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DESTINATION PLANNING RESILIENCE AFTER UNWTO RECOGNITION: EVIDENCE FROM NGLANGGERAN COMMUNITY TOURISM VILLAGE

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Abstract:
This study examines how a community-based tourism village sustains its destination planning capacity after receiving international recognition, a question that remains under-researched because existing work concentrates on the factors that carry a village to an award rather than on what happens afterwards. Nglanggeran Tourism Village in Gunungkidul, named a UNWTO *Best Tourism Village* in 2021, serves as an instrumental case study. Working within a constructivist paradigm, the study gathered data through participant observation during the Indonesian Ecotourism Network Gathering, a focus group discussion with the Chair of the Tourism Awareness Group, a field survey covering all tourist attractions including the Ancient Volcano trek, and a review of management presentation documents and visitor data from 2012 to 2025, analysed through reflexive thematic analysis and source triangulation. The visitor data reveal a pattern contrary to common expectation: visits were not restored to their 2014 peak of 325,303, but were instead held within a range of 70,000 to 111,000 throughout 2022 to 2025, while revenue per visitor rose from roughly IDR 4,400 to IDR 33,000. Five mechanisms sustain post-recognition planning: institutional layering, centralised benefit distribution, calibrated visitation, institutional political neutrality, and narrative stewardship. The study proposes a framework of post-recognition planning resilience and argues that recognition should be planned for as a governance shock rather than celebrated as a finish line.

Keywords: Post-Recognition Planning; Destination Governance; Community-Based Tourism; Visitor Limitation; Nglanggeran

INTRODUCTION

Rural destinations now occupy a central position in tourism policy, and award schemes have become the principal way in which governments and international bodies mark out which destinations deserve to be treated as references. The Best Tourism Villages programme launched by UNWTO in 2021 has grown into a network of more than two hundred and fifty villages from over fifty countries, while in Indonesia the number of registered tourism villages has risen sharply over the past decade. Awards of this kind no longer function merely as ceremonial honours; they act as policy instruments that direct visitor flows, unlock budget allocations, attract corporate social responsibility funding, and establish patterns that thousands of other villages are then urged to imitate. Academic attention, however, remains lopsided. Existing studies almost always ask how a destination succeeded in obtaining recognition, and rarely ask what recognition subsequently does to the planning capacity of the community that obtained it.

This imbalance matters because evidence from adjacent fields is troubling. Research on heritage inscription shows that international labels work chiefly as marketing devices that accelerate visitation, and that such acceleration can erode the very attributes the label was meant to

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protect, raising the question of whether recognition is a blessing or a burden (Caust & Vecco, 2017). Empirical work on the impact of inscription confirms that recognition alters regional tourism performance in ways that are neither automatic nor uniformly positive (Zhang et al., 2023). When a village-scale, community-managed destination receives a comparable label, its exposure is sharper: its governance rests on voluntary institutions, its principal asset is an inhabited settlement, and the labour that supplies the tourism experience is the everyday life of residents. The planning question is therefore not whether recognition raises visitor numbers, but whether a community-managed planning system can absorb the consequences of its own success.

Nglanggeran Tourism Village is an instructive site for that question. Its trajectory began with a youth reforestation movement on forty-eight hectares of arid volcanic land in 1999, was institutionalised through a tourism village management body in 2007 and a tourism awareness group in 2008, and went on to win the ASEAN Community Based Tourism Award in 2017, the ASEAN Sustainable Tourism Award in 2018, and the UNWTO *Best Tourism Village* title in December 2021. Earlier research has documented the inter-organisational collaboration underpinning that success (Manaf et al., 2018), critically assessed its community-based tourism practices (Rucitarahma & Tiberghien, 2021), analysed its collaborative governance and branding (Sukarno & Mutiarin, 2023), and examined stakeholder engagement and corporate social responsibility (Hendrayani et al., 2025). Comparative work has also placed it within discussions of rural socio-economic resilience (Pramono & Juliana, 2025). None, however, treats the period after December 2021 as a governance episode in its own right, with its own tensions, adjustments, and risks.

This study treats recognition as a governance shock rather than as a conclusion, and poses three research questions. First, how do the managers make sense of the international recognition they received? Second, what planning tensions emerged in the years following recognition, particularly regarding visitor pressure, investment pressure, benefit distribution, and institutional continuity? Third, through what mechanisms did the community sustain its planning capacity under that pressure? In answering these, the study contributes a conceptual framework of post-recognition planning resilience that is transferable to the wider population of award-receiving villages, while offering practical guidance to destinations currently pursuing similar awards.

The study is built by combining four theories that have hitherto operated separately, arranged into a single sequence that specifically explains the period after recognition is received. That sequence is presented in ((Figure 1).

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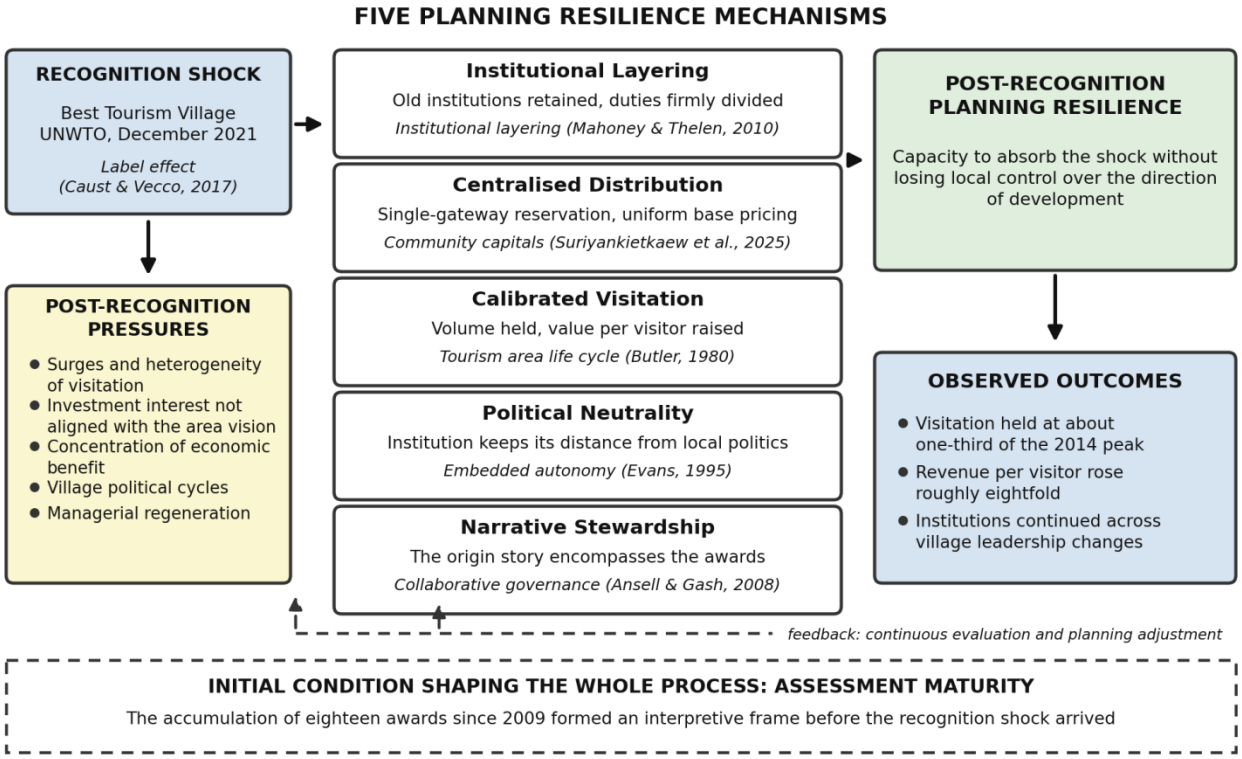


Figure 1. Research Framework of Post-Recognition Planning Resilience

Source: Compiled by the authors, 2026

The point of departure is label-effect theory, which treats international recognition as a marketing device that accelerates visitation and may erode the attributes it was meant to protect (Caust & Vecco, 2017); (Zhang et al., 2023). From here, recognition is positioned not as an achievement but as a shock that generates five pressures at once: surges and heterogeneity in visitation, investment interest misaligned with the vision for the area, a tendency towards concentration of economic benefit, village political cycles, and problems of managerial regeneration.

The response to those pressures is read through four distinct theoretical lenses. First, gradual institutional change theory, particularly the concept of layering, which explains how new rules are added on top of old ones without dismantling them, producing change without discontinuity (Mahoney & Thelen, 2010). Second, the community capitals framework, which positions social and human capital as the operational foundation of sustainability rather than merely its rhetoric (Suriyankietkaew et al., 2025). Third, the tourism area life cycle, which maps a destination's movement through exploration, involvement, development, and consolidation to stagnation, with the options of rejuvenation or decline (Butler, 1980). Fourth, the concept of embedded autonomy, which explains that an organisation gains effectiveness precisely when it is embedded in society while keeping its distance from political capture (Evans, 1995), complemented by collaborative governance models emphasising the importance of leadership and institutional design in sustaining joint processes (Ansell & Gash, 2008).

The novelty of the framework lies in three respects. First, these four theories have so far been used to explain how a destination grows or how collaboration forms; no framework has specifically explained what is demanded of a community after international recognition is received, so the post-recognition period is treated here as a governance episode in its own right.

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Second, the framework proposes a pathway absent from the tourism area life cycle. (Butler, 1980) offers rejuvenation through the addition of attractions or decline through falling quality, whereas the findings of this study reveal a third pathway of deliberate consolidation: holding visitor volume while raising value per visitor. Third, the framework incorporates institutional political neutrality as a resilience mechanism, an element yet to appear in the Indonesian tourism village literature, reading the limitation of political involvement as a condition of continuity rather than as passivity.

The framework also positions assessment maturity as an initial condition that shapes the entire process. The accumulation of eighteen awards since 2009 formed an interpretive frame that was already in place before the shock arrived, so vulnerability to recognition is not treated as uniform across villages. The relationships among the elements are circular, since the continuous evaluation carried out by the managers feeds outcomes back into the next round of planning.

METHODS

This study adopts a constructivist qualitative paradigm operationalised as a single instrumental case study. The case is instrumental in the sense that Nglanggeran is not studied for its own sake but as a window onto the broader phenomenon of post-recognition governance, so that the findings can be analytically transferred to other award-receiving villages (Yin, 2018). The constructivist stance follows from the research questions, since negotiated meaning and legitimacy cannot be captured through measurement.

Fieldwork was conducted in Nglanggeran Village, Patuk District, Gunungkidul Regency, Special Region of Yogyakarta, from 5 to 8 February 2026, coinciding with the Indonesian Ecotourism Network Gathering held in the village. Data were gathered through four complementary channels, summarised in ((Table 1). First, participant observation across the four days of the forum, staying in a resident's homestay, which allowed the authors to observe the managers' interaction with the national ecotourism network while noting how they explain their experience to fellow practitioners. Second, the presentation by the Chair of the Nglanggeran Tourism Awareness Group in the first speaker session, 6 February 2026 from 09.30 to 10.30, followed by a focus group discussion during the coaching clinic session that evening from 20.00 to 21.00 on institutions, challenges, and management practice. The informant has served as chair since 2013 and previously as deputy chair since 2008, so his experience spans the entire period before and after recognition. Third, a field survey following the scheduled visit programme, covering Embung Nglanggeran on 5 February, cocoa education tourism from grove to processing house and goat husbandry education tourism on 7 February 2026, the communal kendurian meal that same evening, and the Ancient Volcano trek on 8 February at 06.00, in order to experience the visitor journey directly while recording congestion points and facility conditions. Fourth, a review of documents comprising two official management presentations together with their appended visitation and revenue data for 2012 to 2025.

Analysis was carried out through reflexive thematic analysis in six phases: familiarisation with all materials, generation of initial codes, construction of candidate themes, review of themes against the full dataset, definition and naming of themes, and integration into the conceptual framework (Braun & Clarke, 2006). The visitation data were treated as documentary evidence read interpretively rather than as a basis for statistical testing: the revenue-per-visitor ratio was calculated to read the direction of management policy, not to infer causal relationships. *(The thematic structure and its supporting evidence are presented in Table 4).*

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Trustworthiness was pursued through source and method triangulation, testing statements in the management presentations against field observation and against the visitation data, and through an audit trail linking every theme to coded material. All direct quotations in this article come from the management presentation documents and can therefore be verified word for word; findings originating from the focus group discussion and observation are presented as field notes without quotation marks because they take the form of summary records rather than verbatim transcripts. This boundary is stated openly as part of methodological accountability. The first author's prior closeness to the field during the preparation of an earlier planning monograph is acknowledged as a source of both access and subjectivity requiring management, and reflexive notes were maintained throughout the study so that this position remains visible in the interpretation. The informant delivered his presentation in his official capacity at a public forum and has consented to the use of his material for research purposes (Table 1).

Table 1. Sources of Research Data

No.	Type of Data	Details	Analytical Use
1	Participant observation	Indonesian Ecotourism Network Gathering, Nglanggeran, 5–8 February 2026, staying in a resident's homestay	Managers' interaction with the national ecotourism network
2	Key informant presentation	Chair of Nglanggeran Pokdarwis, first speaker session, 6 February 2026, 09.30–10.30	Vision, institutional pattern, challenges, achievements
3	Focus group discussion	The coaching clinic session, 6 February 2026, 20.00–21.00	Duties and functions, homestays, revenue, political neutrality
4	Scheduled field survey	Embung (5 Feb), cocoa and livestock education (7 Feb), kendurian (7 Feb), Ancient Volcano trek (8 Feb)	Congestion, facilities, the visitor journey
5	Management documents and data	Two official presentations; visitation and revenue data 2012–2025	Pattern of visitation control

Source: Processed by the authors, 2026

RESULT AND DISCUSSION

Recognition as an accumulated sequence

The first finding concerns how the managers frame the 2021 title. The presentation documents record eighteen awards since 2009, beginning with first place at provincial level for environmental stewardship and continuing to the world title, as summarised in Table 2. This sequencing matters analytically because it means the managers had accumulated administrative experience of being assessed long before the international jury arrived. Compiling dossiers, receiving assessors, documenting practice, and translating local arrangements into assessment categories had become routine competencies. This is also evident in the managers' readiness to present that entire history in a single structured presentation to the national ecotourism network.

This finding qualifies the label-effect literature. Whereas heritage studies typically model inscription as an external shock imposed upon a passive site (Zhang et al., 2023), the evidence here shows that a community with prior assessment experience receives that shock through an interpretive frame already in place. The theoretical implication is that vulnerability to recognition is not uniform across villages but is conditioned by maturity in facing assessment.

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Table 2. Selected Sequence of Recognition, 2009–2021

Year	Form of Recognition	Level
2009	First place, Yogyakarta environmental stewardship (Kalpataru)	Provincial
2011	Cipta Award, Ministry of Culture and Tourism	National
2013	Second place nationally, Tourism Village and Tourism Awareness Group	National
2017	ASEAN Community Based Tourism Award; ISTA Green Gold, economic benefit category	Regional and national
2018	ASEAN Sustainable Tourism Award, Chiang Mai	Regional
2020	Sustainable Tourism Village	National
2021	Inspiring Independent Tourism Village, Indonesian Tourism Village Awards	National
2021	Best Tourism Villages, UNWTO	International

Source: Nglanggeran Tourism Village management presentation, processed by the authors

Calibrated visitation: holding volume, raising value

The second finding is the study's principal one. The visitation and revenue data compiled by the managers since 2012, presented in Table 3, reveal a pattern contrary to common expectations about award-winning destinations. Visitation peaked in 2014 at 325,303 visitors with revenue of IDR 1.42 billion, equivalent to around IDR 4,400 per visitor. By 2019 visitation had fallen to 103,107, yet revenue had risen to IDR 3.27 billion, or roughly IDR 31,700 per visitor. In other words, visitation shrank by about two-thirds while revenue more than doubled, and yield per visitor rose roughly sevenfold.

Table 3. Visitation, Revenue, and Revenue per Visitor, 2012–2025

Year	Domestic	International	Revenue (IDR)	Per visitor (IDR)
2012	27.675	200	81.225.000	2.914
2013	85.424	234	424.690.000	4.958
2014	324.827	476	1.422.915.000	4.374
2015	255.388	529	1.541.990.000	6.025
2016	171.306	1.557	1.801.710.500	10.423
2017	149.241	1.794	1.963.455.000	13.000
2018	134.255	1.421	2.527.725.400	17.778
2019	101.866	1.241	3.273.593.400	31.749
2020	61.498	152	1.119.133.000	18.153
2021	51.758	1	810.846.000	15.666
2022	77.439	286	2.433.098.203	31.304
2023	69.605	1.071	3.258.926.000	46.111
2024	86.692	1.100	3.167.055.000	36.075
2025	109.194	1.837	3.691.008.268	33.243

Source: Nglanggeran Tourism Village management data; the revenue-per-visitor column was calculated by the authors.
Note: the managers need to confirm the 2018 visitation total

What matters most for this study's research question is the period after December 2021, which now covers four full years and is summarised in Figure 2. Despite holding the title of the world's best tourism village, visitation was not restored to its 2014 level. The figures moved from 77,725 in 2022 to 111,031 in 2025, roughly one-third of the peak eleven years earlier, while revenue

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held between IDR 2.4 and 3.7 billion and yield per visitor remained in the range of IDR 31,000 to 46,000. The increases in 2024 and 2025 were gradual and were not accompanied by any fall in value per visitor, so the growth that occurred was controlled. International recognition was not converted into the pursuit of volume.

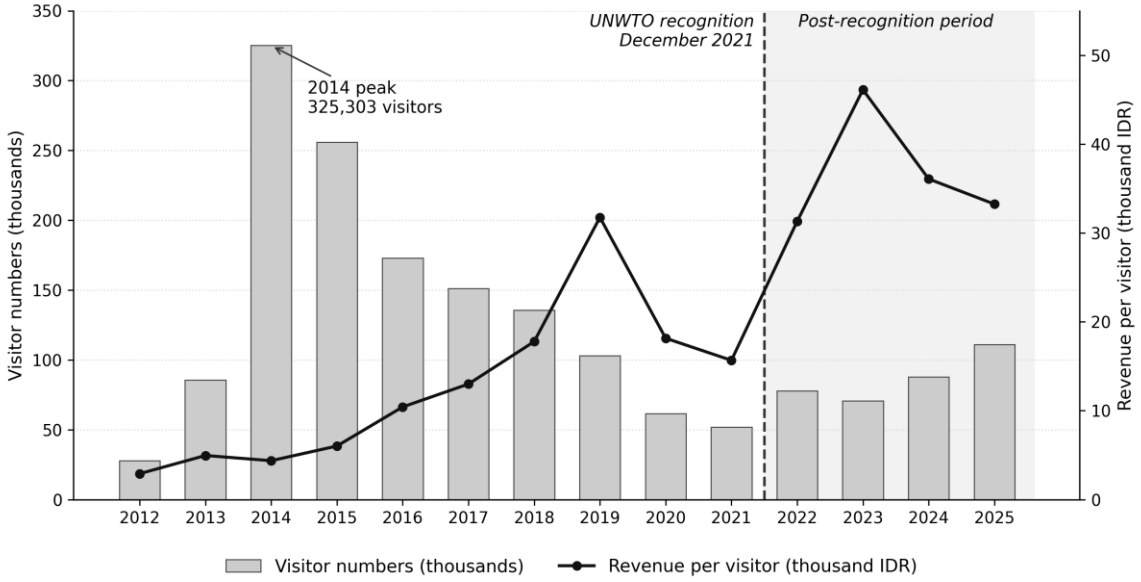


Figure 2. Visitor Numbers and Revenue per Visitor, 2012–2025

Source: Nglanggeran Tourism Village management data, processed by the authors

This interpretation requires caution. The decline between 2014 and 2019 cannot be read entirely as the result of management policy, since the same period saw many new destinations emerge in Gunungkidul Regency and divide the market, while the sharp fall in 2020 and 2021 was plainly a pandemic effect. The post-recognition period, however, provides cleaner evidence: at precisely the moment when international attention was at its height and demand was available, visitor numbers were held for four consecutive years. It is that restraint under rising demand which indicates a choice rather than mere circumstance. This reading also aligns with the discourse at the forum where the data were presented, which positions experience quality rather than visitor numbers as the measure of a tourism village's success.

The management presentation documents support that reading explicitly. In the section on challenges, the managers state:

> *"The more visitors arrive and the more heterogeneous they become, the more extra attention is needed to preserve the naturalness of the area."*
>
> (Presentation by the Chair of Nglanggeran Pokdarwis, Indonesian Ecotourism Network Gathering, 6 February 2026)

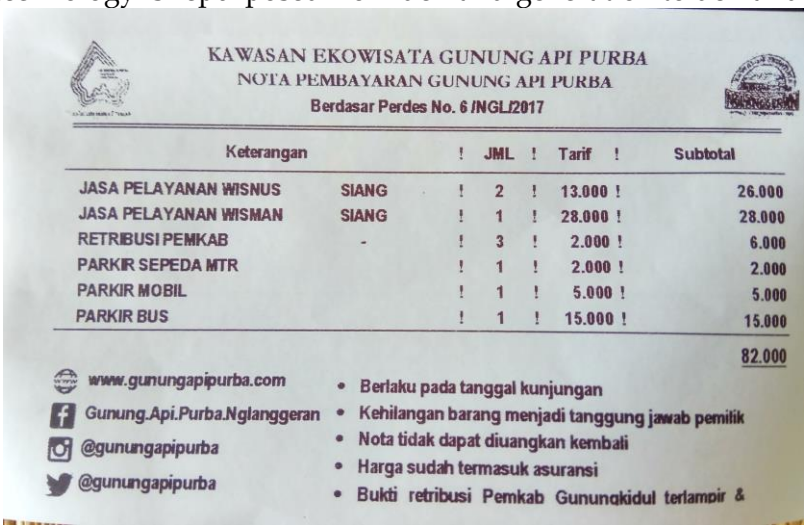
The solutions they themselves list include identifying an appropriate market segment and imposing visitor limits. The same direction appears in their formulation of the area's aspiration:

> *"The tourism village concept being developed is not about moving tourism into the village, but about offering the village's atmosphere as the tourist attraction."*
>
> (Presentation by the Chair of Nglanggeran Pokdarwis, Indonesian Ecotourism Network Gathering, 6 February 2026)

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The instrument underpinning this control, whose physical evidence appears in Figure 3, is an intranet-based electronic ticketing system developed by the managers themselves, with servers, network, and ticket counters all documented in the presentation. The payment receipts issued by the system itemise service charges for domestic and international visitors, regency government levies, and parking by vehicle type, and cite their legal basis in Village Regulation No. 6/NGL/2017 together with a note that the price includes insurance. This level of detail shows that collection proceeds according to rules set in advance and open to visitors. The system was originally intended for efficiency and ease of access to information, but because it generates continuous visitation data it has become the evidentiary basis for decisions that restrain. This is a significant shift from the dominant treatment of digital tools in the Indonesian tourism village literature, which generally analyses them as means of promotion or revenue enhancement (Mistriani & Putra, 2023). The evidence from Nglanggeran shows that once international visibility has been secured, the marginal value of promotion declines while the marginal value of control rises, so the same technology is repurposed from demand generation to demand management.



KAWASAN EKOWISATA GUNUNG API PURBA
NOTA PEMBAYARAN GUNUNG API PURBA
Berdasar Perdes No. 6 /NGL/2017

Keterangan		JML	Tarif	Subtotal
JASA PELAYANAN WISNUS	SIANG	2	13.000	26.000
JASA PELAYANAN WISMAN	SIANG	1	28.000	28.000
RETRIBUSI PEMKAB	-	3	2.000	6.000
PARKIR SEPEDA MTR		1	2.000	2.000
PARKIR MOBIL		1	5.000	5.000
PARKIR BUS		1	15.000	15.000
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Figure 3. Payment Receipt for the Ancient Volcano Ecotourism Area

Source: Nglanggeran Tourism Village management documentation

Field observation reinforces the spatial logic of that control. The dispersed structure of attractions across the Ancient Volcano, Embung Nglanggeran and its twenty-hectare fruit orchard, Kedung Kandang Waterfall, Griya Cokelat, and Kampung Pitu makes it possible to relieve pressure on the geological core without reducing overall activity (Figure 4). The tour packages offered are built around length of stay and educational activity rather than admission alone, so value per visitor rises through the duration and depth of the experience. This arrangement resonates with the finding that deliberately organised community capitals provide the operational foundation for sustainability (Suriyankietkaew et al., 2025).

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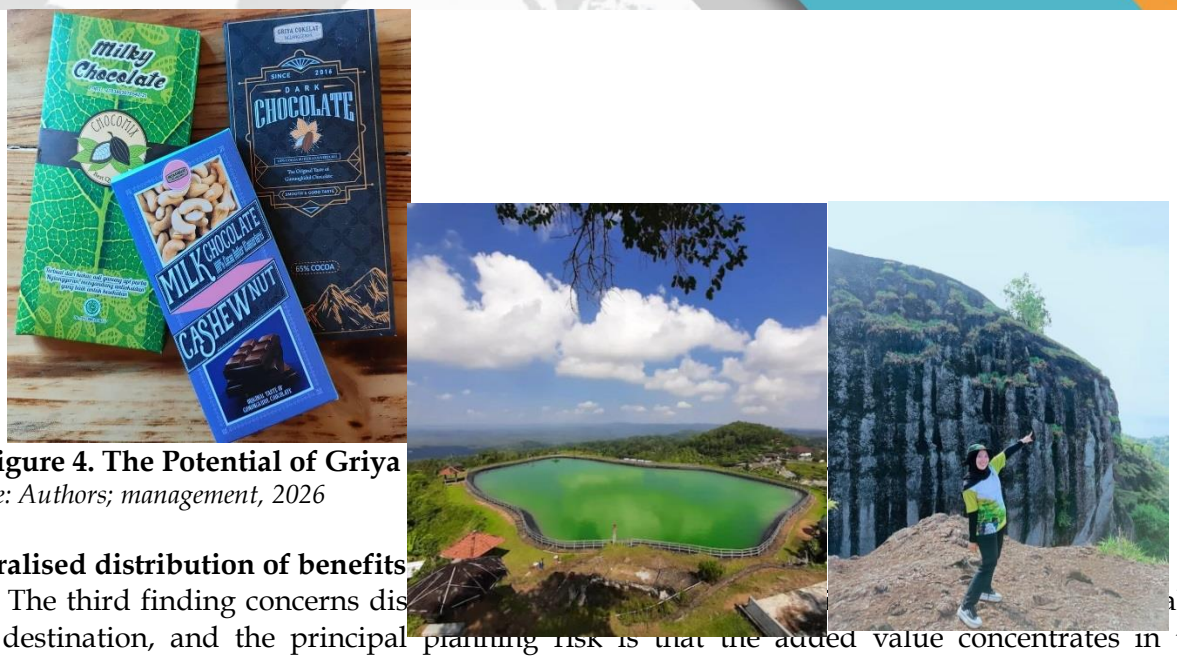


Figure 4. The Potential of Griya
Source: Authors; management, 2026

Centralised distribution of benefits

The third finding concerns dis lue of a destination, and the principal planning risk is that the added value concentrates in the households closest to the core attraction. Nglanggeran restrains that risk not through market mechanisms but through centralised arrangement. homestay reservations run through a single gateway managed by the tourism awareness group, so that guests are distributed evenly and internal competition among owners is avoided; base prices are standardised across all homestays, with differences permitted only for certain additional facilities. Revenue sharing for activity operators uses a daily honorarium paid periodically rather than profit sharing, with amounts adjusted according to role and seniority *(field notes, focus group discussion, 6 February 2026).*

The participation structure supports that arrangement. The tourism village management comprises one hundred and fifty-four people, all residents of Nglanggeran, spread across five hamlets, and tourism activity is integrated with eleven community groups covering farmers, culinary producers, homestays, performing arts, traders, craftspeople, livestock keepers, cocoa farmers, returned migrant workers, the spa house, the batik house, and local transport. The underlying principle is stated firmly in the management presentation:

"Residents keep their main occupation and gain added value from tourism."

(Presentation by the Chair of Nglanggeran Pokdarwis, Indonesian Ecotourism Network Gathering, 6 February 2026)

This formulation positions tourism as an additional layer on top of existing livelihoods rather than as their replacement, and therefore limits household dependence on visitor flows. The allocation of tourism village income, which the managers itemise into regional levies, taxes, workers, the village-owned enterprise, infrastructure, development, promotion, hamlets, social funds, reserves, insurance, and culture, shows that distribution follows rules established in advance. This structure aligns with the three institutional pillars of farmer groups, tourism awareness groups, and village-owned enterprises identified as the foundation of agritourism success in a comparable Central Java context (Mistriani, Ihalauw, et al., 2024), and with evidence that the entrepreneurial success of Indonesian tourism villages rests on collective capability (Utami et al., 2023).

The mechanism nonetheless retains a tension. Standardised base pricing and rotation restrain concentration, but they also cap the reward available to the most capable operators, even as visitor

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expectations rise with the destination's international profile. This tension between equity and quality is the practical, village-scale form of the interdependence problem identified in heritage contexts (Caust & Vecco, 2017).

Institutional layering and the division of core duties

The fourth finding concerns organisational structure. Nglanggeran did not replace its institutions as it developed; it layered them. The youth organisation that drove reforestation from 1999 was not dissolved when the tourism village management body was formed in 2007, nor when the tourism awareness group was formed in 2008, nor when the partnership with the village-owned enterprise was later established. The division of functions is explicit: the tourism awareness group handles socialisation of the Sapta Pesona principles and the cultivation of tourism awareness among residents, while the tourism village management handles package design, revenue calculation, and sales. The village-owned enterprise acts as a facilitating partner receiving a revenue share, and also provides the legal umbrella for levy collection through village regulation (*field notes, focus group discussion, 6 February 2026*).

This clarity of duties and functions is what the informant identified as the key to allowing every institution to operate without collision, since in many other villages disputes over authority arise precisely between the tourism awareness group and the tourism village management. Coordination is maintained through fortnightly routine meetings and a larger forum on the eve of Selasa Kliwon that gathers all village elements. Legality rests on management decrees at the kalurahan level, reinforced in the Special Region of Yogyakarta by gubernatorial regulation, while the statutes and bylaws serve as a shared reference.

This layering is the principal explanation the study offers for planning continuity after recognition. Where earlier research identified inter-organisational collaboration as the source of Nglanggeran's success (Manaf et al., 2018), the post-recognition evidence points to something more specific: retaining old institutions alongside new ones, with an explicit division of duties, provides reserve capacity when external pressure intensifies. Such reserves are notably absent in villages that falter after initial success, as highlighted in critical assessments of community-based tourism (Rucitarahma & Tiberghien, 2021).

The vulnerability lies in regeneration. The informant acknowledged that encouraging young people to become involved is relatively easy, but retaining them so that they continue contributing in the village after completing their studies is a challenge in itself. This intersects with the founding concern of the movement, namely high rates of youth out-migration, and shows that the problem which gave rise to the movement in 1999 has not been fully resolved even after world recognition was achieved.

Political neutrality as governance insulation

The fifth finding is the least explored contribution in the Indonesian tourism village literature. The Nglanggeran tourism awareness group holds to a principle of not involving itself in local politics. Members remain free to exercise their political rights personally, but the institution keeps its distance, for a reason that is direct and practical: so that the tourism programme continues regardless of any change of village head *(field notes, focus group discussion, 6 February 2026)*.

Interpreted analytically, this is an insulation mechanism. In Indonesian village governance the village head holds substantial control over resources and local legitimacy, so an organisation whose existence depends on one village head's support is shaken at every election. By positioning itself outside that arena, the tourism awareness group secures continuity across leadership periods. This explains how Nglanggeran's planning has run for more than two decades without

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interruption, and it complements findings on collaborative governance that have emphasised the intensity of inter-actor cooperation (Sukarno & Mutiarin, 2023) by adding one condition that takes the form of restraint on involvement.

This principle is tested by the pressures that emerged after recognition. The managers themselves note that fame invites investment interest not always aligned with the community's wishes:

> *"The better known our village becomes, the more parties wish to invest, yet sometimes their vision is not aligned with the community's direction of development."*
>
> (Presentation by the Chair of Nglanggeran Pokdarwis, Indonesian Ecotourism Network Gathering, 6 February 2026)

Their formulated response is to screen stakeholders for alignment with the ecotourism area's vision, and to prepare an integrated site plan for area development which, at the time of the presentation, was still stated to be unavailable. This absence of a site plan is the most urgent planning gap to fill, since investment pressure continues while the instrument for spatial control remains incomplete.

Narrative stewardship

The final finding concerns meaning. The managers consistently narrate their village through its origin story rather than through its international title. Their official presentation opens its account of the choice of ecotourism with a concern, not with an economic opportunity:

> *"Concern over the direct extraction of nature at Mount Nglanggeran (taking stone and trees to sell)."*
>
> (Presentation by the Chair of Nglanggeran Pokdarwis, Indonesian Ecotourism Network Gathering, 6 February 2026)

The threat in question is documented in Figure 5, which shows heavy machinery working at the foot of the rock formation that later became the village's principal attraction. The value framework applied is cultural and religious, expressed through the Hamemayu Hayuning Bawono motto set alongside the global geopark motto of honouring earth heritage and improving the welfare of local communities. The six keys to success they formulate themselves — sincere intention, involvement, sharing roles, seizing opportunity, evaluation, and transparency — place intention first and opportunity fourth. Cultural assets are managed within the same frame, with Kampung Pitu and its seven households presented as a living arrangement governed by local convention rather than as a staged attraction.

This narrative stewardship performs a governance function. So long as the founding story remains the dominant self-representation, visitor control makes sense to residents as fidelity to their origins rather than as revenue forgone, while awards are positioned as evidence of that story rather than as the story itself. The finding qualifies the commodification thesis: commodification pressure is not resisted by insulating culture from tourism, which is impossible in a village whose settlement is its attraction, but by retaining local control over the interpretive frame. This extends observations on the centrality of local wisdom in community empowerment (Sulaiman et al., 2022) (Mistriani, Ikhlasandi, et al., 2024) by specifying the mechanism that turns such wisdom into a planning instrument.

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Figure 5. Stone Quarrying at the Foot of the Ancient Volcano as the Initial Threat
Source: Nglanggeran Tourism Village management documentation

Table 4. Thematic Structure and Supporting Evidence

Theme	Sub-theme	Principal Evidence
Accumulated recognition	Assessment maturity; awards as obligation	List of 18 achievements 2009–2021; forum observation
Calibrated visitation	Volume held; value per visitor raised; electronic ticketing	Visitation and revenue data 2012–2024; slides on challenges and hopes; field survey
Centralised distribution	Single-gateway reservation; uniform base pricing; daily honorarium	Focus group discussion; slides on management profile and revenue allocation
Institutional layering	Division of duties; routine meetings; regeneration	Focus group discussion; slides on management pattern
Political neutrality	Insulation from changes of village head; investor screening	Focus group discussion; slides on challenges and solutions
Narrative stewardship	Origin story; Hamemayu Hayuning Bawono; six keys to success	Slides on background, motto, and keys to success

Source: Processed by the authors from coded field data, 2026

A framework of post-recognition planning resilience

The five mechanisms above form an integrated response to recognition as a governance shock, as summarised in Table 5. Institutional layering provides structural reserve; centralised distribution maintains distributive legitimacy; calibrated visitation converts monitoring capacity into control; political neutrality protects continuity from local leadership cycles; and narrative stewardship preserves the interpretive authority that makes control acceptable to residents. Each addresses a different form of failure and carries its own vulnerability, so the framework is best read as a set of conditions requiring maintenance rather than as a settled achievement.

Table 5. Framework of Post-Recognition Planning Resilience

Mechanism	Planning Function	Failure Prevented	Residual Vulnerability
Institutional layering	Distributes authority across institutions that are retained	Dependence on a single figure	Regeneration once the founding generation steps back
Centralised	Allocates guests and income by	Elite capture and social	Caps the reward for the

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distribution	rule	resentment	most capable operators
Calibrated visitation	Holds volume while raising value per visitor	Overvisitation at the core attraction	Thresholds not yet embedded in a site plan
Political neutrality	Protects the programme from village leadership cycles	Programme discontinuity caused by a change of village head	Weakens access to formal political support
Narrative stewardship	Retains control over the interpretive frame	Commodification and staged authenticity	Depends on the founding generation's telling

Source: Compiled by the authors from field findings, 2026

The framework carries implications beyond the case studied. For villages holding or pursuing international recognition, preparation should extend beyond dossier compilation to the period after the announcement, and the relevant capacities are institutional reserve, distribution rules set in advance, monitoring translated into limitation, institutional distance from local politics, and control over the narrative. For national policy, award programmes should be accompanied by post-award mentoring, particularly in preparing master plans and area site plans, since the risks that arise after recognition differ systematically from those that precede it.

CONCLUSION

This study has examined what international recognition does to the planning capacity of a community-based tourism village, with Nglanggeran as an instrumental case. It finds that recognition operates as a governance shock rather than as a conclusion. The clearest evidence lies in the visitation data: after receiving the title of the world's best tourism village, visitation was not restored to its 2014 peak but was instead held at around one-third of that figure for four consecutive years, while revenue per visitor rose several times over. Five mechanisms sustain that restraint: institutional layering, which retains older institutions alongside newer ones with a firm division of duties; centralised benefit distribution through single-gateway reservation and standardised base pricing; calibrated visitation, which makes electronic ticketing the basis of control; institutional political neutrality, which shields the programme from changes in village leadership; and narrative stewardship, which keeps the original conservation story dominant so that control is understood as fidelity rather than sacrifice. Taken together, the five are proposed as a framework of post-recognition planning resilience.

The principal theoretical contribution is to shift inscription research from the question of what recognition produces in terms of visitor numbers towards the question of what it demands of community governance, and to introduce institutional political neutrality as a condition of continuity that has so far escaped attention. The study's limitation lies in the breadth of its data sources, since managers' interpretations were gathered chiefly through a single focus group discussion, forum observation, and presentation documents, so the voices of homestay owners, farmers, and Kampung Pitu residents are not directly represented. The visitation data are also management data that have not been externally audited. Two directions follow. Research using in-depth interviews across community groups would test whether visitation control is understood in the same way by those who bear its economic consequences. Comparative application to award-receiving villages in other countries would test whether these five mechanisms recur or are specific to settings with already-strong collective institutions.

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