

Governance Model in the Development of Rural Educational Tourism Villages in Bojonegoro Regency, Indonesia

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Abstract: - The purpose of this study is to develop a collaborative governance model for the management of rural educational tourism communities that have not been running optimally. The collaborative governance model is a governance model that actively involves stakeholders in managing organizational governance. The research methodology of this study was qualitative case study techniques, utilizing data collection through observation, in-depth interviews, document analysis, and focus group discussions, followed by coding, analysis, and formulation of conclusions. The study's results found that the governance of rural educational tourism destinations through a collaborative process of direct discussion, building trust, commitment to the process, shared understanding, and intermediate results from various stakeholders. The implications of the research are the development of the concept of collaboration in the governance of rural educational tourism destinations in Indonesia. The novelty of this study is that the collaborative governance model is applied to the collaboration process between stakeholders through the hexa helix model, consisting of the government, universities, mass media, non-governmental organizations, the business world, and local village communities in the governance of rural educational tourism destinations.

Key-Words: - Governance, Educational Tourism Village, Rural, Collaborative Governance, Bojonegoro Regency, Indonesia

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1 Introduction

The VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) era, in which the world is hit by the uncertainty that has stricken the political, economic, technological, governmental, and tourism sectors, makes it important for leaders of public organizations to always be able to deal with the VUCA era in their environment, [1]. As evidence of the VUCA era, the COVID-19 pandemic has had a significant impact on the economy, particularly the tourism sector. These new challenges necessitate a combination of short-, medium-, and long-term governance perspectives, necessitating a tourism governance model that meets the demands of the modern era, [2], [3], [4], [5], [6]. The sustainability of tourist destinations depends heavily on tourism governance. While recent studies have examined the roles of different actors in

destination governance, they have not thoroughly examined the underlying collaborative governance processes, such as in-person communication, trust-building, shared understanding, or supporting elements like institutional arrangements or leadership [7]. According to [8] if trust has not been established amongst all parties, the tourism development process has not truly embraced a collaborative approach. The political will of leaders, the community's overall trust, and the standardization of accountability for all parties participating in tourist policy provide hurdles for a collaborative approach [9]. To be carried out as effectively as possible, tourist management necessitates the participation of multiple stakeholders, including the private sector, village and regional governments, and tourism awareness organizations, [10], [11].

There is a lot of opportunity for tourism to boost the economy and create jobs. A nation's ability to draw both domestic and foreign tourists is demonstrated by its tourism industry's foreign exchange revenues. One example of this is Indonesia, which has enormous tourism potential. Up till September 2023, the Indonesian Ministry of Tourism and Creative Economy reported foreign exchange earnings of US\$10.46 billion. Tourism is one of the economic potentials that can be utilized in several places. Regional cultural items can be actively preserved and promoted through tourism as a cultural preservation instrument. Since the government, the business community, local communities, media, non-governmental organizations (NGOs), and academics are the primary forces behind the development of tourist destinations, tourism that is created by, for, and by the people can help to build and develop both the tourism industry and culture. The availability of this support must therefore involve players who can support the development of tourism locations; it cannot be carried out by one actor alone. Therefore, collaboration and integrity of the actors are required.

Through the Village Innovation Incubation Program for Local Economic Development, the Indonesian government, acting through the Ministry of Village, Development of Disadvantaged Regions, and Transmigration, is fostering the growth of the village economy by choosing 100 villages to receive funding. In 2019, the Village Innovation Incubation Program for Local Economic Development will be awarded to Pejambon Village in Bojonegoro Regency, East Java Province, for village-level economic development using the idea of an Educational Tourism Village. Pejambon Educational Tourism Village combines the concept of agricultural education and outdoor education with several facilities, namely Taman Bestari, Tengah Sawah Tourism, Agricultural Museum, Cultural Preservation Tourism, Out Bound Rides, Swimming pools, and various games such as flying fox and ATV motorbikes. So far, in developing the tourism sector in Pejambon Village, the role of the Village Government and Village-Owned Enterprises has been the main key.

The Pejambon Village Government, in developing tourist village destinations, will have an impact on increasing the local community's economy and the total income of Pejambon Village. However, there are still problems that arise in the Pejambon Village Government related to community involvement in the decision-making process and the openness of village

government budget management with the local community, so collaborative governance in the development of Pejambon Village tourist destinations requires the role of each actor in the governance of village tourist destinations as a form of collaboration between stakeholders. This is in line with the statement [12] that collaboration starts from decision making, implementation, and evaluation by the government with the community and related stakeholders in all aspects that have an interest in the policy to make joint decisions with various forces. In addition, there was a significant decline in tourist visits during the Covid-19 pandemic based on data.bojonegorokab.go.id. In 2020, the number of tourists was 19,007, compared to 2,244 tourists in 2021, resulting in a decrease of 16,763 tourists. So it is important to conduct research on the governance of rural educational tourism villages with a collaborative governance approach to capture new governance in managing tourist villages.

2 Literature Review

The topic of tourist governance has received a lot of attention in the field of policies aimed at boosting a region's and its people's economies. As stated by [13], a systematic literature review technique was used to examine publications published between 2010 and 2021 to evaluate tourist governance. According to research, when more stakeholders participate in the action plan, tourism governance in local and regional contexts typically produces more intricate and thorough results, [13]. Furthermore, tourism governance through the Kizuna Erek (creating the future) Editor initiative, which was created in the Basque Country, Spain's Gipuzkoa area, was written by [14] claimed that the establishment of formal interaction spaces that facilitate the growth of tourist destinations (such as the Tourist Eco-tax and information and communication technology devices) has made the Etorkizuna Eraikiz program a model for creating collaborative governance processes in the formulation of public policies in the tourism sector, [14], technology has an important role in institutional governance [15], [16]. The government, commercial sector, and local communities all have a part in tourism governance, necessitating a more proactive, inclusive, and care-oriented approach to tourism management to promote sustainable tourism development [17], [18], [19], [20]. Studies have been conducted on the leadership role approach to tourism

governance and institutional building by [7]. According to research, institutional change has resulted in a decline in trust and a rise in sentiments of insecurity, and residents and other key players are still not heavily involved in the stages of decision-making and execution.

Governance of tourist village destinations requires solid cooperation between three main actors, specifically the public and commercial sectors, academic institutions, and other stakeholders, [21], [22], [23]. Furthermore, the growth of tourism can be a crucial step in protecting culture and the environment, [24], [25], [26], [27], [28], [29]. To achieve tourist development, actors must take a collective initiative to commit to attaining and harmonizing the vision and mission, [30], [31], [32]. The development of rural tourism is a request from tourists who are nostalgic for their past life living in villages to experience the atmosphere of childhood when they still lived in the countryside [33]. Tourism is recognized as a potential development for rural communities facing various changes and challenges. The tourism sector has an important role in economic development by utilizing the potential of the Village by collaborating between the government and the community in joint decision-making, [34], [23]. Interaction between actors has an important role in tourism development collaboration, such as identifying priority needs, commitment, harmonization, participation, and institutional models, [35]. Low actor capacity will be an obstacle in the collaboration process lack of coordination between institutions in territorial areas [36], making the relationship between actors not yet directed towards achieving goals, [26]. Tourism development has an impact on the livelihoods of rural communities Village communities, whose main source of income was originally farming, have increased their income through tourism, apart from the agricultural sector, [37]. Based on previous research studies, the novelty of this research is the model of educational tourism village destination management in Bojonegoro Regency which emphasizes rural tourism management with an institutional approach of the central government, local government, village government, and local community, with a collaborative process between actors.

3 Methods

The study uses a case study design, this design is appropriate because in this study the main question concerns how the case study of the educational tourism village governance model with an institutional approach and actor collaboration process is an ideal governance concept in developing an educational tourism village governance model in Bojonegoro Regency, which can later be replicated by other tourism village managers in Indonesia, [38].

The first stage carried out was an analysis of the management of educational tourism villages in Bojonegoro Regency using institutional concepts and collaboration processes based on facts in the field, with observational data mining techniques for all tourism village governance activities by directly observing the process of face-to-face meetings between stakeholders, tourism promotion activities, and the implementation of collaboration programs such as training and community empowerment. In-depth interviews were conducted with a variety of stakeholders, including representatives of village governments, members of tourism awareness groups (Pokdarwis), local business actors, universities, representatives of community empowerment NGOs, and local media journalists involved in the publication of tourism village activities. The document analysis includes village activity reports, regional regulations, financial data, and documentation of social and educational activities. The FGD process was used to triangulate the results of interviews and strengthen mutual understanding of collaborative mechanisms between actors in Pejambon's educational tourism governance. Second, formulate the results of the analysis to obtain the development of a new governance model in the management of educational tourism villages.

The stages of research on the collaborative governance model in the management of educational tourism villages are shown in Figure 1 (Appendix). This approach allows for a comprehensive analysis of the relationships between actors in Pejambon's collaborative governance system and generates an in-depth understanding of the success factors of the helical hexagonal model in the development of collaborative rural tourism and socio-economic sustainability.

4 Results and Discussion

4.1 Face-to-face dialogue

The foundation of collaborative governance is direct, in-person communication between all parties. Given the process-oriented nature of collaborative governance, open communication is crucial to seeing possibilities and benefits for both parties [12]. Based on research findings, face-to-face dialogue in the process of developing educational tourism villages in Pejambon began with the trust of the Provincial Government in the Pejambon Village Government in participating in transparent government events that can become a model village in village financial management, and expanding into the development of educational-based tourism villages, always involving all parties in financial management by the main tasks and functions of the Village Government. This is because governance in the local and regional contexts tends to involve more stakeholders in the action scheme [13]. Face to face conducted by the village government with all elements of society related to the tourism development process related to the development budget has resulted in quite good collaboration as conveyed by the informant from Pejambon Village who stated that the budget process for developing tourism villages was discussed together to obtain joint decisions and openness in the use of the budget as shown in figure 2 below :



Fig. 2: Discussion forum between stakeholders in the governance of educational tourism villages

Source: Researchers' observations from secondary data

Figure 2 above explains that in the management of educational tourism villages, meeting activities in the

form of face-to-face dialogues between stakeholders are always carried out, attended by the Village Government, Business World, Universities, Non-Governmental Organizations, Mass Media, and Village Communities. The penta helix collaboration The approach is the basis for the development of educational tourism villages in Pejambon Village, which has involved all actors in collaborative governance. All collaboration processes are also carried out face-to-face. Many parties are involved, including the Ministry of Villages, Provincial Government, Village Government, Business World, Universities, Non-Governmental Organizations, Mass Media, and Village Communities. Thus, the collaborative governance process using face-to-face is one alternative discussion between village stakeholders and related parties that is effective because direct discussions can minimize the risk of miscommunication or misunderstanding between the stakeholders involved [17]. Pejambon Village prioritizes open access to information for all parties so that stakeholders can work together towards common goals and benefits.

4.2 Trust building

It is true that early in the collaborative process, there is often a lack of trust across stakeholders. Collaboration involves more than simply stakeholder talks; it also entails an attempt to increase mutual trust [12]. According to several remarks made by the Pejambon Village Government in response to the research findings, there has been a trust established between the community and the government during the process of promoting tourism and allocating development funding. To prevent institutional transformation from causing a lack of trust and heightened feelings of insecurity, as well as from reducing the involvement of key actors like residents in the decision-making and implementation stages, trust between stakeholders is crucial to the collaboration process, [7], [39].

From the development of trust formed in Pejambon Village, it can be stated that in the process of developing a tourist village, the trust formed between the government and the community is very good, for village cash income from the development of tourism that has developed, however, the educational tourism village of Pejambon Village has experienced a decrease in visitors during the Covid-19 pandemic in 2021-2022 as in Table 1 below :

Table 1. Number of educational tourists to Pejambon

No	Year	Number of Tourists
1	2020	19.007
2	2021	2.244
3	2022	8.961
4	2023	23.208
5	2024	24.822

Source: Secondary data processed by researchers

Table 1 shows that the number of tourists in 2021 decreased by 16,763 from 2020 due to the COVID-19 pandemic, but from 2022 to 2023 the number of tourist visits increased again to 23,208. Pejambon Village also builds trust with various parties, such as universities that create community service programs carried out by students who are placed in various regions, one of which is in Pejambon Village. The management of tourist village destinations requires solid cooperation between the three main actors, namely the government, the private sector, and universities and other actors involved, [22], [23]. The management of the Pejambon Village tourist destination is a university actor through students who are equipped with knowledge and apply it when they are in Pejambon Village. The student work program with Pejambon Village provides many benefits, namely in the fields of education and economy, and helps in the development of financial balance sheets, development of potential in the digital field, development and construction of infrastructure, and community empowerment in the form of counseling and training for the community in Pejambon Village. In addition, Pejambon Village also collaborates with NGOs, including off-takers, for the development of Pejambon Village. Thus, to continue to instill a sense of trust between stakeholders in the development of tourist villages in Pejambon, positive thinking is needed, continue to focus on the goals to be achieved in developing villages in Pejambon, be open, respect each other, and, of course, a leader is needed who can realize the importance of collaboration.

In building trust between stakeholders, training is also carried out for the community by the Bojonegoro Regency government, such as in terms of financial administration training and training in making typical Bojonegoro batik cloth, which can later also be sold in tourist areas as additional income for the community, as shown in Figure 3 below :



Fig. 3: Workshop of painting Batik Bojonegoro
Source: Researchers' observations from secondary data

Trust between stakeholders has provided an opportunity for affected communities to participate in various collaborations to develop educational tourism villages in Pejambon. This policy certainly has a positive impact on the community because they feel appreciated and needed in various activities. Empowering local communities as an approach to developing rural educational tourism as a form of collaboration with local communities.

4.3 Commitment to process

Commitment certainly has a strong relationship in the collaboration process, [12]. Commitment is a motivation to be involved or participate in collaborative governance in the development of tourist villages in Pejambon. Based on research findings on commitment, it can be concluded that the commitment to managing tourism in Pejambon Village is a party that does it according to the rules, namely the Decree of the Village Head, and tries to maintain cooperation so that it does not weaken, good cooperation maintains existing commitments strongly, so that collaboration in managing tourism runs well. This shows that actors must have a joint initiative to commit to achieving and aligning the vision and mission for one common goal in realizing tourism development, [31], [32].

Pejambon Village is not only committed together with stakeholders of the village government and the community but also involves other parties, namely the mass media as digital marketing for the development of educational tourism so that it can be accessed by all levels of society, the university as an academic practitioner provides thoughts, research, arguments,

innovations, and even directly involved in the development of the tourist village, and the last is a joint commitment with NGOs to advance the tourist village. The involvement of Offtaker as a travel agency is expected to be a marketing of educational tourism in Pejambon, in this case, the Family Welfare Empowerment Team is working with PO. Galang Trans Desa Wotan, Sumberrejo sub-district. Other NGOs are the Village Community Economic Business Group, which will later be able to accommodate the results of home industries and their marketing from the local community. The Family Welfare Empowerment Team is working with Kub. Sarana Mandiri Sejahtera in Pejambon Village.

Commitment from all stakeholders will affect the sustainability of the organization [30] for that reason, there also needs to be awareness to maintain the cooperation, whether with the government, community, business world, universities, or non-governmental organizations. Thus, all stakeholders in the development of tourism villages in Pejambon must have commitment and responsibility for the tasks given and always prioritize communication and cooperation for mutual success. The Pejambon Village Government is also committed, together with the university, to always provide the best for the village, whether in the form of thoughts or constructive actions. One of the university's commitments to help the Pejambon Village community in the "Gemar Berseri Desa Pejambon Peduli Lingkungan" program, as shown in Figure 4 below :



Fig. 4: 'Gemar Berseri' activity of the village government and students

Source: Researchers' observations from secondary data

Based on Figure 4 above, it can be explained that the implementation of collaborative governance development has a joint commitment between Pejambon Village and academics and universities in maintaining the environment of rural educational tourism destinations. The picture shows the Pejambon village government carrying out reforestation by planting a hundred trees with students so that the environment remains well-maintained and cool.

4.4 Share understanding

At the same point in the collaboration process, the stakeholders involved must share an understanding of what they (the stakeholders) can achieve through the collaboration, [12]. This mutual understanding can be described as a shared mission, shared goals, shared vision, shared ideology, and so on. Sharing understanding can have implications for a shared agreement to interpret and define a problem. Based on the findings of the study on shared understanding, it can be seen that collaborating in managing educational tourism seeks to build shared understanding with tourism awareness groups to maintain good relations and trust between collaborating parties by communicating and evaluating activities that have been carried out. Because low understanding of actors can be an obstacle in the collaboration process, lack of coordination between institutions in a region will result in relationships between stakeholders not being directed towards achieving goals, [26], [36]. So that the collaboration activities are carried out openly, so that all parties understand, and there is no misunderstanding between the stakeholders involved.

The Pejambon Village community also felt the positive impact, because they were allowed to be involved in the development of educational tourism, even in the process of shared understanding, the village head often invited discussions and exchanged ideas to advance Pejambon Village, both with the Ministry of Villages, the community, universities, and non-governmental organizations. Tourism villages provide jobs for local people who sell around tourist attractions and provide opportunities to develop a micro-economy for the Pejambon Village community, sales opportunities are increasing along with the development of educational tourism villages, as shown in Figure 5 below :



Fig. 5: Creative economic activities of the local community of Pejambon

Source: Researchers' observations from secondary data

Based on Figure 5 above, it can be explained that the people of Pejambon Village are greatly helped by the opportunity to participate. Policymakers have succeeded in implementing the activity because the impact is beneficial for the community in increasing income. In essence, the process of sharing an understanding of the village head, who often shares and exchanges ideas, is very much needed to advance Pejambon Village.

4.5 Intermediate outcomes

The results of the collaboration process are manifested in the form of real output or results. This is a critical and essential process that results in developing momentum that can guide the success of a collaboration, [12]. The results of the research findings are intermediate outcomes for each party involved in providing good results in the development of Pejambon Tourism Village, namely, the government provides outcomes with open access to information for the community, including both budget and other information related to Pejambon Village, and the increasing openness of employment opportunities for residents in Pejambon Village, thus increasing residents' income. Tourism development has an impact on the livelihoods of rural communities.

In addition to the government, several parties have contributed to the development of the Pejambon tourism village. The results of the collaboration that has

been achieved can be seen in the improving financial balance of Pejambon Village, the development of digital marketing in introducing the Pejambon tourism village to the entire community nationally, the implementation of the development and construction of facilities and infrastructure that are currently adequate for use and utilization by residents, the realization of outreach and training activities for residents (health, education, creative economy), and the "Gemar Berseri" program which has been implemented well and involves most of the residents of Pejambon Village. The village community, which initially earned most of its income as farmers, has increased its income beyond the agricultural sector. [37], The results of cooperation with the Village Community Economic Business Group in the form of home industries in the food sector, namely (typical Pejambon souvenirs) and community business activities in making batik. The results will later be collected and marketed by Kub. Sarana Mandiri Sejahtera. Meanwhile, cooperation with Offtaker as a Travel Bureau is very good, because there are so many tourists who use the travel bureau, making our tourism even more crowded and making it easier for visitors to come and enjoy educational tourism in Pejambon Village.

The process of tourism development began with a village that implemented transparency in financial management so that it received an award as a transparent village that was able to develop a tourist village that had provided real results by contributing cash to the village from tourist attractions, Intermediate outcomes are the results of business activities that can be identified and measured shortly, and used as indicators of long-term results. The results achieved by stakeholders in Pejambon Village today are small outcomes that work together openly, with trust, and responsibility to achieve outcomes. For this reason, stakeholders in Pejambon Village continue to strive for the best and innovate to develop educational tourism so that it can develop and continue to be evaluated as a follow-up to the Pejambon Village development program.

The collaborative model for managing educational tourism villages in Bojonegoro Regency is shown in Figure 6 (Appendix). Based on Figure 6 above, it can be explained that the collaborative model of rural educational tourism village governance consists of 6 (six) entities (hexa helix), namely government, universities, mass media, NGOs, business world, and local communities. Each stakeholder plays its role in the collaboration process such as holding meetings

before carrying out activities, intense communication between stakeholders, building trust between stakeholders, transparency of educational tourism management and budget, the existence of a village tourism management team decision letter, responsiveness in solving problems, building understanding between stakeholders, coordination in various activities, increasing local community income, and the development of rural educational tourism destinations.

5 Discussion

The hexa helix model applied in the collaborative governance of the Pejambon Education Tourism Village is a development of the penta helix framework that is commonly used in public-private sector collaboration studies. This expansion is rooted in the empirical needs and social context of Indonesia, where the dynamics of rural tourism governance demand the participation of more diverse actors and have complementary functional roles.

The government functions as a regulator and policy facilitator that creates a legal framework and provides administrative support for the management of tourist villages. Universities contribute through the provision of scientific knowledge, technological innovation, and research-based mentoring to strengthen the capacity of institutions and local communities. The business world plays a role in providing financial resources, logistical support, and opening market access for tourism products and the village's creative economy.

Meanwhile, mass media and non-governmental organizations (NGOs) have substantially different roles in the collaboration cycle, both in the dimensions of public communication and social empowerment. The role of mass media functions as an actor of legitimacy and the dissemination of public information. The media plays a role in building a positive image of tourist villages, as well as bridging communication between the government and the wider community. Its role is rooted in the function of a trust-building mechanism that actively shapes public perception of the transparency and accountability of village government. Through news, coverage of activities, and publications of the success of educational tourism programs, the mass media becomes a bridge between the government, the community, and external stakeholders. The existence of consistent and objective media in conveying information builds institutional trust, namely, public trust in tourism village management institutions.

Financial transparency, the implementation of public deliberations, and widely publicized social activities create social legitimacy and strengthen the belief that tourism management is done openly and accountably. Thus, the contribution of the media not only expands communication but also creates social proof of the integrity of the collaborative process that strengthens mutual trust between actors and the public.

NGOs have as actors advocacy and social empowerment that work internally with the community. NGOs carry out the functions of social control, facilitation of citizen participation, and strengthening local capacity through training, creative economy assistance, and social programs. The role of NGOs ensures that collaboration is not top-down, but based on community needs, while ensuring the dimensions of social justice and socio-economic sustainability of educational tourism development. The local community is the core actor as well as the main beneficiary who actively participates in planning, decision-making, and policy implementation, so that the collaboration that is built is participatory, sustainable, and oriented towards shared prosperity. Figure 6 is provided in the Appendix for clarity. The image maps Pejambon's collaborative governance as a hexa helix network of governments, universities, the business world, NGOs, local communities, and mass media that describes five core processes at the center: face-to-face dialogue, trust building, shared understanding, commitment to process, and intermediate outcomes. In the collaborative process, face-to-face dialogue serves as an initial enabler: routine deliberation before the activity creates budget transparency and intense communication between parties, thereby reducing miscommunication and equalizing work expectations across actors, including the media and NGOs present as different entities in the forum. This process encourages the formation of trust not just in personal relationships, but also in institutional trust through information disclosure and accountable educational tourism financial management practices, which are then shown to correlate with the recovery of post-pandemic visits. Once trust is established, NGOs facilitate mutual understanding at the grassroots level (needs mapping, counseling, business mentoring), while the media expands public visibility and accountability through dissemination. Commitment to the process is then formally encouraged through the Village Head Decree for the management team and strengthened by partnerships with universities and

business actors (including off-takers), so that collaboration does not depend on figures alone but on institutional signs that maintain the sustainability of cross-actor work. This series of mechanisms finally resulted in measurable outputs of increasing access to work/markets, strengthening digital marketing, improving infrastructure, and increasing residents' income that provided positive feedback for the next cycle of collaboration and validated the need for a helical hexagonal framework, not just a helical penta, in the context of Pejambon educational tourism village governance.

The collaborative process in the development of the Pejambon Educational Tourism Village in Bojonegoro Regency faces various challenges that are multidimensional, covering social, institutional, and technical aspects. The main challenge lies in the limited level of trust between stakeholders in the early stages of collaboration, both between village governments, local communities, and strategic partners such as universities and non-governmental organizations. This condition is exacerbated by previous experiences that show low transparency in budget management and a lack of public participation in the decision-making process. In addition, the complexity of communication and coordination across institutions leads to overlapping roles and a lack of policy synchronization between parties. The low capacity of local actors in understanding the principles of collaborative governance has hampered the effectiveness of implementation, while the COVID-19 pandemic has had a significant impact on the decline in the number of tourists and the weakening of the collaborative dynamics that have been formed.

Success in overcoming these challenges depends on efforts to build trust, strengthen shared commitments, and improve the competence of stakeholders through a participatory approach. The Pejambon Village Government, together with academic actors, the business world, the media, and civil society organizations, implemented a hexa helix-based collaborative governance model through face-to-face communication, administrative and creative economy training, and social activities that foster a sense of collective responsibility. The application of the principles of transparency, public information disclosure, and community involvement in the planning process is a catalyst for the formation of mutual understanding between parties. As a result, collaborations that were originally formal turned into substantive partnerships that encouraged an increase

in the number of tourists and strengthened the local economy. Thus, this model can be used as a reference for other tourism villages in Indonesia to build sustainable participatory governance.

6 Conclusion

The collaborative governance model in the management of educational tourism villages implements a collaborative process between stakeholders consisting of the government, universities, mass media, NGOs, the business world, and local communities (hexa helix). The collaborative process in the management of educational tourism destinations is based on the principles of face-to-face dialogue, trust building, commitment to process, shared understanding, and intermediate outcomes. Collaborative governance-based management provides good development for educational tourism destinations that had slumped due to the Covid-19 pandemic in 2021, which resulted in a decrease in the number of tourists in 2021, decreasing by 16,763 tourists when compared to 2020, and the number of tourists was 19,007 and in 2021 the number of tourists was 2,244 tourists. The number of tourists in 2022 slowly began to increase, with a total of 8,961 tourists, and peaked in 2023, when the number of tourists became 23,208, an increase of 14,247 tourists. The collaboration process is carried out through regular meetings, intense communication between stakeholders, building trust, transparency in management, the legal basis for the village tourism management team, responsiveness in solving problems, building understanding between stakeholders, and coordination in various activities that have an impact on the development of rural educational tourism destinations. The implications of the research are the development of the concept of collaboration in the governance of rural educational tourism destinations in Indonesia.

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Musta'ana, Methodology, Investigation, Writing Review & Editing.

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Conflict of Interest

The authors have no conflicts of interest to declare.

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APPENDIX

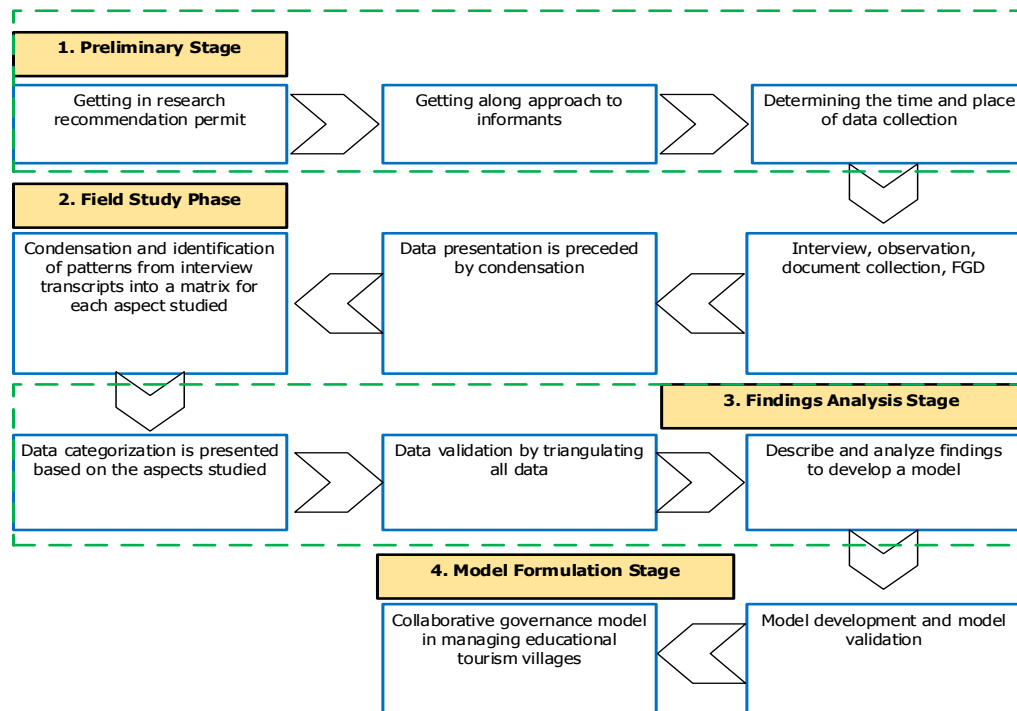


Fig. 1: Research Stages Diagram
Source: Researcher Elaboration

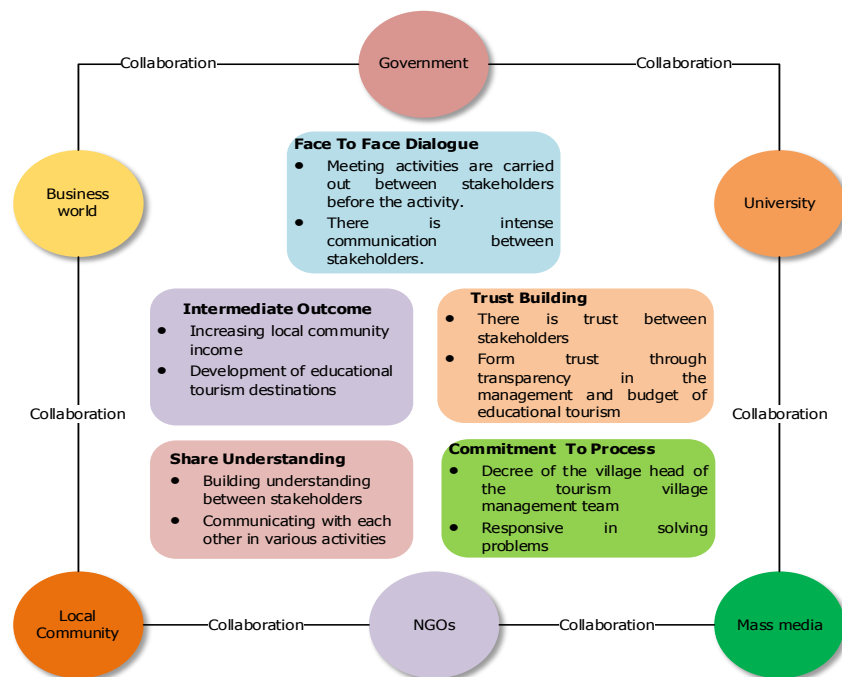


Fig. 6: Collaborative Governance Model in Rural Educational Tourism Village Management
Source: Researcher Elaboration