exploration of diverse potentials, including natural resources, human resources, and artificial resources, all of which require comprehensive management [2]. In the broader context, tourism emerges as a pivotal sector, deserving priority in regional development. The development of a region, particularly in the context of tourism, is anticipated to yield revenue for the local government where tourist attractions are situated [3].

The optimal development and effective utilization of tourism resources have the potential to significantly enhance economic growth. In light of this perspective, it becomes imperative to employ a strategic approach in the endeavor to develop tourist destinations, not only in Indonesia but specifically within Sukoharjo Regency. Stakeholders in the tourism sector have initiated proactive measures, such as conducting research and thorough site assessments, to identify the latent potential and challenges inherent to each attraction. This empirical step aims to facilitate the formulation of viable solutions. The development of tourist villages, not only in Sukoharjo Regency but throughout Indonesia, exhibits a promising trajectory towards becoming competitive, sustainable, and preeminent tourist destinations in the future. Realizing this vision, however, depends on specific requirements, which include active community engagement and the implementation of collaborative governance strategies [4].

Effective tourism management necessitates a comprehensive, well-planned approach to maximize the benefits accrued by the community, encompassing economic, social, and cultural dimensions. In a broader context, the government's role in the development of tourism encompasses various facets, including the provision of infrastructure, which extends beyond physical assets. This role also involves the expansion of diverse facilities, facilitating coordinated efforts between government authorities and the private sector, and the establishment of general regulations and promotional activities, both domestically and internationally. The government holds authority in the regulation, provisioning, and allocation of the infrastructure essential for meeting the requirements of the tourism industry [5]. Furthermore, it bears the responsibility of charting the direction of tourism development. Nonetheless, the successful implementation of these policies depends on the intricacies of organizational structures and the involvement of various stakeholders [6].

Macro policies established by the government serve as guiding principles for other stakeholders, directing their respective roles. As stipulated in Article 17 of Law Number 10 Year 2009, both the Government and Regional Governments bear the obligation to foster the development and protection of micro, small, medium, and cooperative businesses within the tourism sector. This obligation encompasses two key aspects: (1) the formulation of policies supporting the growth of micro, small, medium, and cooperative businesses in the tourism sector and (2) the facilitation of partnerships between these smaller enterprises and their larger counterparts. The proposed implementation model for the development of regional tourism destinations adheres to the existing tourism potential, taking into account the prevailing natural and human resources, programs, funding, and facilities [1]. The involvement of various stakeholders, including government and non-government institutions, as well as the current conditions of the region, informs the development of programs aimed at providing a clear roadmap for the future development of tourist villages in Sukoharjo Regency [7].

Each village possesses the potential to emerge as a prominent tourism asset. The inherent natural beauty and uniqueness can transform an area into a hub for nature tourism, while villages enriched with distinctive traditions and culture may assume the role of cultural tourism destinations. Leveraging the natural and cultural resources of an area, these potentials can be optimally harnessed through well-structured tourism activities. Such tourism initiatives hold great promise and have far-reaching implications for local communities, as they not only augment community income but also serve to preserve the region's unique attributes. In this regard, Gun posits that tourism must be analyzed from both the demand and supply perspectives. He underscores that the success of tourism development in a given area depends on the capacity of planners to harmoniously integrate both aspects into a comprehensive tourism development plan [8].

This objective can be realized through effective and coordinated management and utilization, encompassing cross-sectoral collaboration and engagement with the private sector in the context of advancing tourism activities. Realizing this objective necessitates active participation and contributions from the local community, government entities, and all sectors engaged in the tourism landscape. The successful execution of tourist destination development is intrinsically intertwined with the collective role of these diverse elements, contingent upon careful consideration of program elements, budget allocation, and established processes.

According to the United Nations World Tourism Organization, tourism constitutes a multifaceted sector characterized by complex interdependencies among various stakeholders involved in the production of goods and services catering to visitors [2]. In this context, the government assumes a pivotal role, primarily in the coordination of collaborative endeavors aimed at fostering the sustained growth of the tourism industry, which encompasses



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economic, social, and environmental sustainability. This role is instrumental in amplifying tourism's contributions to overall development [9].

The analysis and research of tourism development are contingent upon the collaborative interplay between public and private sectors [3]. The intricacies of tourism are rooted in the distributed responsibilities for its advancement, a complex arrangement shared across a network of diverse actors. These actors can be delineated as follows:

1. The private sector, serving as the principal producer and provider of goods and services catering to visitors, comprises a diverse array of economic entities categorized by their scale and reach. These entities span the spectrum from micro, small, medium, to large enterprises, and their operations may encompass local, regional, national, or transnational domains. Furthermore, their activities encompass a wide spectrum of productive sectors, including manufacturing, trade, transportation, and an extensive array of services, such as hospitality, food and beverage services, cultural, and recreational activities. This diversity imparts a somewhat fragmented nature to the hypothetical tourism sector.

2. The public sector, with its multifaceted role determined by specific functional domains, exerts a pivotal influence on how tourism evolves within a country or region. This encompasses a broad spectrum of activities, including infrastructure development, strategic planning, transportation policy, fiscal considerations, and employment-related aspects. The public sector also comprises a diverse assembly of actors and agents coexisting within this intricate landscape. Historically, attention to tourism development has been centered around the enhancement of various segments such as the private sector, government, local communities, and the constituent components of tourism products, services, and support infrastructure. However, to deliver superlative visitor experiences and create substantial value, these sectors and components must harmoniously coalesce within a destination [10].

Tourism planning, characterized by its multi-sectoral, multi-faceted, and multi-regional nature, necessitates a collaborative approach, promoting integrated planning at both hierarchical levels (province, district/city) and across various sectors involving numerous institutions and ministries [11]. As underscored by Mah and Hills (2012), sustainable tourism hinges on the careful consideration of collaborative planning. Key factors to consider in achieving effective collaborative planning are: (1) All stakeholders must demonstrate a willingness to open themselves, fostering 'trust' among the parties involved. Openness, honesty, respect, and appreciation are essential to mitigate conflicts; (2) The approach should prioritize cooperation and synergy, acknowledging that competition can coexist but should serve as a catalyst for achieving shared objectives; (3) Each party should assume an equitable position, where no entity holds a position of superiority over another. Instead, roles differ, with the government acting as a mediator, facilitator, and legislator, while the private sector functions as the practitioner and investor. Furthermore, the institutional development for tourism management goes beyond the mere establishment of Provincial/Regency/City Tourism Offices. It should be tailored to the distinct characteristics of the sector, accommodating the diverse roles and responsibilities of the involved parties.

In Indonesia, tourism development centers around the comprehensive tourism ecosystem, framed within the 3A framework of Attraction, Accessibility, and Amenity. This approach places a particular emphasis on bolstering seven of the ten marine-based tourist destinations. The goal is to not only enhance economic prospects within the maritime sector but also foster infrastructure development through collaborative governance with relevant stakeholders [12].

Tourism governance plays a pivotal role in shaping the environmental landscape and is primarily overseen by local governments. One of the central challenges in tourism governance is ensuring the controlled development of tourism facilities while minimizing the impact of tourism activities on heritage sites that require preservation. The rapid development of infrastructure can potentially jeopardize the authenticity of each region, where distinctiveness is a hallmark [2]. Furthermore, extreme climatic conditions and natural disasters pose additional threats to the environment, often stemming from inadequate regional tourism governance practices. Local governments occasionally prioritize attracting a large volume of visitors without due consideration for the capacity of each tourism destination, which can strain local communities. In this context, it becomes essential to strike a balance that ensures that tourism brings substantial benefits to both the communities and the natural environment [6].

The opportunities arising from local governance can significantly empower local communities, who often serve as the original custodians, including proprietors, managers, educators, and storytellers. Their active involvement can transform world heritage sites into sustainable tourism destinations, fostering diverse forms of tourism, such as agrotourism, ecotourism, and spiritual tourism. As a result, new economic avenues emerge for local communities, encompassing advancements in agricultural systems, promotion of local varieties, post-harvest activities, and culinary tours, thereby directly benefiting the local populace. This holistic approach to tourism

governance contributes to enhancing tourism records in Indonesia, marked by an increase in tourist numbers and their length of stay [13]. This, in turn, amplifies the effectiveness of promoting cultural tourism and agrotourism, positioning Indonesia as a benchmark for world heritage sites, and further solidifying its standing as a global tourism destination.

Local and central governments possess a range of advantages in managing the intricate realm of tourism, stemming from their competencies in various policy areas that profoundly influence its development. These areas encompass infrastructure, spatial planning, and transportation [14]. Sustainable tourism development necessitates the optimal utilization of natural resources within the framework of their carrying capacity, thereby avoiding environmental degradation. This approach upholds respect for local socio-culture, ensures sustainable economic benefits, and actively engages all relevant stakeholders. The principles underpinning sustainable tourism development encompass: (1) maintaining environmental quality, (2) delivering benefits to local communities and tourists, (3) fostering harmonious relationships among local communities, tourist needs, and the environment, (4) creating dynamic conditions that adapt to carrying capacity, and (5) ensuring stakeholders share a unified mission toward sustainable tourism development.

2. RESEARCH METHOD

The research design used in this study is a qualitative research method with a descriptive approach. Descriptive research is research conducted to determine the value of variables, either one or more variables (independent) without making comparisons or connecting with other variables [15]. Qualitative research is a method for understanding and exploring the meanings derived from social problems by individuals or groups of people. The qualitative research process involves important efforts such as asking questions and procedures, collecting specific and participant data, and analyzing data inductively. The purpose of qualitative research is to obtain a complete picture of the things and events studied [16].

Based on the research method, this research is intended to find out, investigate, and analyze in-depth collaborative governance with a process approach to developing tourism potential in Gunung Pegat Tourism Village, Karangasem, Bulu, Sukoharjo and Ngrombo Tourism Village, Baki, Sukoharjo Regency. The suitability of a qualitative descriptive research design regarding the phenomenon to be studied is being able to obtain a full picture of the occurrence of problems that occur in the field. Further researchers can obtain usefulness and success from research results in the form of collaborative governance with a process approach to developing tourism potential in Gunung Pegat Tourism Village Karangasem, Bulu and Ngrombo Tourism Village, Baki Sukoharjo Regency.

The stages of the research process include, the first stage is to determine the problems to be studied by conducting preobservation. The second stage is to determine the research method, research location and research subjects according to the problem being studied. The third stage is to collect data that can be taken by coming directly to the research site, and then proceeding to data processing and data analysis. The fourth stage is to present research data in the form of narrative text. At this stage, the researcher presents research findings in the field by bringing up the necessary data. The final stage of the research is concluding until it produces an output in the form of a research report.

In a study, research instruments will be needed to obtain valid data and research results [17]. In qualitative research, the main instrument as a tool is the researcher himself. Researchers are planners, implementers of data collection, analysis, data interpreters, and reporting of research results. In addition to the research itself, which is used as a research instrument, the researcher is supported by research tools. The tools used by researchers as research instruments are interview guides, observation guidelines, documentation guidelines, focus group discussion guidelines, and the researchers themselves.

Data collection techniques in the study used in-depth interviews, observation, focus group discussions, and documentation. The type of data used in this study is primary data obtained from interviews and observations of research subjects, namely: (1) Kelompok Sadar Wisata, (2) Bumdes Mekar Sari, (3) Karangasem Village Government, (4) Ngrombo Village Government, (4) Politeknik Indonusa Surakarta, (5) Karangasem Village Youth Organization, (6) Ngrombo Village Youth Organization, and (13) local community.

In this study, secondary data were obtained from literature studies and print or online media. Secondary data in this study is in the form of data that has been processed in the form of documents or written manuscripts such as journal documents, books, publications, news, photos, laws, regulations, and others related to collaborative governance with a process approach in developing tourism potential in tourism villages. Sources of secondary data have a function to support and complete information as well as strengthen primary data from observations and interviews. The secondary data used in this study are Gunung Pegat Karangasem and Ngrombo Tourism Village accountability reports, Karangasem and Ngrombo profiles, Karangasem and Ngrombo population data, and other data related to the development of village potential that researchers obtained from public media. Documentation of



researchers when conducting research and documentation of activities from developing village potential in Gunung Pegat Karangasem and Ngrombo tourism villages.

In this study to obtain data that can be scientifically justified, the researcher must check the validity of the data. The data examination technique used by the researcher is the triangulation technique. The triangulation technique is a technique for checking the validity of the data by checking data from the results of research interviews with informants, data from observations and documentation [15]. In this study, researchers used Source Triangulation. Triangulation of sources in qualitative research means comparing and rechecking the information obtained in the field through different tools and times. Checking the validity of the data with source triangulation has the aim of checking the truth and clarifying the data/information obtained from research subjects related to collaborative governance in the development of tourism potential in Gunung Pegat Karangasem and Ngrombo Tourism Villages. The data analysis technique in this study adopted an interactive technique which consisted of stages of qualitative data analysis which were carried out directly and interactively continuously until they were completed, thus obtaining saturated data. The data analysis techniques used include the stages of data collection, data reduction, data presentation, and concluding [18].

3. RESULTS AND ANALYSIS

a. The Process of Collaborative Governance in the Development of Tourism Potential in Karangasem and Ngrombo Tourism Village

Collaborative governance emerged and was developed to respond to the failure of implementation and the high cost and politicization of regulations. The emergence of collaborative governance is not sudden because it is caused by initiatives from various stakeholders who encourage collaboration and coordination in solving ongoing problems. Collaboration is seen from the aspect of the need for each institution to collaborate with related institutions/institutions due to the limitations of each institution to carry out programs or activities that it runs itself. In addition, collaboration is due to the limitations of the budgetary funds of an institution, so with this collaboration, one institution can collaborate to solve public problems together by involving other non-government actors [19]. Collaborative governance contributes proportionally to the role of the government, the mass media, to the private sector to increase productivity, and information, and increase resources [13].

The involvement of the private sector to carry out public missions must be managed properly, skilled and have many alternatives. The role of the private sector must be careful, both profit and nonprofit are carried out simultaneously to achieve goals and empower public value. Government management is a process to encourage, facilitate, and mentor activities carried out by the government, the private sector and the community aimed at solving common problems that cannot be solved by one government agency alone.

In general, collaboration can be divided into two, namely collaboration in a process sense and collaboration in a normative sense [3]. For the collaboration of roles between actors carried out in developing the economic potential of the village in Karangasem and Ngrombo Tourism Villages, it can be categorized as collaboration in the sense of the process. This is because the collaboration that occurs is carried out interactively between actors and tends to be formal, not just behaving.

In addition, this research will analyze the collaboration process between government actors and other institutions involved effectively to carry out the development of the village's economic potential in Karangasem and Ngrombo Tourism Villages. Against the background of the importance of developing village potential, improving the village economy, and prospering rural communities, the Karangasem and Ngrombo Tourism Village Government seeks to develop the village's potential to improve the village economy so that it can increase PADes [20]. Collaboration in the sense that the process that occurs is carried out interactively by the government with other stakeholders, both non-government, private and community.

This study aims to determine the collaborative governance process in developing village economic potential in Karangasem and Ngrombo Tourism Villages. Based on the importance of village potential that is developed and preserved for the community and the surrounding environment in Karangasem and Ngrombo Villages, the development of village potential needs to be carried out in the hope that it can become an entity that is able to improve the village economy in the form of increasing PADes and prospering the local community. The development of the village's economic potential needs to be done because of the added value in terms of economy and business. When the village potential is well developed by BUMDes, there will be a positive value and high benefit value, especially for the local community, increasing the profit-oriented village economy and being able to increase Village Original Income (PADes) in Karangasem and Ngrombo Tourism Village.

This study explains that the development of village economic potential in Karangasem and Ngrombo Tourism Village is not only carried out by one stakeholder, so direct involvement from the industrial world, village

government, Sukoharjo district government, universities and the mass media have the same authority in developing village economic potential in Karangasem and Ngrombo Sriharjo Tourism Villages. The development of village economic potential is carried out by government actors, Karangasem Village Government, Ngrombo Village Government, and Dinas Kepemudaan, Olahraga, dan Kepemudaan Kabupaten Sukoharjo. As for the involvement of non-government actors (private sector, universities, mass media, and society), namely: (1) Politeknik Indonusa Surakarta, (2) Institut Seni Indonesia Surakarta, (3) Pokdarwis Karangasem Tourism Village, (4) Pokdarwis Ngrombo Tourism Village, (5) BUMDes Mekar Sari Karangasem, (6) Karang Taruna Karangasem Village, (7) Karang Taruna Ngrombo Village, (8) Solopos, (9) local community.

Collaboration has occurred in developing the tourism potential and village economy in the Karangasem and Ngrombo Tourism Villages which includes the involvement of actors from the government, the private sector and the community. The collaborative governance process in developing tourism potential in Karangasem and Ngrombo Tourism Village includes face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes as follows [9]

b. Trust Building and Commitment to the Process Collaborative Governance

In the process of collaborative governance, it is not just a negotiation between stakeholders, but rather building trust between the stakeholders involved. To build trust among government, private, academics, mass media, community and public actors, transparent, fair, and accountable communication and coordination are carried out with the parties involved. The trust that has been formed in collaboration will make it easier for stakeholders to achieve the desired goals effectively and efficiently. Trust building begins with public motivation and values that are fought for equality, and then active, transparent and accountable communication is carried out. The obstacles that arise from building trust in the management of Karangasem and Ngrombo Tourism Villages are the different backgrounds and priority interests of each actor involved.

Commitment is a very important aspect of achieving success and failure in the collaborative governance process. Commitment becomes a belief that collaborative governance will create benefits for each party and create public interest. Commitment in the process sense means the development of the belief that negotiation is the best way to achieve the desired policy. The formation of commitment in the collaborative governance process can be done by establishing a collaboration process/rules that are approved by the relevant stakeholders, including the government, private sector, academics, and the community. In this study, the procedures/rules in this collaboration were initiated by the Karangasem and Ngrombo Village Government and Politeknik Indonusa Surakarta through the Penelitian Produk Vokasi program of the Direktorat Jenderal Pendidikan Tinggi Vokasi which was then approved by all relevant stakeholders in a consortium cooperation agreement to design, implement, and monitor the evaluation of each stage of the existing process.

In collaborative governance, one must have an understanding of the goals to be achieved together. Good shared understanding can be seen from each stakeholder involved in the collaborative governance process by understanding what is the common goal in carrying out collaboration. When the relevant stakeholders already understand the common goal, the goal will be easy to achieve so as to minimize misunderstandings in collaboration. In developing tourism potential in Karangasem and Ngrombo Village, the research team conducted a focus group discussion by inviting all relevant parties to the Penta helix collaboration to produce a shared understanding to clarify the standing position of the contribution of each cooperation partner [17]. The results of the focus group discussion were then followed by workshops and technical guidance related to tourism event management, hybrid events, social media content management, citizen journalism, and digital platform-based tourism promotion. To increase the joint commitment, each stakeholder is given a job description responsibility proportionally in accordance with the mastery of expertise, competence, capacity, and contribution of each. For every work carried out, there is a person in charge who will be the program coordinator. Because each actor has unique characteristics and differences in competence and capacity, each program that is run is flexible, adaptive, measurable and directed according to the values of local wisdom.

4. CONCLUSION

The development of tourism potential in the Gunung Pegat Karangasem, Bulu and Ngrombo, Baki, Sukoharjo Regency has been carried out in a pentahelix way through collaborative governance by involving actors from the central government, local governments, village governments, universities, private sector, mass media, tourism awareness groups, youth organizations and local communities. The collaborative governance process that occurs through face to face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes has made a positive contribution in increasing the acceleration of tourism potential development and promotion based on digital platforms from Gunung Pegat and Ngrombo Tourism Village. However, there are challenges that must be managed better in the aspect of building trust in the management of



Karangasem and Ngrombo Collaborative Governance in Developing Tourism Potential Tourism Village because there are different backgrounds and priority interests of each actor involved. In addition, long-term sustainable interventions need to be carried out on aspects of commitment to the process and shared understanding in order to have a multiplier effect on the final outcome in the future. From the research conducted, it was concluded that the villages of Karangasem and Ngrombo have implemented various programs for sustainable tourism development through synergy and collaboration that are environmentally and socio-economically of sustainable development itself. Considering that there have been many governments calls for sustainable development, both for village governments and other regions, it is time for all government agencies to carry out sustainable development by considering the impact on future generations. Thus, the goal of sustainable development can be achieved.

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