

SUSTAINABLE COLLABORATIVE GOVERNANCE LIMAN BEACH NATURE TOURISM, SOUTH SEMAU DISTRICT, KUPANG REGENCY

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Abstract:

This study aims to analyze collaborative governance practices in the management of sustainable local tourist destinations in Liman Beach, South Semau District. Sustainable tourism, according to the United Nations World Tourism Organization (UNWTO, 2018), considers economic, social, and environmental impacts to meet the needs of tourists and host communities. The collaborative governance model developed by Ansell and Gash (2008) is a reference in evaluating the interaction between actors in building consensus and shared responsibility. The method used is a literature study with a descriptive qualitative approach to evaluate the relationship between stakeholders and institutions that support sustainable tourism management. The results of the analysis show that although initial interaction between actors has occurred, structured and inclusive collaborative practices have not been established due to government dominance, lack of formal recognition of local communities, and lack of inclusive institutions. This study concludes that strengthening customary institutions, involvement of the private sector, and empowering local communities through deliberative forums are key to creating sustainable and equitable tourism management.

Keywords: Collaborative governance, sustainable tourism, community participation, customary institutions, destination management.

INTRODUCTION

Nature tourism is a sector with significant potential for driving regional development, particularly in areas with abundant natural resources such as beaches, forests, and mountains. However, many tourist areas with high appeal have not been optimally managed, resulting in a gap between potential and realized economic and social benefits. This phenomenon is often found in regions lacking good governance, including in terms of coordination, community participation, and the involvement of various key actors. The gap between tourism potential and ideal governance is a key issue in the development of a sustainable tourism sector in Indonesia.

Ideal tourism governance requires the active involvement of various stakeholders, including government, local communities, businesses, and communities, in the form of equal and mutually reinforcing collaboration. This collaboration goes beyond administrative coordination but emphasizes the principles of transparency, participation, and accountability in the decision-making process. The Collaborative Governance Model, as developed by Ansell and Gash (2008), offers a conceptual framework that emphasizes deliberative interactions between actors with the goal of building consensus and shared responsibility. Collaborative governance is crucial in the context of tourism management because it can bridge differing interests and build trust between parties, which are often fragmented.

In this regard, Liman Beach is a leading natural tourism destination in South Semau District, Kupang Regency, East Nusa Tenggara. Located in the southern part of Semau Island, this beach is



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known for its pristine natural beauty, with fine white sand, clear turquoise water, and a surrounding landscape of green hills. Liman Beach's unique geography makes it highly potential for development as an ecotourism and marine tourism destination.

This beach remains relatively untouched by massive tourism infrastructure development. Access to the location is quite challenging, requiring a sea route from Kupang City to Semau Island by motorboat, followed by a land journey on largely unpaved roads.

The lack of local regulations, poor coordination between institutions, and limited community involvement are major obstacles to the development of this area. This research was conducted to examine how collaborative governance can address the gap between Liman Beach's tourism potential and actual management conditions on the ground.

Previous research, such as that conducted by Wibowo (2019), Syamsuddin & Gani (2020), and Nurhalimah et al. (2021), demonstrates the importance of multi-actor collaboration in sustainable tourism management. Furthermore, Bramwell and Lane (2011) in the *Journal of Sustainable Tourism* demonstrated that collaborative multi-stakeholder engagement could improve the quality of planning and decision-making in tourism destination management. Plummer et al. (2017) in *Ecology and Society* emphasized that collaborative governance strengthens social and institutional capacity in maintaining the sustainability of tourism ecosystems. Meanwhile, a study by Misbahuzzaman and Smith-Hall (2015) demonstrated that active community participation in collaborative forums supports ecotourism management that is more responsive and adaptive to local needs.

However, most studies are still limited to formal institutional aspects or only capture the perspective of local governments. A theoretical gap that emerges is the lack of a concrete depiction of the dynamics of collaborative interactions in collaborative-based tourism destination management in rural areas. From a normative perspective, there are no standards or collaborative models adapted to local contexts like East Nusa Tenggara. Meanwhile, the empirical gap is evident in the lack of systematic data describing how local actors actually play and interact in managing Liman Beach tourism.

This research aims to understand the social reality of collaborative governance practices as a form of integration of roles between actors in the context of local tourism management. This research approach is qualitative, descriptive, through a literature review. This approach was chosen to explore the meaning, dynamics, and challenges faced in building collaboration. This research has academic benefits in enriching the study of collaborative governance in the tourism sector, as well as practical benefits for local governments, tourism operators, and local communities in formulating more effective and sustainable tourism management strategies.

By examining the case of Liman Beach, this research is not only locally relevant but also contributes to the national discourse on how collaborative governance models can be adopted to address the challenges of developing locally-based tourism more inclusively and sustainably.

Sustainable Tourism. Sustainable tourism is a strategic approach to tourism sector development that is not solely oriented toward short-term economic profit but also considers environmental sustainability and the socio-cultural well-being of local communities. According to the United Nations World Tourism Organization (UNWTO, 2018), sustainable tourism is defined as "tourism that takes into account current and future economic, social, and environmental impacts, and meets the needs of tourists, the industry, the environment, and host communities." Therefore, this concept emphasizes three main pillars of sustainable development: (1) local economic growth, (2) environmental preservation, and (3) socio-cultural sustainability.

From an economic perspective, sustainable tourism aims to improve the well-being of local communities through job creation, equitable distribution of benefits, and strengthening community-



based economies. Environmentally, this approach demands responsible management of natural resources to prevent ecosystem degradation. From a socio-cultural perspective, sustainable tourism prioritizes respect for local values and traditions and enhances the capacity of communities to participate in decision-making and destination management actively.

Collaborative Governance. Collaborative governance is an alternative approach to public policy management that emphasizes the importance of collaboration among various stakeholders across sectors and levels. This concept was systematically introduced by Ansell and Gash (2008), who defined it as a public governance process and structure that involves government and non-government actors collectively in formal, consensus-oriented, and deliberative decision-making to resolve public policy issues or manage shared resources.

In the tourism context, collaborative governance requires a space for interaction between government actors, local communities, the private sector, and civil society organizations to jointly design, implement, and evaluate tourism management strategies. The main principles of this approach are transparency, inclusiveness, active participation, and accountability.

In practice, collaborative governance can help address policy fragmentation, conflicts of interest between actors, and strengthen the legitimacy of local-level decision-making processes. Therefore, this approach is very relevant in the context of managing natural tourism such as Liman Beach, where it is necessary to build synergy between stakeholders for the development of inclusive and sustainable tourism.

METHODS

Research Approach and Type. This research uses a qualitative approach with a literature review. This approach aims to review and analyze various relevant scientific literature sources to understand collaborative governance practices in developing inclusive and sustainable local tourism. The literature review enables researchers to develop a conceptual and theoretical understanding of the issue under study and identify research gaps from various existing sources.

Research Focus. This research focuses on analyzing the social reality of collaborative governance practices in managing tourist destinations based on local potential. Specifically, the focus is directed at:

- The roles and interactions between actors (government, community, private sector, and community) in forming collaborative tourism management.
- Collaborative strategies for developing inclusive and sustainable local tourism.

This focus stems from the need to address the gap between tourism potential and the weak governance practices observed in the field, particularly in the context of Liman Beach in South Sema District, Kupang Regency.

Data Sources. The data used in this research comes from secondary sources, including:

- Relevant national and international scientific journals.
- Academic books.
- Previous research reports.
- Public policy documents in the field of tourism and governance.
- Publications from relevant government agencies and non-governmental organizations.

These sources were selected purposively based on their relevance to the research topic and focus, particularly those addressing collaborative governance theory, sustainable tourism management, and the role of actors in tourism governance.



Data Collection Techniques. Data collection was conducted using documentation techniques and a systematic literature review, including:

- Identification of keywords: collaborative governance, tourism governance, local tourism, actor roles, inclusive and sustainable development.
- Searching scientific databases such as Google Scholar, ScienceDirect, JSTOR, and DOAJ.

RESULT AND DISCUSSION

The Social Reality of Collaborative Governance Practices in Tourism Destination Management. In the context of local potential-based tourism management at Liman Beach, South Semau District, Kupang Regency, a literature review revealed that collaborative governance practices are still limited and not yet institutionally structured. Research by Djaranau (2024) indicates that currently, at Liman Beach, there are no tourism awareness groups (Pokdarwis) or other community groups actively involved in the development of sustainable tourism destinations. This indicates that tourism management does not yet involve the active participation of local communities, which should be an integral part of collaborative governance. Although some forms of interaction have occurred between local actors such as village governments, indigenous communities, youth groups, and small businesses, this interaction has not yet developed into a coordinated and sustainable governance system.

Collaborative governance, as defined by Ansell and Gash (2008), requires the deliberative and equal involvement of all stakeholders in decision-making. However, in reality, in South Semau, the tourism planning process remains top-down, dominated by government actors and with minimal participatory space for local communities. The district government plays a more strategic decision-making role, while local communities are only involved in program implementation, and even then, sporadically and inconsistently.

The result of this imbalance is a weak sense of community ownership of the tourism destinations being developed, leading to resistance to certain policies or even a disregard for the principles of environmental and cultural preservation. This contradicts the principles of collaborative governance, which prioritize active and inclusive participation, which can actually create social legitimacy and enhance the sustainability of destination management.

Furthermore, local socio-cultural dynamics also influence the forms of collaboration that are formed. For example, customary structures in the villages surrounding Liman Beach play a crucial role in managing natural resources and the tourist area. However, there have been no concrete efforts by the local government to integrate customary institutions into the formal structure of tourism management. This integration is crucial for building social legitimacy and policy sustainability, given that indigenous communities possess strong local knowledge and moral authority over their territories. A study by Ginanjar Adi Bowo (2012) on the role of the Golo customary institution in managing the Mbeliling Protected Forest in West Manggarai, East Nusa Tenggara, shows that customary institutions play a crucial role in regulating the use of customary land, preserving local wisdom, and enforcing customary law. Furthermore, research by I Gusti Ayu Ngurah et al. (2020) on the involvement of customary villages in the management of the Tukad Unda tourist attraction in Paksewali Village, Klungkung, indicates that customary villages play a significant role in the planning, maintenance, cleanliness, and security of the tourist attraction.

Thus, the social reality of collaborative governance practices in this context demonstrates significant potential for collaboration, yet it has not been facilitated by an inclusive and adaptive institutional design. Strategic efforts are needed to create multi-actor coordination mechanisms that



not only accommodate economic interests but also strengthen social cohesion and maintain the ecological integrity of the tourist area.

Interactions Between Actors in Forming Collaborative Tourism Management. Analysis of interactions between actors indicates that there are four main actors in the context of tourism management at Liman Beach: (1) the local government, (2) the local community, (3) the private sector (tourism businesses or investors), and (4) civil society organizations or local communities (such as youth groups, youth organizations, and traditional institutions).

The local government plays a dominant role as a policy director and program facilitator. The government is striving to develop Liman Beach as a leading tourism destination in Kupang Regency. The 2023 Kupang Regency Regional Government Work Plan (RKPD) document emphasizes the importance of coordination between regional agencies in implementing development programs, including the tourism sector. However, there is no mention of specific regulations governing collaborative management of tourist destinations, which could serve as guidelines for building synergy between the local government and local actors. This presents a major challenge, namely the limited bureaucratic capacity to establish an open and adaptive coordination forum.

Research by Kurniawan et al. (2024) indicates that the Kamoro community has a strong desire to manage community-based tourism (CBT) in their region. The research demonstrates the importance of training, financial management, and foreign language proficiency in supporting tourism development. Local communities actually have significant potential as the primary managers of the Liman Beach tourist destination. They not only enjoy geographical and social proximity to the tourist area but also possess relevant local knowledge for sustainable management. However, low institutional capacity and limited access to information and training make it difficult for the community to take an active role in governance.

The lack of clear economic incentives also reduces their motivation to engage in environmental and cultural preservation efforts. According to research by Rusata (2019), which examined local community participation in the development of a sustainable tourism destination at the Gunung Padang Site in Cianjur, the local community formed a Gunung Padang Lovers Community, which served as the embryonic foundation for the Tourism Awareness Group (Pokdarwis). This participation opened up business opportunities and improved the local economy.

Furthermore, the private sector remains limited in the context of Liman Beach's natural tourism development. One obstacle is the lack of clear regulations, which makes its involvement less visible. A closer look actually shows that the presence of the private sector plays a crucial role in driving tourism development through investment. According to research by Sitti Zulaiha Latbual (2014), private sector involvement in marine tourism development in Nusaniwe District, Ambon City, significantly contributes to the provision of tourism infrastructure, such as accommodation and other supporting facilities. This role encourages increased tourist visits and creates jobs for local communities. The study shows that private investment has a positive impact on local economic growth, particularly in increasing the competitiveness of tourist destinations through the provision of better tourism facilities and services.

Local communities, such as youth and indigenous groups, play a role in organizing local activities and maintaining socio-cultural norms. However, their role is often not formally recognized in policy structures, even though these communities best understand the social dynamics and local values that must be maintained. Research by Saraswati (2023) shows that the involvement of local institutions, such as youth groups and indigenous leaders, has been shown to increase community participation in tourism village development. However, their contributions have not been fully accommodated within the formal government policy framework.

Based on this analysis, the establishment of a collaborative forum should be a crucial step that cannot be postponed. This forum can be a forum for developing a shared vision, aligning perceptions, developing collaborative action plans, and building trust between actors.

Collaborative Strategy for Inclusive and Sustainable Local Tourism Development. To achieve inclusive and sustainable local tourism development at Liman Beach, a collaborative strategy must be developed, addressing three key aspects: institutional structure, deliberative process, and equitable distribution of benefits.

First, a collaborative institutional structure, such as the Liman Beach Tourism Management Forum, involving representatives from all stakeholders, needs to be established. This forum must have legal legitimacy, for example, through a Regent's Regulation or Village Head Decree, to enable it to carry out its coordination, oversight, and program facilitation functions sustainably. This institution must also be inclusive, providing equal opportunities for local communities, traditional leaders, women, and youth groups. A study published in the *Ar-Raniry Journal: International Journal of Islamic Studies* (2015) explains that involving women in village institutions also provides opportunities for women to fulfill their social responsibilities. Furthermore, women's potential can benefit the community. Therefore, involving women in the development process through village institutions is strategically important for local tourism development.

Second, the deliberative process must be the primary mechanism for decision-making. This means that every tourism policy or program must be discussed openly, involving all stakeholders. In this forum, ecological, social, and economic considerations must be balanced. Research by Suhandi et al. (2022) shows that the success of community-based tourism development in Waerebo Village was achieved through active community participation at every stage, from planning to evaluation. This deliberative approach allows the community to voice its interests, preserve cultural heritage, and improve economic well-being. Furthermore, a study by Ahmad et al. (2021) revealed that the majority of local people in Lower Kinabatangan support ecotourism development and recognize the importance of their involvement in the planning and implementation of tourism activities. This active participation is considered crucial to ensuring economic benefits, environmental preservation, and long-term sustainability.

Third, the distribution of economic benefits from tourism must be regulated equitably. One strategy that can be implemented is community-based economic development, such as village tourism cooperatives, training local guides, and a profit-sharing system from tourism activities. This will encourage the community to be more proactive in preserving the area because they are part of the economic system that directly benefits them. Research by Suardani and Listyorini (2024) shows that village cooperative management and training programs empower local communities in promoting and managing tourism. As a result, the village economy improves, new jobs are created in the tourism sector, such as tour guides and cottage industries, and tourism benefits are shared equitably among residents. Furthermore, a study by Dangi and Jamal (2016) emphasized that CBT places local communities at the center of tourism development, encouraging entrepreneurship, equitable revenue sharing, and sustainable livelihoods. This model directly contributes to the achievement of the UN Sustainable Development Goals (SDGs), specifically SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth).

Strengthening community capacity is also an important strategy. Training programs, comparative studies, and technical assistance provided by the government or NGOs can improve communities' ability to manage destinations professionally without losing local values. Research by Alifia Bilqis (2020) in Bumiaji Village, Batu City, showed that developing village community capacity for developing culture-based tourism villages was carried out through training, technical

guidance, workshops, and other activities provided by the Tourism Office. These activities involved the Creative Team and the Tourism Awareness Group (Pokdarwis) in managing the tourism village, resulting in significant positive impacts. Furthermore, research by Wakatobi Sintasu (2023) showed that NGOs play a crucial role in strengthening the institutional capacity of community groups through training and technical assistance. These activities include training in sustainable tourism management, local product development, and marketing, aimed at enhancing community capacity in professionally managing tourist destinations.

By implementing these strategies, the management of Liman Beach can serve as a good example of collaborative, inclusive, and sustainable local potential-based tourism development. Tourism development will generate not only economic benefits, but also strengthen cultural identity, social cohesion, and maintain environmental sustainability.

CONCLUSION

The conclusions of this study explicitly address the question of how collaborative governance practices can be implemented in the management of a sustainable local tourism destination at Liman Beach, South Semau District. The study results indicate that despite initial interactions between actors such as the local government, local communities, the private sector, and traditional institutions, structured and institutionalized collaborative practices have yet to be established. Inequality in decision-making processes, the dominant role of the government, the lack of formal recognition of the role of local communities, and the absence of inclusive institutions are key obstacles to building participatory governance. This study also reveals that the integration of traditional institutions, the involvement of the private sector within a clear regulatory framework, and the strengthening of local community capacity are essential prerequisites for creating inclusive and sustainable tourism management.

Collaborative strategies through the establishment of deliberative forums, the equitable distribution of economic benefits, and the strengthening of local community capacity are key foundations that can transform tourism management at Liman Beach into a model of good practice that encourages not only economic growth but also cultural and ecological preservation. Thus, this study confirms that collaborative governance based on equality, social legitimacy, and local empowerment is the most relevant approach to addressing the challenges and potential of local tourism development in the area.

Establish a Formal Collaborative Institution. The local government needs to immediately establish a Liman Beach tourism management forum involving all stakeholders, including traditional leaders, youth groups, women, local business actors, and private sector representatives. This forum must be legalized through regulations such as a Regent Regulation or Village Head Decree to ensure it has legal force in the coordination, planning, and evaluation of tourism programs.

Integration of Traditional Institutions in the Decision-Making Structure. The government must recognize and integrate the role of traditional institutions into the tourism governance structure. Traditional institutions not only possess moral authority but also local knowledge, which is crucial in maintaining a balance between environmental conservation, cultural values, and the economic benefits of tourism areas.

Increase the Capacity and Tourism Literacy of Local Communities. Training programs, technical assistance, and comparative studies need to be facilitated by the government or NGOs to increase the capacity of local communities in tourism management. Training materials can cover tourism management, entrepreneurship, cultural preservation, tourist services, and even financial management in tourist villages.



Creating Community-Based Economic Incentive Schemes. Local governments need to design fair and community-based economic benefits distribution schemes, such as village tourism cooperatives, revenue-sharing funds from tourism levies, or local labor-intensive programs. These schemes will increase community motivation to preserve the environment and culture and strengthen a sense of ownership of the destination.

Developing a Deliberative Collaborative Action Plan. All tourism policies and programs must go through a transparent and inclusive deliberative mechanism. Deliberative forums involving all stakeholders can be used to develop a shared vision, establish development priorities, and agree on indicators for successful tourism management based on ecological, social, and economic balance.

Developing Regional Regulations on Collaborative Tourism Governance. The Kupang Regency Government is advised to develop regional regulations specifically governing collaborative community-based tourism governance. This regulation will serve as an operational guideline and accountability tool in managing local tourism potential, as well as a basis for protecting the rights of indigenous peoples and local communities over their natural and cultural resources.

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