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RESEARCH ARTICLE

Leveraging Local Potential through Multi-Stakeholder Collaboration for Sustainable Tourism Village Development

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ARTICLE INFO	ABSTRACT
	Tourism villages have become a viable concept for rural economic regeneration and sustainable development in many developing nations, such as Indonesia. Success in developing tourism villages depends significantly on the efficient cooperation among different stakeholders, which is frequently hindered by variables including power dynamics, institutional obstacles, and resource limitations. This study intends to investigate how collaborative governance may harness local potential for sustainable tourism village development, using the case of Karangreja Sub-District in Central Java Province, Indonesia. The study utilized a qualitative technique to gather data through interviews, focus group discussions, and participant observation with local communities, government agencies, commercial sector, and civil society organizations. The results emphasize the significance of involving multiple stakeholders, providing education and raising awareness, and utilizing digital technologies to support the sustainable development of tourism villages. It also discusses the difficulties and advantages of collaborative governance in rural and developing areas. The study enhances understanding of collaborative governance in sustainable tourism development and provides recommendations for policy and practice, including empowering local communities, enhancing institutional capacity, and increasing digital inclusion. This research aims to offer valuable information and direction to stakeholders and policymakers involved in creating and overseeing sustainable tourism villages. These efforts can help in reaching the Sustainable Development Goals and enhancing the welfare of rural people.

INTRODUCTION

Tourism villages have become a potential approach for revitalizing rural economies and promoting sustainable development in various nations, such as Indonesia (Latif, 2018; Pickel-Chevalier et al, 2019). Indonesia, with its unique natural and cultural resources, has great potential for building tourism villages that may appeal to both domestic and international visitors (Ministry of Tourism and Creative Economy, 2021; Yamin et al., 2023). Effective collaboration among many stakeholders, such as local communities, government agencies, corporate sector, and civil society organizations, is crucial for the success of tourism village development (Jamal & Getz, 1995; Putra et al., 2020). Although tourism village development is increasing in Indonesia, many villages struggle to utilize their local resources and form sustainable collaborative governance (Manaf et al., 2018; Purnomo et al., 2020; Widjaja et al., 2022). In the post-pandemic economic recovery, the importance of tourism villages in stimulating local economic growth and generating employment possibilities has grown more urgent (Leonandri & Rosmadi, 2018; Sari et al., 2021).

Multi-stakeholder engagement is crucial for attaining sustainable outcomes, as evidenced by the literature that has already been written about Indonesian tourism village development (Graci, 2013; Wikantiyoso, 2021). Haryanto's (2020) research discovered that prosperous tourism villages in Yogyakarta Province establish robust relationships between local communities, government entities, and the commercial sector. These collaborations facilitate the creation of appealing tourism offerings and services rooted in indigenous knowledge. Research conducted by Pramono et al. (2021) in Bali Province demonstrated that effective coordination and synergy among stakeholders are crucial elements for fostering innovation and entrepreneurship in tourism villages. A recent study by Nugraheni et al. (2022) found that numerous tourism villages in Indonesia do not have a well-defined collaborative governance framework, resulting in disjointed initiatives and unsustainable practices. There is a lack of research on how multi-stakeholder collaboration may be improved to utilize local resources for sustainable tourism village development (Clarke & MacDonald, 2019; Qu et al., 2020).

Investigating the collaborative governance model for the development of tourism villages in Karangreja Sub-District, Purbalingga Regency, Central Java Province, Indonesia, is the goal of this study. The main goal is to address the following research inquiries: (1) Who are the primary stakeholders in the tourism village development in Karangreja and what are their responsibilities and motivations? How do these stakeholders work together to maximize local potential for sustainable tourist development? What factors facilitate or hinder effective collaboration among several stakeholders in the creation of tourism villages? This study adds to the expanding knowledge on collaborative governance in sustainable tourist development, specifically in rural Indonesia.
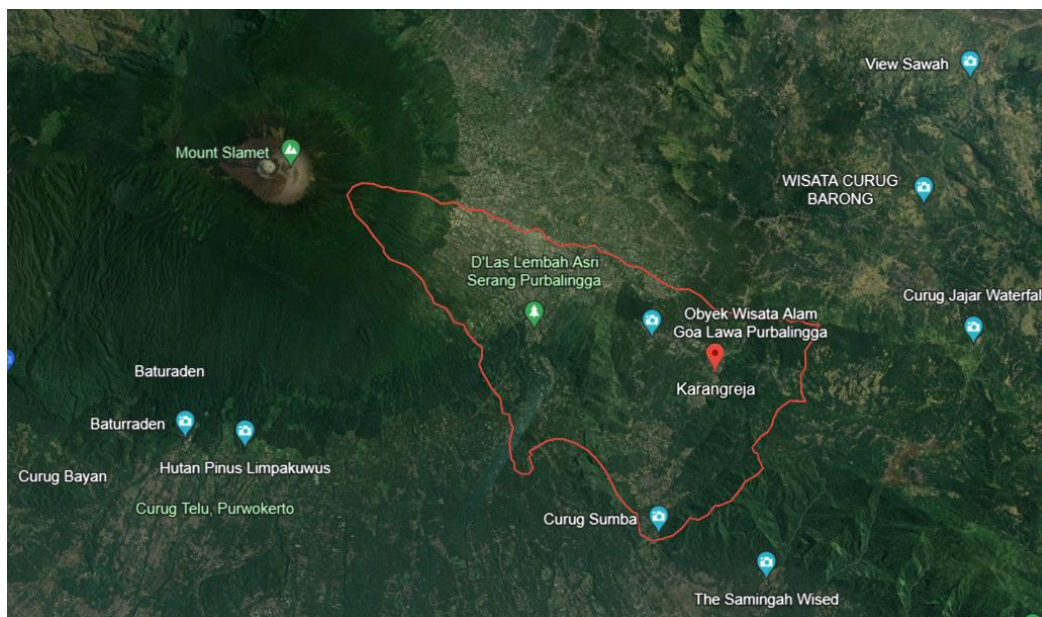

Figure 1. location area Karangreja district, Purbalingga regency, Central Java, Indonesia
Source by
https://earth.google.com/web/search/Karangreja,+Purbalingga+Regency,+Central+Java/@
-7.22876451,109.28618835,1253.04912894a,43155.55078253d,35y,328.39561919h

Effective multi-stakeholder engagement is essential for utilizing local potential and attaining sustainable tourism village development in Karangreja Sub-District. We propose that the effectiveness of tourism village development in Karangreja is contingent upon the level of collaboration between local communities, government entities, commercial sector, and civil society organizations, as outlined in Ansell and Gash's (2008) collaborative governance framework. The

collaboration should be founded on a common goal, trust, effective communication, and pooling of resources to facilitate stakeholders in creating value together and tackling mutual difficulties. We acknowledge that the collaboration process is dynamic and may include power imbalances, disagreements, and discussions among the parties. We stress the importance of adaptive and inclusive collaborative governance to address the evolving needs and goals of local communities and stakeholders.

LITERATURE REVIEW

Collaborative governance is receiving more focus in sustainable tourism development, especially in tourism village management (Dangi & Patrick, 2021; Keyim, 2018). Collaborative governance involves the methods and systems of making and managing public policy decisions that involve people effectively across different public agencies, government levels, and/or public, private, and civic sectors to achieve a public goal that would be difficult to achieve otherwise (Ansell & Gash, 2007; Doberstein, 2016; Emerson et al., 2012). Collaborative governance in tourism village development entails the involvement and coordination of various stakeholders such as local communities, government agencies, private sector, and civil society organizations in the planning, execution, and supervision of tourism activities (Bichler & Lösch, 2019; Putra et al., 2020). Collaborative governance is increasingly acknowledged as crucial for sustainable tourism development (Tresiana & Duadji, 2022). However, problems and disputes persist in its implementation, particularly in developing nations such as Indonesia (Timothy, 1998; Widjaja et al., 2022).

In the context of tourism village development, power dynamics among stakeholders represent a primary concern for collaborative governance (Bramwell & Sharman, 1999; Saito & Ruhanen, 2017). Ernawati et al. (2021) conducted a study in Bali Province, Indonesia, which revealed that the partnership process is frequently controlled by specific individuals, including local elites or outsider investors, who possess greater resources and power compared to other involved parties. The power imbalance can result in the marginalization of local communities and the prioritization of economic interests above social and environmental considerations. A study conducted by Lestari et al. (2020) in Yogyakarta Province found that insufficient trust and communication among stakeholders can impede the efficacy of collaborative governance in tourism village development. The findings indicate a requirement for collaboration methods that are more inclusive and equitable to cater to the varied interests and capabilities of stakeholders.

The significance of local wisdom and community empowerment plays a crucial role in collaborative governance for tourism village development (Wibowo et al., 2021). Pramono et al. (2021) conducted a case study in Bali Province emphasizing the significance of integrating indigenous values, knowledge, and practices into tourist planning and management. The study discovered that engaging traditional leaders and community-based groups can increase the feeling of ownership and responsibility among local residents, which is essential for the long-term viability of tourism communities. Haryanto's (2020) research in Yogyakarta Province highlighted the importance of providing capacity building and entrepreneurial training to local people to enhance their involvement in tourist development. The studies highlight how collaborative governance may empower local people and encourage sustainable tourist practices.

Digitalization and technology innovation create new opportunities and difficulties for collaborative governance in tourism village development (Tymoshchuk et al., 2021). Sulistyadi et al. (2021) conducted a study in West Java Province, Indonesia, to investigate how digital platforms and social media are used to enhance collaboration and communication among stakeholders. Digital technology can expand local community participation, improve transparency and accountability in tourism governance, and boost the marketing and promotion of tourism villages, as revealed by the study (Sari et al., 2021). The study emphasized the significance of digital literacy and infrastructure development for ensuring the inclusion and efficacy of digital cooperation. This discovery aligns with

the worldwide movement towards smart tourism governance, aiming to utilize digital technologies for the purpose of sustainable and robust tourism growth (Gretzel et al., 2020).

The necessity of collaborative governance in the creation of tourism villages has been emphasized even more by the COVID-19 epidemic (Prabowo et al., 2021; Subejo et al., 2021). The global pandemic has had a substantial impact on the tourist industry worldwide, leading to a notable decrease in visitors and revenue for tourism villages in Indonesia (Sari et al., 2021). Some tourism villages have shown resilience and flexibility during this crisis by working together with stakeholders. In Central Java Province, a case study conducted by Nugroho et al. (2022) demonstrated collaboration among local communities, government agencies, and the private sector to create innovative tourism offerings including virtual tours and homestay packages to appeal to domestic tourists amidst the epidemic. The study emphasized how social capital and collaborative action help tourism villages deal with the effects of the pandemic. The findings indicate that collaborative governance is crucial for both the short-term survival and recovery as well as the long-term viability of tourism communities, especially during times of crisis.

In order to improve collaborative governance in the creation of tourism villages, a number of cutting-edge approaches and best practices are now being developed (Wisnumurti et al., 2020). One important strategy is to create a multi-stakeholder forum or platform to enable consistent communication, coordination, and knowledge sharing among stakeholders (Nugraha et al., 2021). This platform can facilitate the establishment of trust, resolution of conflicts, and the creation of a common vision and action plan for the development of tourism villages. Another crucial approach is to enhance the ability and empowerment of local populations through education, training, and access to resources (Haryanto, 2020). This can empower local communities to engage more actively and effectively in tourist governance and capitalize on the economic prospects of tourism development. To ensure a comprehensive and inclusive approach to tourism village development, it is essential to combine collaborative governance with other sustainable tourism frameworks including community-based tourism, ecotourism, and responsible tourism (Romero-Brito et al., 2020).

METHODS

This study examines the collaborative governance of tourism village development in Karangreja Sub-District, Purbalingga Regency, Central Java Province, Indonesia. The focus is on examining how various players, such as local communities, government agencies, corporate sector, and civil society organizations, work together to utilize local resources for sustainable tourism growth. The Karangreja Sub-District was chosen as the study site because of its abundant natural and cultural resources, and its advantageous proximity to well-known tourist spots in Central Java. The sub-district has three villages: Kutabawa, Serang, and Siwarak, which are focused on growing tourism based on their local knowledge and community empowerment.

The study utilizes a qualitative case study methodology to investigate the intricacies and workings of cooperative governance in the context of developing tourism villages. This design enables a comprehensive and thorough comprehension of the phenomenon in its real-world environment (Yin, 2018). The case study method is ideal for this research since it allows for the analysis of various viewpoints and interactions among stakeholders, as well as the identification of elements that facilitate or hinder effective collaboration. The study follows an interpretive paradigm that focuses on the subjective meanings and experiences of participants in influencing the collaborative process (Creswell & Poth, 2018).

To ensure the richness and reliability of the data, the study draws on a variety of sources. The main participants are important players from local communities, government agencies, corporate sector, and civil society organizations who are directly engaged in the development and operation of tourism villages in Karangreja Sub-District. The individuals involved are village leaders, community

representatives, tourism entrepreneurs, government officials, and NGO activists. Participants are chosen using a purposive sample method that considers their positions, knowledge, and influence in the collaborative process. The study examines pertinent materials, including policy reports, planning documents, and media stories, to offer contextual information and validate the conclusions.

Tabel 1. Characteristics of Informants

No	Informants
1	Karangreja Sub-District Head
2	Head of Village Community Empowerment Section of Karangreja Sub-district
3	Sub-district Village Facilitator
4	Heads of Kutabawa, Siwarak, and Serang villages
5	Representatives of community leaders from Kutabawa, Serang, and Siwarak
6	Representatives of the Tourism Awareness Group
7	Representative from BUMDes

Participant observation, focus groups, and semi-structured interviews are all used in the data collection process. Semi-structured interviews are used to gather the viewpoints, experiences, and goals of individual stakeholders on tourism village development and collaborative governance. The interviews follow a flexible procedure that addresses important topics, including stakeholders' roles and interests, collaboration processes and outcomes, and challenges and possibilities for sustainable tourism growth. Focus group conversations are arranged with community residents and tourism businesses to encourage collective contemplation and dialogue around concerns and methods for improving collaboration and empowerment. Participant observation is conducted at community meetings, tourism activities, and other pertinent events to understand the dynamics and practices of collaboration in authentic environments.

According to Glaser and Strauss (1967), the constant comparative method serves as the foundation for an iterative and inductive approach to data analysis. The interview and focus group transcripts, along with the field notes and documentation, are analyzed and organized into developing themes and patterns. The analysis technique includes comparing both inside each instance and between cases to determine the similarities and differences among the three villages and different stakeholder groups. The results are analyzed using the collaborative governance framework and the current literature on sustainable tourism development. To improve the credibility of the results, member checking, peer debriefing, and triangulation of data sources and procedures are utilized (Lincoln & Guba, 1985). The study also discusses the ethical aspects, including informed permission, confidentiality, and reciprocity, while conducting research with local communities and stakeholders.

RESULTS

Inclusive and Equitable Stakeholder Engagement: Ensuring Meaningful Participation and Benefit-Sharing

The study finds that in the Karangreja Sub-District, collaborative governance is essential for maximizing local potential for the creation of sustainable tourism villages. The study emphasizes the various stakeholders engaged in the cooperation process, the methods and tactics used to promote collaboration, and the results and obstacles of collaborative governance in the villages of Kutabawa, Serang, and Siwarak. The findings are categorized into three primary themes: stakeholder involvement, collaborative mechanisms, and sustainable tourism outcomes.

The creation of tourism villages has shown that the success of collaborative governance is largely dependent on stakeholder engagement. The study discovered that the three villages have engaged local communities, government agencies, commercial sector, and civil society organizations in planning, implementing, and monitoring tourism activities. This inclusive strategy is based on the acknowledgment that tourism development should bring advantages not only to tourists but also to local residents and the environment. The interviews and focus group discussions provide evidence that community people, especially women and youth, have been enabled to engage in tourism-related decision-making and entrepreneurship. In Kutabawa Village, the community-based tourist group "Pokdarwis" was formed to organize and support community participation in tourism growth. The group has arranged many capacity-building programs, including handicraft training and tour guide certification, to empower local residents to take advantage of tourism. Stakeholder engagement, particularly community participation, is crucial for guaranteeing local ownership and sustainability in tourism village development.

Collaborative procedures are a crucial element of collaborative governance in the establishment of tourism villages. The study found many formal and informal methods that have been utilized to enhance communication, coordination, and cooperation among stakeholders. The multi-stakeholder forum is a key tool that convenes representatives from local communities, government agencies, corporate sector, and civil society organizations to discuss and negotiate the vision, plans, and actions for tourist development. The forum was established to facilitate debate and consensus-building among a variety of interests and perspectives. The examination of documents and observation of participants show that the multi-stakeholder forum in Serang Village has successfully established a common vision of "Community-Based Ecotourism" and a collaborative plan for conservation, education, and livelihood improvement. The forum has facilitated conflict resolution and trust-building among stakeholders through frequent meetings and group activities. Collaborative methods, such multi-stakeholder forums, are essential for facilitating successful and enduring collaboration in the establishment of tourism villages.
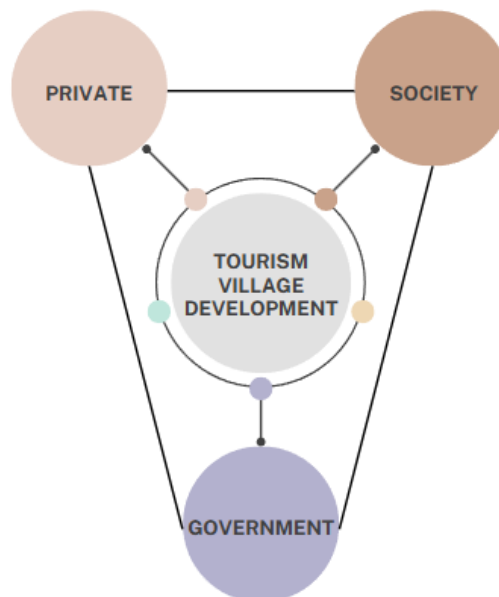

Figure 2.Collaborative Model of Tourism Village Management

Collaborative governance in the establishment of tourism villages aims to achieve sustainable tourism outcomes. The study discovered that the three villages have attained diverse economic, social, and environmental advantages through cooperative endeavors in tourism development. One

significant result is the rise in income and job prospects for local communities. Tourism growth has generated new markets for local products and services, including handicrafts, cuisine, and housing. Evidence from interviews and secondary data indicates that in Siwarak Village, the implementation of agro-tourism centered around the local wisdom of "Dewi Sri" has boosted the earnings of farmers and women's groups engaged in selling organic rice, traditional snacks, and herbal remedies to tourists. The town has established a "tourist village fund" using proceeds from tourism to finance community development initiatives, including scholarships and healthcare services. Collaborative governance in tourism village development can result in sustainable tourism results that provide a balance of economic, social, and environmental advantages for local people.

Nevertheless, the research also pointed out a number of obstacles and restrictions regarding cooperative governance in the establishment of tourism villages. Power dynamics and disparities among stakeholders provide a significant difficulty. Some stakeholders, such government agencies and corporate investors, may possess greater resources and influence compared to others, such as local communities and NGOs. Evidence from interviews and focus group discussions in Kutabawa Village shows that a private company's creation of a new tourist attraction has led to tensions with local farmers because of land acquisition and environmental effects. The village government and community leaders have faced challenges in bargaining with the firm to safeguard the rights and interests of the impacted farmers. Collaborative governance in tourism village development must address power imbalances and guarantee meaningful engagement and benefit-sharing of all stakeholders, particularly marginalized communities.

Local communities' and tourism entrepreneurs' inadequate resources and capacity present another difficulty. Tourism growth in remote areas may be hindered by a lack of necessary skills, knowledge, and resources like hospitality, marketing, and infrastructure. Evidence from interviews and participant observation indicates that the community-based tourism group in Serang Village has encountered challenges in promoting and managing the village's eco-tourism offerings, like the "Jungle Life School," because of inadequate digital marketing and infrastructure, such as roads and telecommunications. The organization has requested assistance from the local government and NGOs to overcome these deficiencies in capability and enhance the quality and longevity of the tourism services. Collaborative governance in tourism village development should focus on enhancing the capacity and resource mobilization of local communities and tourism businesses to facilitate their involvement and gains from tourism growth.

The research moreover revealed that the COVID-19 pandemic has presented noteworthy obstacles and prospects for cooperative governance in the advancement of tourism villages. The epidemic has significantly impacted the tourism sector, revealing the fragility and resilience of communities that rely on tourism. The interviews and secondary data indicate that the three communities have seen a significant decrease in tourist visits and income because of travel restrictions and safety worries amid the pandemic. The villages have demonstrated impressive adaptation and inventiveness in addressing the situation through coordinated initiatives. In Kutabawa Village, the community-based tourist group created a "Virtual Village Tour" and a "Community Marketplace" to market and sell local products online amid the pandemic. The group has worked with the local government, NGOs, and media to assist with the digital marketing and logistics of the program. Collaborative governance in tourism village development enhances resilience and flexibility during crises by utilizing the combined capabilities and resources of stakeholders.

The study's overall findings highlight the significance and difficulty of collaborative governance in maximizing local potential for the establishment of sustainable tourism villages. The results emphasize the importance of including all stakeholders in a fair and unbiased way, using flexible and cooperative strategies, and achieving comprehensive and robust sustainable tourism results. The paper highlights the obstacles and possibilities of collaborative governance within the framework of

power dynamics, capacity limitations, and external disruptions like the COVID-19 pandemic. Collaborative governance in tourism village development is a continuous and dynamic process that necessitates constant learning, negotiation, and innovation among stakeholders to attain sustainable and resilient outcomes for local populations and the environment.

The Role of Education and Awareness-Raising in Promoting Collaborative Governance for Sustainable Tourism

In Karangreja Sub-District, education and awareness-raising are essential for fostering collaborative governance for the development of sustainable tourism. The study discovered that the three villages have carried out diverse educational and awareness initiatives to improve the knowledge, abilities, and attitudes of stakeholders about sustainable tourism. Sustainable tourism development necessitates technical and management skills as well as a profound comprehension and dedication to sustainability ideas and practices. Interviews and focus group discussions indicate that village governments, in partnership with NGOs and universities, have arranged training sessions, workshops, and study tours for local communities, tourism entrepreneurs, and government officials to educate them on sustainable tourism principles, top practices, and advancements. In Serang Village, the community-based tourism group has engaged in training sessions on eco-tourism, waste management, and organic farming. This has enhanced their ability to create and oversee sustainable tourism offerings. Education and awareness-raising are crucial for developing the human and social capital necessary for successful and enduring collaborative governance in tourism village development.

A unified vision and set of values across stakeholders in the creation of tourism villages has also been facilitated by education and awareness-raising. The study discovered that the three villages have organized many activities to foster a shared comprehension and admiration of the local culture, history, and environment among stakeholders. A shared vision and values serve as the basis for establishing trust, cooperation, and synergy among many stakeholders in collaborative governance. Document analysis and participant observation show that villages have arranged cultural festivals, history tours, and environmental campaigns to display and honor the distinctive characteristics and charms of their communities. In Kutabawa Village, a community-based tourist group has started a "Bamboo Festival" to increase awareness and support the sustainable utilization of bamboo, a key component of the village's identity and economy. The festival has included a diverse group of participants, including bamboo craftsmen, agricultural workers, educational institutions, and governmental bodies, in showcasing, educational sessions, and presentations centered around bamboo culture and its industrial applications. Education and awareness may promote pride, ownership, and responsibility among stakeholders for the sustainable development of their tourism communities.

Encouraging responsible tourism practices and behaviors among stakeholders, particularly tourists, has been greatly aided by education and awareness-raising. The study discovered that the three villages have created and put into action different teaching and communication tactics to promote sustainable and ethical behaviors among tourists, including honoring local customs, conserving resources, and backing local businesses. Responsible tourism is essential for sustainable tourist development by reducing negative impacts and enhancing positive contributions to local communities and habitats. The villages have utilized many forms of media, including signage, brochures, social media, and tour guides, to educate and inform tourists on the guidelines for visiting their communities, as indicated by evidence from interviews and secondary data. In Siwarak Village, a community-based tourism group has established a "Code of Conduct" for tourists who visit the village's agro-tourism areas. This code contains rules regarding attire, trash management, and behavior towards local residents and animals. The company has also instructed local tour guides to effectively convey and uphold the code of conduct with tourists while they visit. Education and

awareness can encourage responsible tourist practices and behaviors, crucial for sustaining the social, cultural, and environmental aspects of tourism communities.

Raising awareness and educating the public has also helped marginalized groups—like women and young people—be included and empowered in cooperative governance for the growth of green tourism. The study discovered that the three villages had introduced several educational and capacity-building initiatives to improve the involvement and leadership of women and youth in tourism development. Women and youth are frequently marginalized and underestimated in tourist leadership and business, despite their crucial contributions and potential for sustainable growth. The communities have arranged training, mentorship, and networking events for women and youth in tourism to enhance their skills, confidence, and access to resources and opportunities, as shown by evidence from focus group talks and participant observation. In Kutabawa Village, a community-based tourism group has set up a "Women's Cooperative" to assist women in entrepreneurship and involvement in tourism activities like handcraft manufacture, food processing, and managing homestays. The cooperative has offered training, loans, and marketing assistance to its members, while also promoting women's rights and representation in tourism governance. Education and knowledge may empower underrepresented communities in collaborative governance for sustainable tourist development, promoting social equality and inclusivity.

The study found various obstacles and constraints in using education and awareness campaigns to encourage collaborative governance for sustainable tourist development. One major difficulty is the insufficient resources and capabilities of local communities and tourism entrepreneurs to participate in and gain from educational and awareness initiatives. Education and awareness-raising demand substantial investments in time, money, and experience, which may be lacking in rural and distant regions. The interviews and secondary data indicate that the communities have struggled to maintain and expand their educational and awareness efforts due to insufficient financing, facilities, and manpower. In Serang Village, the community-based tourism group has faced challenges in sustaining its eco-tourism training center and library because of insufficient financial and technical assistance from the government and commercial sector. The group has depended on voluntary contributions and collaborations with NGOs and colleges to sustain its educational and awareness campaigns. Collaborative governance for sustainable tourism development should focus on addressing resource and ability gaps in education and awareness-raising by utilizing innovative and inclusive finance and collaboration methods.

The reluctance and mistrust of certain parties regarding education and consciousness-building for the advancement of sustainable tourism is another difficulty. Some stakeholders, such traditional leaders, private investors, and government officials, may perceive education and awareness-raising as a challenge or hindrance to their interests and practices in tourist development, according to the study. Education and awareness can disrupt the current situation and encourage new and innovative methods for managing tourism and entrepreneurship. Stakeholders have reservations and critiques about the relevance, feasibility, and impact of educational and awareness-raising efforts in their communities, as shown by evidence from interviews and focus group discussions. In Siwarak Village, certain farmers are concerned about the advantages and drawbacks of engaging in agro-tourism training and certification. They view tourism as a precarious and unpredictable source of income in contrast to their conventional farming methods. The village government and community-based tourism group have attempted to resolve these issues by engaging in discussions, bargaining, and showcasing the beneficial effects of agro-tourism on farmers' financial situation and quality of life. Education and awareness efforts for sustainable tourism development must be flexible and tailored to the many requirements, viewpoints, and goals of stakeholders, using participatory and culturally sensitive methods.

The investigation discovered various prospects and advancements in education and awareness-raising to foster cooperative governance for sustainable tourism growth, notwithstanding these obstacles. An important opportunity lies in the growing acknowledgment and backing for sustainable tourism education and training by the government, commercial industry, and civil society organizations. Sustainable tourism is now a top goal at both national and global levels to accomplish the Sustainable Development Goals (SDGs) and the Paris Agreement on climate change. The Indonesian government has implemented policies, programs, and partnerships like the "Sustainable Tourism Destination Standard" and the "Sustainable Tourism Observatory Network" to enhance sustainable tourism education and training, as indicated by evidence from document analysis and interviews. The commercial sector and civil society organizations have launched educational and awareness campaigns including the "Green Hotel Award" and the "Sustainable Tourism Education Network". These projects have offered resources, incentives, and acknowledgment to local communities and tourism companies to engage in sustainable tourism education and training. Collaborative governance for sustainable tourism development can link with national and global frameworks and networks for sustainable tourism education and awareness-raising.

Digital technology and media are increasingly being used for education and awareness in sustainable tourist development. The study discovered that the three villages have utilized and implemented several digital tools and platforms to improve the scope, interaction, and effectiveness of their educational and awareness campaigns. Digital technologies and media enable stakeholders to easily access, exchange, and collaborate on knowledge and information across different geographical and cultural borders. Participant observation and secondary data indicate that villages have utilized social media, online courses, virtual tours, and mobile applications to educate and involve stakeholders in sustainable tourism development. In Kutabawa town, a community-based tourism group has created a "Virtual Bamboo Museum" to exhibit and educate visitors on the history, culture, and sustainability of bamboo in the town. The museum has utilized virtual reality, augmented reality, and interactive displays to offer an engaging and educational experience for visitors, whether they are online or on-site. The firm has utilized social media and online marketplaces to advertise and distribute their bamboo products and services to a broader clientele. Digital technologies and media can improve education and awareness for sustainable tourism development by fostering innovation and effectiveness through collaborative and creative methods.

In summary, collaborative governance for the development of sustainable tourism in Karangreja Sub-District is greatly aided and abetted by education and awareness-raising. Educational efforts and increasing awareness have enhanced the growth of human capital, social capital, shared vision and values, responsible tourism practices, and empowerment of marginalized people in the villages of Kutabawa, Serang, and Siwarak. The study has recognized the obstacles and restrictions in education and awareness campaigns, including resource and capacity shortages, opposition and doubt from some stakeholders, and the necessity for flexible and adaptable strategies. The study has identified opportunities and innovations in education and awareness-raising, including increased recognition and support from the government, private sector, and civil society organizations, as well as the growing utilization of digital technologies and media. Education and awareness-raising are crucial and developing aspects of collaborative governance for sustainable tourism development, necessitating ongoing learning, adjustment, and creativity from all stakeholders.

DISCUSSION

Particularly in the context of rural and underdeveloped countries, the study's findings add to the expanding body of research on collaborative governance in sustainable tourist development. The study has shown the significance and intricacy of multi-stakeholder engagement in utilizing local potential for sustainable tourism village development. Tourism development involves various conflicting interests, values, and resources, necessitating a collaborative and inclusive governing

strategy (Bramwell & Sharman, 1999; Vernon et al., 2005). The case study of Karangreja Sub-District demonstrates that collaborative governance has allowed the villages of Kutabawa, Serang, and Siwarak to develop and oversee their tourism potential in a more sustainable and fair way, as opposed to a top-down or market-oriented strategy. Collaborative governance is a potential and practical framework for sustainable tourist development, effectively balancing economic, social, and environmental sustainability.

The study also draws attention to the drawbacks and restrictions of collaborative governance in the development of sustainable tourism, which are frequently disregarded or undervalued in the literature. Power dynamics and disparities among stakeholders pose a significant impediment to effective and fair involvement and benefit-sharing in collaborative governance. Tourism development frequently entails unequal power dynamics among the government, corporate sector, local communities, and civil society organizations, determined by their access to and management of resources, knowledge, and networks (Shone et al., 2016; Reed, 1997). The case study's findings demonstrates that the villages have encountered power imbalances and conflicts, including external investors' dominance, the marginalization of women and youth, and hostility from certain traditional leaders and farmers towards tourism growth. Collaborative governance must address and change the fundamental power structures and relationships by implementing empowerment, capacity building, and accountability processes.

The institutional and cultural impediments to cooperative governance in the development of sustainable tourism are another difficulty; these are ingrained in the social and historical circumstances of the local communities (Rahman et al., 2021; Robinson, 1999). The study discovered varying degrees of social capital, trust, and leadership among the three communities, impacting their capacity and readiness to participate in collaborative governance. Collaborative governance necessitates social cohesion, mutual understanding, and joint action, which may be absent in communities owing to causes like poverty, conflict, and discrimination. The case study's research indicates that the villages have faced institutional and cultural obstacles, including inadequate coordination and communication among stakeholders, the prevalence of favoritism and corruption, and the decline of traditional values and practices. Collaborative governance must be responsive and flexible to the institutional and cultural environments of communities, achieved via communication, negotiation, and invention.

The research advances our knowledge of how education and awareness-building may support cooperative governance for the growth of sustainable tourism. Educational efforts and increasing awareness are crucial for enhancing the capacity and knowledge of stakeholders and promoting a collective vision, values, and identity for sustainable tourism development (Halme 2001; Roxas et al., 2020). Education and awareness can establish a shared language, comprehension, and dedication among stakeholders, crucial for successful and enduring collaboration (Gössling et al., 2012; Hall, 2019; Moscardo, 2008). The case study evidence demonstrates that the communities have carried out several educational and awareness initiatives, including training, seminars, festivals, and campaigns. These activities have improved social learning, empowerment, and stakeholder ownership in tourism development. Education and awareness are essential components of collaborative governance for sustainable tourist growth, necessitating ongoing learning and innovation.

The study also emphasizes the advantages and disadvantages of employing media and digital technologies for teaching and increasing public awareness in the development of sustainable tourism. Digital technology and media can improve the effectiveness of instructional and awareness-raising initiatives, particularly during the COVID-19 epidemic and the growing digitalization of the tourism industry (Akhtar et al., 2021; Li et al., 2022). Digital technologies and media enable stakeholders to easily access, exchange, and collaborate on knowledge and information across

different geographical and cultural borders (Kaushal & Srivastava, 2020; Yates et al., 2020). The case study's findings demonstrates that the villages have utilized a range of digital tools and platforms, including social media, online courses, virtual tours, and mobile applications, to educate and involve stakeholders in sustainable tourism development. Digital technologies and media can be used for collaborative governance in sustainable tourist development through innovative and inclusive methods.

However, the study also acknowledges the drawbacks and dangers of utilizing media and digital technologies for teaching and increasing public awareness in the development of sustainable tourism, particularly in rural and developing areas. The digital divide and inequality might hinder certain stakeholders, such the poor, elderly, and distant populations, from accessing and benefiting from digital education and awareness programs (Jaarsveld, 2020). Digital technologies and media necessitate specific infrastructure, skills, and resources, which may be deficient or unevenly distributed in certain regions (Fang et al., 2018). The case study's results indicates that the villages encountered multiple digital hurdles, including insufficient internet connectivity, expensive devices and data, and inadequate digital literacy and skills among certain stakeholders. Collaborative governance must tackle the digital divide and inequality by implementing inclusive and fair digital policies and programs (Selwyn, 2004).

This study has offered useful insights and lessons on collaborative governance in sustainable tourism development, focusing on the case study of Karangreja Sub-District in Indonesia. The research emphasized the significance, intricacy, and difficulties of involving multiple stakeholders in utilizing local resources for sustainable tourism village growth. It also underscored the impact of education and awareness campaigns, facilitated by digital technologies and media, in fostering cooperative governance. The study has recognized power dynamics, institutional and cultural hurdles, as well as the digital gap and inequality as crucial difficulties and obstacles that must be dealt with and changed to achieve efficient and fair collaborative governance in sustainable tourist development. Collaborative governance is a dynamic and adaptive process that necessitates continual learning, negotiation, and innovation among stakeholders, guided by the ideals of sustainability, inclusivity, and resilience (Ansell & Gash, 2007; Niesten et al., 2017). The study suggests doing further research and practical applications of collaborative governance in sustainable tourism development, particularly in rural and underdeveloped areas, to improve the theoretical, methodological, and practical aspects of this field.

CONCLUSION

Based on a case study of the Karangreja Sub-District in Indonesia, this study has investigated the function of collaborative governance in maximizing local potential for sustainable tourism village development. The study's most significant findings can be categorized into three main points. Collaborative governance is a potential and practical framework for sustainable tourism development. It aims to balance economic, social, and environmental aspects of sustainability by involving multiple stakeholders in decision-making. Education and awareness-raising, facilitated by digital technologies and media, play a crucial role in promoting collaborative governance for sustainable tourism development. This approach can help stakeholders develop a common vision, values, and identity, while also improving their skills and knowledge. Collaborative governance in sustainable tourism development encounters challenges like power dynamics, inequalities, institutional and cultural barriers, and digital divide. These obstacles can be overcome through empowerment, capacity building, accountability, and inclusive policies and programs.

Particularly in the context of rural and underdeveloped countries, the study adds to the expanding body of information on collaborative governance in sustainable tourist development. The paper offers a detailed and sophisticated analysis of the significance, intricacy, and obstacles of multi-stakeholder engagement in utilizing local resources for sustainable tourism village development,

focusing on the case study of Karangreja Sub-District. The study emphasizes the importance of education and awareness efforts, such as utilizing digital technology and media, to enhance collaborative governance for sustainable tourist development, a topic that has not been well studied in existing literature. The study highlights power dynamics, institutional and cultural hurdles, and digital divide and inequality as crucial concerns that must be addressed and changed to achieve effective and fair collaborative governance in sustainable tourist development. The study provides useful insights and lessons for research and practice on collaborative governance in sustainable tourism development, particularly in rural and underdeveloped countries.

It is imperative to identify and address the limitations of the study in future research. The study is limited in its generalizability and transferability due to being based on a single case study of Karangreja Sub-District. Future research could perform comparative case studies or large-scale surveys to confirm and broaden the results of this study. The study used qualitative methods including interviews, focus group discussions, and participant observation, which could be influenced by biases and subjectivities of both researchers and participants. Future study could corroborate the findings using quantitative approaches like surveys and statistical analysis to improve the reliability and validity of the results. The study is constrained by the limited time and resources allocated for data collection and analysis, thus hindering a comprehensive understanding of collaborative governance in sustainable tourist development. Future research might perform longitudinal and action research to investigate the enduring and transformational effects of collaborative governance in sustainable tourist development.

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