



ISSN 2621- 458X

ANALYZING COLLABORATIVE GOVERNANCE IN COMMUNITY-BASED TOURISM DEVELOPMENT: EVIDENCE FROM HARAPAN VILLAGE, BARRU REGENCY USING NVIVO

Rosdiana
ITBA Al Gazali Barru
rosdiana@algazali.ac.id
A.Aminah
ITBA Al Gazali Barru
aminah@algazali.ac.id

ABSTRACT

The development of tourism villages has emerged as a strategic approach to promoting rural economic growth, community empowerment, and sustainable local development in Indonesia. However, the success of community-based tourism initiatives largely depends on the effectiveness of collaboration among government institutions, local communities, private actors, and other stakeholders. This study aims to analyze the implementation of collaborative governance in the development of a community-based tourism village in Harapan Village, Barru Regency. A qualitative research approach was employed to explore the roles, interactions, and contributions of stakeholders involved in tourism development. Data were collected through in-depth interviews, observations, and document analysis involving village government officials, community leaders, tourism awareness groups, and related stakeholders. The collected data were analyzed using NVivo to identify key themes, patterns, and relationships associated with collaborative governance processes. The findings indicate that stakeholder engagement, shared decision-making, and mutual trust play significant roles in supporting tourism village development. Nevertheless, challenges remain in the form of limited institutional capacity, uneven participation, and resource constraints. The study highlights the importance of strengthening inter-organizational collaboration and community participation to enhance the sustainability and competitiveness of tourism villages. The results contribute to the growing literature on collaborative governance and provide practical insights for policymakers and local stakeholders seeking to promote sustainable community-based tourism development in rural areas.

Keywords: Collaborative Governance; Community Based Tourism; Tourism Village Development; Stakeholder Engagement; Community Participation.



lisensi CC BY

A. INTRODUCTION

Tourism villages have become an increasingly important strategy for promoting sustainable rural development, particularly in developing countries that seek to balance economic growth, environmental conservation, and community empowerment. The tourism village model is widely recognized for its ability to utilize local resources, cultural heritage, and community participation as the foundation for tourism development. In Indonesia, the government has encouraged the establishment of tourism villages as a means of diversifying local economies and reducing rural poverty. According to Simanihuruk et al. (2024), governance quality and community involvement significantly influence the sustainability of tourism villages because local residents serve as both beneficiaries and key actors in tourism activities. Consequently, tourism village development is no longer viewed merely as an economic initiative but as a comprehensive approach to achieving sustainable development goals.

The increasing complexity of tourism management has encouraged scholars and policymakers to adopt collaborative governance as an alternative framework for addressing multifaceted development challenges. Collaborative governance emphasizes the involvement of government institutions, local communities, private organizations, academics, and other stakeholders in collective decision-making processes. Nuh et al. (2024) argue that sustainable tourism village development requires a collaborative mechanism capable of integrating diverse interests, resources, and capacities among stakeholders. In practice, collaborative governance enables actors to share responsibilities, establish mutual trust, and create a common vision for tourism development. Such collaboration is particularly important in rural tourism destinations where government resources are often limited and community participation becomes a critical determinant of success.

Recent studies have demonstrated that collaborative governance contributes significantly to strengthening the competitiveness and sustainability of tourism villages. Research conducted by Purnamawati and Hatane (2024) found that transparency, accountability, and stakeholder collaboration positively affect the competitive advantage of ecotourism villages. Their findings suggest that collaborative arrangements not only improve governance performance but also enhance local innovation and destination attractiveness. Moreover, the integration of community-

based approaches within collaborative governance frameworks allows local residents to participate actively in planning, implementation, and evaluation processes. As a result, tourism development becomes more inclusive and responsive to local needs while simultaneously supporting environmental and socio-cultural sustainability.

Community Based Tourism (CBT) has emerged as one of the most widely adopted approaches in rural tourism development due to its emphasis on local ownership, community empowerment, and equitable benefit distribution. Unlike conventional tourism models, CBT encourages local communities to actively participate in decision-making and resource management processes. A recent study by Prayoga and Wahyono (2024) demonstrated that the successful implementation of CBT depends on the community's ability to manage tourism resources while maintaining environmental sustainability and socio-cultural values. In addition, CBT contributes to employment creation, income diversification, and the strengthening of local institutions. Therefore, the integration of community participation into tourism governance has become a crucial prerequisite for achieving sustainable tourism village development.

Beyond community participation, stakeholder engagement has been identified as a critical factor influencing tourism governance outcomes. Tourism village development involves multiple actors with different interests, capacities, and resources, making collaboration essential for policy implementation and destination management. Research conducted by Sutomo et al. (2024) revealed that the policy environment supporting community-based rural tourism requires effective interaction among government agencies, local communities, business actors, academics, and tourism organizations. Similarly, studies in Indonesia indicate that tourism villages characterized by strong stakeholder coordination tend to exhibit greater resilience and sustainability compared to those managed through fragmented governance arrangements. The involvement of diverse actors enables the mobilization of resources, knowledge exchange, and collective problem-solving, thereby improving the effectiveness of tourism development initiatives.

Several empirical studies have further highlighted the strategic role of collaborative governance in strengthening tourism village management. Prasetyo (2023) found that inter-sectoral participation among government institutions, communities, and private stakeholders significantly enhances tourism village performance by fostering trust and shared responsibility.

Likewise, Akbar et al. (2022) emphasized that collaborative governance processes are often initiated through intensive dialogue, consensus-building, and mutual commitment among stakeholders. These findings support the argument that sustainable tourism development cannot be achieved through the actions of a single actor but requires continuous collaboration among all parties involved. In the context of tourism villages, collaborative governance serves as a mechanism for integrating local aspirations, public policies, and economic opportunities into a coherent development strategy.

Despite the growing body of literature on collaborative governance and tourism village development, several limitations remain evident. Most previous studies have focused on well-established tourism destinations with relatively mature institutional structures and stakeholder networks. Furthermore, many investigations have primarily examined the outcomes of tourism development without exploring the underlying collaborative processes that shape stakeholder interactions and governance dynamics. Although studies by Nuh et al. (2024), Nurwanda et al. (2024), and Prasetyo (2023) have emphasized the importance of collaboration in tourism governance, limited attention has been given to understanding how trust-building, shared decision-making, and stakeholder commitment evolve within emerging tourism villages. Consequently, there remains a need for empirical research that examines collaborative governance mechanisms at the village level, particularly within developing rural tourism destinations in Indonesia.

This research is situated in Harapan Village, Barru Regency, an area with considerable tourism potential supported by natural resources, local culture, and community-based economic activities. Similar to many rural areas in Indonesia, the village faces challenges related to stakeholder coordination, resource mobilization, institutional capacity, and community participation in tourism development. While tourism has increasingly been promoted as a strategic sector for local economic growth, the effectiveness of tourism governance depends on the ability of stakeholders to collaborate in planning and implementation processes. The selection of Harapan Village therefore provides an important opportunity to investigate how collaborative governance operates within a local context where tourism development is still evolving. Findings from this case are expected to generate practical insights that may assist local governments, tourism managers, and community organizations in strengthening collaborative arrangements for sustainable tourism development.

The novelty of this study lies in its integration of collaborative governance theory with community-based tourism development through a qualitative analysis supported by NVivo software. Unlike previous studies that predominantly relied on descriptive approaches, this research employs NVivo to systematically identify themes, patterns, relationships, and stakeholder perspectives emerging from qualitative data. In addition, the study contributes to the literature by providing empirical evidence from Harapan Village, Barru Regency, a context that has received limited scholarly attention despite its tourism development potential. By examining stakeholder interactions, collaborative practices, and governance challenges, this research seeks to enrich the understanding of collaborative governance in rural tourism settings and offer recommendations for strengthening sustainable community-based tourism development. Based on these considerations, the study aims to analyze the implementation of collaborative governance in community-based tourism village development in Harapan Village, Barru Regency.

B. RESEARCH METHOD

This study employs a qualitative research design to explore the dynamics of collaborative governance in the development of community-based tourism in Harapan Village, Barru Regency. A qualitative approach is considered appropriate because it allows an in-depth understanding of social interactions, stakeholder relationships, and governance processes within the tourism development context. This approach also enables the researcher to capture complex realities that cannot be quantified, particularly those related to collaboration among government actors, local communities, and other stakeholders. According to Creswell (2018), qualitative research is suitable for exploring social phenomena in their natural settings where meaning is constructed through interaction and interpretation.

The research was conducted in Harapan Village, Barru Regency, which was selected purposively based on its potential for community-based tourism development and the ongoing involvement of multiple stakeholders in tourism governance. The informants in this study included village government officials, tourism awareness group members, community leaders, and relevant stakeholders involved in tourism development activities. Data collection techniques included in-depth interviews, participant observation, and documentation analysis to ensure triangulation of

data sources. This combination of methods was used to obtain a comprehensive understanding of collaborative governance practices at the village level.

Data analysis was conducted using NVivo software to assist in organizing, coding, and interpreting qualitative data systematically. The analysis process followed thematic analysis procedures, including data reduction, coding, theme development, and interpretation of patterns related to collaborative governance dimensions such as participation, coordination, trust, and shared decision-making. NVivo was utilized to enhance the rigor of qualitative data management and to ensure transparency in the analytical process. The use of software-assisted qualitative analysis also supports the identification of relationships between stakeholders and governance mechanisms in tourism village development.

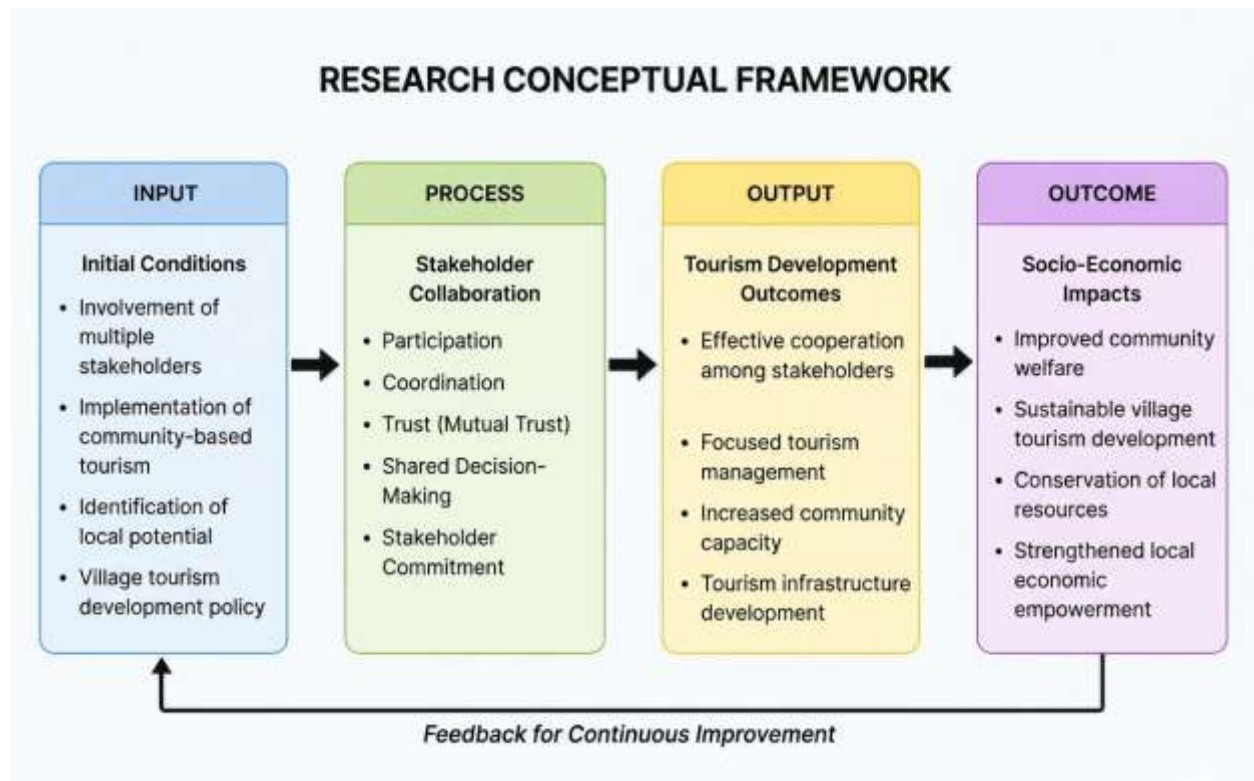


Figure 1 Research Framework: Collaborative Governance in Community-Based Tourism Development in Harapan Village

The figure illustrates the conceptual framework of this study, which explains the relationships among input, process, output, and outcome in community-based tourism

development through a Collaborative Governance approach. At the input stage, the framework highlights the initial conditions that form the foundation for tourism development, including the tourism potential of Harapan Village, the involvement of key stakeholders (village government, local communities, and private sector actors), tourism development policies, and the availability of local resources. These elements indicate that tourism village development is inherently shaped by existing social, economic, and institutional conditions at the local level.

In the process stage, the framework emphasizes the implementation of Collaborative Governance, which encompasses participation, coordination, trust-building, joint decision-making, and commitment among stakeholders. This stage represents the core of the study, as it captures how interactions among actors occur in collectively managing tourism potential. The outcomes of this collaborative process produce outputs in the form of effective partnerships, the operationalization of tourism village programs, and more structured tourism management. Ultimately, the expected outcomes include improved quality of tourism governance, enhanced community welfare, and the realization of sustainable village tourism development. This framework underscores that the success of a tourism village is strongly determined by the quality of collaboration among stakeholders across all stages of governance and implementation.

C. RESEARCH RESULTS AND DISCUSSION

➤ Research results

The findings indicate that collaborative governance has become an important mechanism in supporting the development of community-based tourism in Harapan Village, Barru Regency. The village government has actively encouraged collaboration among stakeholders, including local communities, village officials, community organizations, and tourism-related actors. According to Syakariah, S.Sos, the Head of Harapan Village, tourism development cannot be effectively implemented through government intervention alone. Instead, it requires the active involvement of multiple stakeholders who share common objectives regarding the sustainable management of tourism resources. This collaborative approach has enabled the village government to mobilize local resources and strengthen community engagement in tourism development initiatives.

Stakeholder participation emerged as one of the most significant dimensions of collaborative governance in Harapan Village. Interviews with Sartika, a staff member of the village office, revealed that local residents are frequently involved in village meetings, environmental management activities, and tourism-related discussions. Community participation has contributed to the identification of local tourism potentials and the formulation of development strategies that reflect local aspirations. Such involvement not only enhances the legitimacy of tourism policies but also strengthens community ownership of tourism programs. As a result, residents increasingly perceive tourism development as a collective responsibility rather than solely a government-driven initiative.

The study further found that coordination among stakeholders plays a critical role in ensuring the effectiveness of tourism development programs. Sultan, S.Sos, the Village Secretary, explained that regular meetings and communication forums are conducted to discuss tourism-related issues and evaluate ongoing activities. These interactions facilitate information exchange, conflict resolution, and collective decision-making among stakeholders. Effective coordination has enabled stakeholders to align their interests and resources toward achieving common development goals. Consequently, tourism initiatives are implemented in a more organized and systematic manner.

Transparency was also identified as an essential component of collaborative governance within the village. Hikmah, a village staff member, stated that information regarding tourism development programs is regularly communicated through village meetings and public discussions. This transparency allows community members to monitor program implementation and provide constructive feedback. Open access to information has contributed to strengthening public trust in village authorities and reducing potential misunderstandings among stakeholders. Furthermore, transparency has encouraged greater accountability in the management of tourism-related activities and resources.

The findings reveal that shared decision-making has become an integral aspect of governance practices in Harapan Village. Sultan, a local resident, explained that community members are given opportunities to express their opinions and participate in discussions concerning tourism development plans. This inclusive approach ensures that decisions are not

dominated by a single actor but instead reflect the collective interests of the community. The involvement of local residents in decision-making processes has increased their commitment to supporting tourism initiatives and has enhanced the overall effectiveness of program implementation.

Another important finding relates to the development of collective commitment among stakeholders. Nasrah Kasim emphasized that collaboration between the village government and community members has strengthened efforts to maintain environmental cleanliness and improve tourism facilities. Community members voluntarily participate in mutual cooperation activities aimed at supporting tourism development. Such commitment demonstrates the emergence of a shared sense of responsibility toward preserving local tourism resources. This collective action is essential for ensuring the long-term sustainability of community-based tourism initiatives.

The economic implications of tourism development were highlighted by Rahmat Wijaya, who noted that tourism activities have created new opportunities for local entrepreneurship. Several residents have begun offering food products, handicrafts, and other local services to visitors. The village government's support in promoting tourism destinations has facilitated the growth of these small-scale enterprises. Consequently, tourism development has contributed to income diversification and local economic empowerment. These findings suggest that collaborative governance not only strengthens institutional relationships but also generates tangible economic benefits for local communities.

Trust was found to be a fundamental factor underpinning collaborative governance processes in Harapan Village. The study revealed that mutual trust has developed gradually through continuous interaction, transparency, and stakeholder participation. Community members expressed confidence in the village government's commitment to tourism development, while government officials acknowledged the importance of community contributions. This reciprocal trust has reduced resistance to development programs and encouraged greater cooperation among stakeholders. As a result, collaborative relationships have become more stable and productive over time.

Despite these positive developments, several challenges remain in the implementation of collaborative governance. Informants reported limitations in financial resources, inadequate tourism management skills, and insufficient promotional activities. In addition, varying levels of community participation sometimes hinder the effectiveness of collaborative initiatives. Some residents are unable to engage actively due to occupational commitments and limited availability. These challenges indicate that collaborative governance requires continuous capacity-building efforts and institutional support to achieve optimal outcomes.

Overall, the findings demonstrate that collaborative governance has significantly contributed to the development of community-based tourism in Harapan Village. The presence of stakeholder participation, effective coordination, transparency, shared decision-making, collective commitment, and trust has strengthened tourism governance and supported local development objectives. Nevertheless, addressing existing challenges related to resources, capacity, and promotion remains crucial for enhancing the sustainability and competitiveness of the tourism village. Therefore, strengthening collaborative mechanisms among stakeholders should remain a strategic priority for future tourism development in Harapan Village, Barru Regency.

➤ Data Analysis Using NVivo

Data analysis in this study was conducted using a qualitative approach supported by NVivo 12 Pro software. The utilization of NVivo was intended to assist the researcher in managing, organizing, coding, and systematically analyzing qualitative data related to collaborative governance in community-based tourism development in Harapan Village, Barru Regency, Indonesia. The analyzed data were derived from in-depth interviews with key informants who play significant roles in tourism development and village governance, including the Head of Harapan Village, the Village Secretary, village administrative staff, and local community members actively involved in tourism-related activities. To enhance the credibility and trustworthiness of the findings, interview data were supported by field observations and documentary evidence, including village development plans, tourism management reports, village meeting records, tourism promotion documents, community participation reports, and policy documents related to village tourism development. The application of NVivo enabled the researcher to organize large amounts of qualitative information systematically, identify recurring patterns, and explore

relationships among emerging concepts. Through this process, themes associated with stakeholder participation, inter-organizational coordination, trust-building, transparency, shared decision-making, community empowerment, and sustainable tourism development were identified and analyzed comprehensively. NVivo also facilitated a more transparent and structured coding process, thereby strengthening the methodological rigor of the study.

Through NVivo, the analysis was conducted using three coding stages: open coding, axial coding, and selective coding. During the open coding stage, the researcher identified initial concepts emerging from interview transcripts, field observations, and supporting documents. Several preliminary codes were generated, including stakeholder participation, community involvement, collaborative decision-making, communication mechanisms, transparency of information, trust among stakeholders, leadership commitment, institutional support, resource sharing, tourism promotion, local economic empowerment, environmental sustainability, tourism infrastructure, community capacity building, and partnership networks. These initial codes reflected the key dimensions of collaborative governance and community-based tourism development. The coding process enabled the researcher to capture diverse perspectives from village government officials, administrative staff, and local residents regarding the effectiveness of collaborative governance practices in supporting tourism development initiatives within Harapan Village.

The second stage involved axial coding, in which related concepts were connected and grouped into broader thematic categories. The identified categories included stakeholder collaboration, governance processes, community participation, institutional capacity, tourism development outcomes, and challenges in collaborative governance implementation. This stage enabled the researcher to examine the relationships among categories and understand how collaborative governance mechanisms influence tourism development at the village level. Finally, selective coding was employed to identify the core theme that integrated all major categories, namely the role of collaborative governance in strengthening community-based tourism development in Harapan Village, Barru Regency. The analysis revealed that effective stakeholder participation, transparent communication, mutual trust, shared decision-making, and collective commitment significantly contributed to the success of tourism development initiatives. At the same time, several challenges were identified, including limited financial resources, varying levels

of community participation, inadequate tourism management capacity, and constraints in tourism promotion. Therefore, the use of NVivo not only improved the depth and consistency of the analysis but also strengthened the empirical validity, analytical reliability, and conceptual credibility of the research findings.

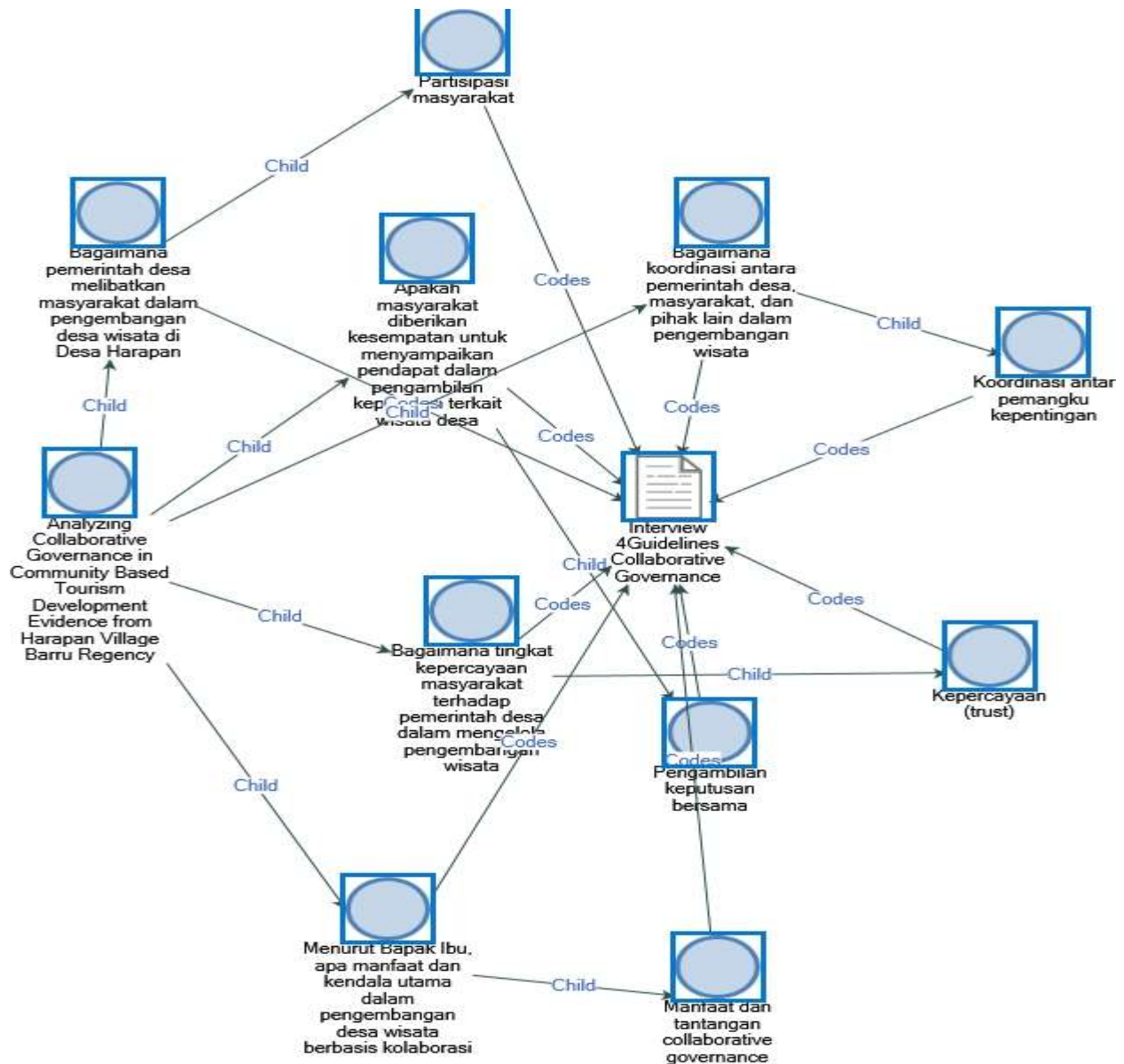


Figure 2 Visualization of the NVivo Project Map Coding Projection Model in the Analysis of Collaborative Governance in Harapan Tourism Village

Figure 2 in the file shows a visualization of the project map generated using NVivo software to analyze collaborative governance in community-based tourism development in

Paragraph 1 of Figure 3 in the file displays a word cloud visualization generated from qualitative data transcripts using NVivo software. This word cloud visually represents the emphasis of the material based on the frequency of occurrence of keywords most frequently mentioned by informants or included in the guideline document. The largest and most prominent words in the center, such as "village," "community," "tourism," "government," and "in," indicate the primary focus of the empirical reality on the ground. This indicates that the research narrative focuses heavily on the structural interactions between village government institutions and local communities in managing local tourist attractions.

Furthermore, the emergence of medium-sized supporting keywords such as "coordination," "decision," "participation," "collaborative," "governance," and "trust" provides textual confirmation of the dimensions of collaborative governance at play. The presence of these technical terms demonstrates that decision-making processes, collective deliberation, and active community involvement are crucial pillars of the development dynamics in Harapan Village. On the outside of the word cloud, there are also smaller contextual indicator words such as "challenges," "funds," "limitations," and "benefits," which indicate that there is room for in-depth discussion regarding the supporting factors and real obstacles faced by stakeholders during the community-based tourism development process.

➤ Discussion

Research results indicate that the implementation of collaborative governance is a crucial mechanism in supporting the successful development of community-based tourism in Harapan Village, Barru Regency. The village government recognizes that managing tourism potential cannot operate alone; it requires the active involvement of various stakeholders, including village officials, community organizations, tourism operators, and local residents. Through this collaborative approach, the village government is able to optimally mobilize local resources and strengthen community engagement with each tourism program implemented. This inclusive approach transforms the paradigm of tourism development, from being viewed as a top-down government program to a collective responsibility of all elements of the Harapan Village community.

The dynamics of collaborative governance in the field are strongly supported by three main dimensions: active participation, intensive coordination, and information transparency. Local residents are routinely involved in village deliberation forums, environmental management, and the formulation of tourism strategies to accommodate local aspirations. This process is reinforced by regular coordination through communication forums led by the Village Secretary to align various interests, minimize potential conflicts, and evaluate activities. Furthermore, transparency regarding program and budget management is openly disseminated through village meetings. This open access to information has proven effective in minimizing misunderstandings, fostering accountability, and strengthening public trust in village authorities.

Furthermore, this collaboration has a direct impact on strengthening collective commitment and role allocation in shared decision-making. Communities are given equal space to express their opinions, so that decisions are not dominated by a single actor but represent shared interests. This sense of ownership encourages concrete actions based on mutual cooperation, such as volunteer work to maintain the cleanliness of tourist attractions and independent repairs to supporting facilities. Furthermore, the developing tourism ecosystem is beginning to have real economic implications in the form of income diversification for residents. Promotional support from the village government has stimulated the growth of local micro-enterprises, such as providing culinary products, handicrafts, and services to tourists, strengthening community economic empowerment.

Methodologically, the validity and depth of the relationship patterns between the above variables were scientifically validated using NVivo 12 Pro software. Through three stages of structured coding: open coding, axial coding, and selective coding, the researchers successfully reduced interview transcripts, observations, and policy documents into comprehensive thematic categories. The project map in Figure 2 visualizes how the fieldwork questionnaire is directly and hierarchically connected to the macro-concept of collaboration, such as trust, participation, and shared decisions. The accuracy of this textual analysis is reinforced by the word cloud visualization in Figure 3, where the frequency of dominant keywords such as "village," "community," and "tourism" empirically confirms that the development orientation in Harapan Village is centered on institutional structural integration and local community empowerment.

Although collaborative governance has had a significant impact, this study identified several crucial challenges that could threaten the program's sustainability. Informants complained about limited financial resources, a lack of tourism management skills among cadres, and suboptimal destination promotion activities. Furthermore, community participation is not fully equitable, as some residents are tied to their primary occupations. These obstacles indicate that collaborative governance in Harapan Tourism Village still requires continuous capacity-building efforts and stable institutional support. Therefore, strengthening funding commitments, tourism management training, and expanding partnership networks must remain strategic priorities for the Barru Regency government going forward.

D. CONCLUSIONS AND RECOMMENDATIONS

➤ Conclusions

The implementation of collaborative governance in Harapan Tourism Village, Barru Regency, has proceeded successfully through the active involvement of the village government, community organizations, tourism stakeholders, and local residents in supporting community-based tourism. The success of this governance model is supported by high levels of community participation in deliberations, intensive coordination through communication forums, transparency of program information, and inclusive joint decision-making mechanisms. Through validation using NVivo 12 Pro analysis, it has been demonstrated that strong relationships of trust and collective commitment are capable of mobilizing community cooperation while generating tangible economic impacts in the form of growth in local micro-enterprises. Nevertheless, the effectiveness of this collaboration still faces challenges, including limited funding, uneven participation due to work commitments, and a lack of skills in tourism management and promotion.

➤ Recommendations

To optimize the sustainability of Harapan Tourism Village, the Barru Regency Government, together with the Village Government, is advised to increase budget allocations and expand partnership networks with the private sector or academia to address funding and promotional constraints. Additionally, regular capacity-building programs such as training in

destination management skills for local tourism managers and cadres should be conducted. Finally, the village government and community leaders should

REFERENCES

- Akbar, R., Supriyono, B., & Domai, T. (2022). Collaborative governance dalam pengembangan desa wisata Gubugklakah Kabupaten Malang. *Jurnal Ilmiah Administrasi Publik*, 8(2), 180–189. <https://doi.org/10.21776/ub.jiap.2022.008.02.5>
- Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications. <https://us.sagepub.com/en-us/nam/research-design/book255675>
- Nuh, M., Mawardi, M. K., Parmawati, R., & Abdillah, Y. (2024). Collaborative governance model in sustainable village tourism development (Case study: Kemiren Village Tourism in Ijen Crater Geopark Cultural Site). *Quality - Access to Success*, 25(199), 310–318. <https://doi.org/10.47750/QAS/25.199.34>
- Nurwanda, A., Daraba, D., Suprajogo, T., & Puspita, D. (2024). Collaborative governance in tourism village development in Ciamis Regency, West Java Province, Indonesia. *International Journal of Science and Society*, 6(2). <https://doi.org/10.54783/ijssoc.v6i2.1149>
- Prasetyo, H. (2023). Management of tourism villages with collaborative governance in Kebumen District. *Jurnal Administrasi Publik*, 13(1), 49–58. <https://doi.org/10.31289/jap.v13i1.8730>
- Prayoga, F., & Wahyono, H. (2024). Penilaian standar pariwisata berbasis komunitas (CBT) dalam pengembangan wisata Puncak Pagerbatu, Kota Banjar. *Journal of Regional and Rural Development Planning*, 8(3), 226–243. <https://doi.org/10.29244/jp2wd.2024.8.3.226-243>
- Purnamawati, I. G. A., & Hatane, S. E. (2024). Collaborative governance in strengthening dimensions of competitive advantage of sustainable ecotourism villages. *International Review of Management and Marketing*, 14(4), 180–190. <https://doi.org/10.32479/irmm.16270>
- Simanihুরু, M., Arafah, W., Rahmanita, M., & Hadi, P. (2024). The role of governance, social welfare, and community participation on sustainable tourism village: A case study in pioneering tourism village, Bogor Regency, Indonesia. *International Journal of Research and Review*, 11(6), 432–439. <https://doi.org/10.52403/ijrr.20240650>
- Sutomo, Y. A. W., Sianipar, C. P. M., Onitsuka, K., & Hoshino, S. (2024). Evaluating policy environment for community-based rural tourism: Multi-actor perspectives in tourism value chain. *Journal of Regional and City Planning*, 35(3). <https://doi.org/10.5614/jpwk.2024.35.3.3>