

Developing a Model for Sustainable Traditional Tourism Village

Novita Tresiana^{1*}, Tina Kartika²

¹ Department of Public Administration, Universitas Lampung, Bandar Lampung 35145, Indonesia

² Department of Communications, Universitas Lampung, Bandar Lampung 35145, Indonesia

Corresponding Author Email: novita.tresiana@fisip.unila.ac.id



Copyright: ©2024 The authors. This article is published by IETA and is licensed under the CC BY 4.0 license (<http://creativecommons.org/licenses/by/4.0/>).

<https://doi.org/10.18280/ijstdp.190613>

ABSTRACT

Received: 7 September 2023

Revised: 3 February 2024

Accepted: 13 May 2024

Available online: 24 June 2024

Keywords:

resource conflict, indigenous-local communities, traditional tourism villages, institutional analysis development, adaptive governance, sustainable development

The failure to develop traditional tourism villages is due to the neglect of contextual factors, the dominance of government knowledge and the use of blueprint models of past policy successes to design future policies without understanding different political-economic conditions resulting in conflicts over the management of tourism resources, degradation of local values and customs, weak community commitment to policy processes and results and minimal policy innovation. The institutional approach through various institutional analysis development and adaptive governance is a new framework for strengthening institutions and government capacity and improving adaptive political decision-making methods. The study uses policy analysis methods with a quantitative approach, trade-off analysis techniques with several data collection techniques starting from in-depth interviews, observations, documentation searches, FGDs of 17 stakeholder groups, expert discussions. The study found that prioritizing strengths and local wisdom values of indigenous communities and providing their perspective in looking at the current and future use of tourism resources while still paying attention to necessary needs are vital aspects of developing a new model. This can contribute to forming a critical knowledge space for indigenous communities, encouraging adaptive governance, and creating spaces for the presence of local champions as liaison leadership in the policy planning process.

1. INTRODUCTION

The development of traditional tourism villages in several traditional villages has given rise to a series of negative issues in the form of neglect, conflict and negative bias towards local traditional values and communities [1]. This provides a space to explore the dynamics behind issues related to the governance of tourism resources and the development of sustainable traditional tourism villages. Globally [2-4], indigenous/traditional tourism village development studies are generally viewed as facilitating socio-economic benefits for individuals, communities, and indigenous regions/territories. This includes facilitating linkages between indigenous values (local wisdom) and environmental and sustainable development.

The study introduces the governance of traditional tourism resources from the perspectives of tourism village development, green development, and revitalization of indigenous values. The three perspectives are arguments for balancing negative issues as well as effective tools for revitalizing local customary values, mitigating environmental damage and developing policies [5]. Indigenous communities and traditional villages are two essential and interrelated aspects, considering that both have extreme historical, cultural, scientific, artistic, social, and economic values and are valuable legacies left by historical civilizations in parts of

the world, including Indonesia, as a witness to history and cultural heritage, and local knowledge related to the environment [6, 7]. Meanwhile, policy is a guarantee of achieving the goals of interactive-sustainable governance [8]. All three are essential and complementary research fields not only for geography, culture, law, and environment but especially the field of public policy, including attracting the interest of planners and policymakers [9, 10].

The importance of the issue of managing traditional tourism resources at the traditional village level is related to 2 strategic policy commitments of the Indonesian Government, namely: First, the harmonization of the recognition of indigenous peoples in the Village Law and the commitment to the village Sustainable Development Goals (SDGs). The goal is to make villages independent, self-governing communities and local self-government. Villages are expected to take an essential part in sustainable development planning and governance by accommodating the unity of customary law communities, which is the basis of the country's diversity, accelerating the revitalization of customary and local values that have been neglected [11]. Both green approaches and green economy in national and local development, as stated in the strategic agenda of the United Nations Environment Programme (UNEP), are expected to contribute to environmental improvements in development programs, including tourism at the local level [12]. These two commitments are the basis for

the Indonesian Government to improve tourism resource management by developing traditional tourist villages within a green framework. It is hoped that this can become an important part of the framework for designing policies and planning the development of tourist villages throughout Indonesia.

Several main findings from global and national studies illustrate that aspects of sustainable development in the form of environmental, social, and economic have been implemented, but apparently, more is needed to strengthen the sustainability of traditional tourism villages. Global scale review, a publication by Carr et al. [1] as a result of a review of 16 papers from the collaboration of indigenous organizations in New Zealand and Australia raised various issues and challenges of indigenous communities in tourism globally related to recognition, neglect and conflict, resource management rights, local wisdom, and the environment, to harmonization in policy design and innovations. Meanwhile, a national scale study related to design thinking on 244 targets of sustainable traditional tourism villages in Indonesia found that social construction, indigenous communities, and environmental aspects were neglected components [3, 6, 13]. Meanwhile, other main findings illustrate the cause of weak sustainability due to errors in adopting development policy models. Astawa et al.'s study [14] illustrates the effectiveness of the green development model perspective in accelerating the harmonization of culture, traditional communities, and sustainable development through the political policy process and the functioning of institutions. Rahman et al [15]'s study in 9 indigenous tourism villages in Bali identified the gap between the expected green indigenous village tourism policy model and the threat of environmental damage due to the proliferation of tourist villages. The study findings reveal that indigenous tourism villages in Bali are still in a position of weak sustainability and need to be improved by paying attention to environmental aspects rather than economic, involving the expectations of stakeholders, especially indigenous-local communities, in the policy process, adopting a robust sustainability policy design model. The study locates the capacity of green villages to develop sustainable indigenous/traditional tourism.

Based on the main findings and support of the national government's commitment above, it has attracted the attention of planners and policymakers to improve the policy model. Studies on the design of development policy models in the past were characterized by a supply-driven approach, ignoring the influence of political science, mainly ignoring the role of institutions in political-economic behavior, and not being adaptive in conflict management [16-19]. Integration of institutional development analysis (IAD) and adaptive governance approaches (AG) [17-23], as a new framework for policy analysis related to the challenge of strengthening government capacity to improve institutional functions, institutional diversity, perspectives, and handling problems from a variety of sciences in the policy formulation process, including conflict management in improving ways of adopting indigenous value-based policies. Theoretical and empirical studies show its success as a new analytical tool in environmental development interventions, economic development, forest management, constitutional design, and international relations [18, 19]. Plus, it can reconfigure the relationship between integrative and adaptive values, find champions of change, increase the chances of successful adaptation to policy changes, and revitalize local values [4].

Tresiana and Duadji's study [5] illustrates the reconfiguration of the knowledge-policy relationship through the expansion of new political space for indigenous-local communities, utilizing local knowledge while revitalizing local-indigenous values can improve the environment and develop sustainable tourism [20-23]. The new framework helps strengthen model development scenarios, building convergent institutions, integrative-adaptive governance, management, innovation, and development of specialist knowledge in policy adoption.

This research aims to achieve the following: (1) study and develop a sustainable traditional tourism village model to mitigate conflict and degradation of indigenous values and the environment, (2) examine the strategic dimensions of developing a sustainable traditional tourism village model that can be implemented at the village level. Meanwhile, the importance of this research lies in the fact that the development of traditional tourism villages urgently requires changes to sustainable models to condition indigenous values and environmental and socio-economic benefits for traditional communities and support the strength of sustainable development.

2. RESEARCH METHODS

Table 1. Research informant

Informant Group	Institution	Amount
National	National Development Planning Agency	1
	Ministry of Tourism	1
	Ministry of Cooperatives and SMEs	1
	Ministry of Villages, Development of Disadvantaged Regions and Transmigration	1
	Ministry of Environment and Forestry	1
	Minister for Public Works and Human Settlements	1
	National Archaeological Agency	1
	Lampung Provincial Government, Indonesia	2
	Government of Tulang Bawang Regency, Lampung Province, Indonesia	6
	Private Companies	1
Regional	Higher Educational	1
	Village Government	2
	Local Indigenous Communities/Traditional Figures	2
	Business Group	1
Local	Community Groups	2
	Researcher	1
	Expert	2

This research occurred in West Tulang Bawang District, Lampung Province, Indonesia, in two villages, Gunung Katun and Panaragan. The location was chosen by considering four criteria: 1) the village has a vital clan/customary institution; the customary community has fought for the status of a customary village but did not get legal recognition from the government; 2) historical evidence and research results are the center of the kingdom and the development area of Tulang Bawang in the first phase of the 3rd century AD; 3) there are traces of historical heritage in the period 7-17 AD that has not been developed in the form of sites and rivers; 4) the village has local wisdom, both knowledge, skills and local resources related to environmental conservation and historical heritage, but experiencing contradictions with the concept of traditional

tourism village development and green development. Therefore, this study took two villages as cases because of their distinctive nature and representative of traditional/indigenous villages in Indonesia. The study uses policy analysis methods with a quantitative approach. The analysis technique used is a trade-off [24]. The method is relevant because it can help policymakers understand conflicts over resource use and stakeholder preferences in developing policy systems. In the data collection process, researchers used various techniques, including: in-depth interviews, observations, documentation searches, stakeholder FGDs, and expert discussions. Interviews were conducted using purposive sampling techniques (Table 1).

The trade-off analysis technique is used through 2 essential steps: stakeholder analysis and multicriteria analysis-technique as a decision support system for quantifying trade-offs between key sustainability indicators in alternative policy scenarios. The steps [25, 26]: 1) Stakeholder mapping and analysis is carried out by calculating stakeholders' importance and influence scores, then mapped into a stakeholder graph. Stakeholders were grouped into primary, secondary, and external categories using a snowball technique that was analyzed based on their level of importance and influence; 2) Determining key factors and establishing scenarios was done using a regime approach; (3) Develop a hypothetical model for the development of future traditional tourism village policy designs based on the results of a sustainable trade-off based on the two steps above.

3. RESULT AND DISCUSSION

3.1 Development of a traditional tourist village based on IAD and AG

The institutional development analysis and adaptive governance approach [16, 17] is an analytical framework built for the development of a sustainable traditional tourism village model. Both can strengthen the government's capacity to improve institutional functions, institutional diversity, perspectives, and problem-solving from the diversity of knowledge in policy analysis and design, including improving ways of adopting adaptive policies based on indigenous

values. Development performance can be seen from strengthening institutional capacity (formal/informal) and developing decision-making methods that adapt to changes in governance elements and action situations in policy formulation, with policy results characterized as integrative and adaptive. Integrative describes the policy analysis process with diverse actors, the primacy of local-advansi communities, multi-factors, and the integration of contextual factors. Integrative describes the policy analysis process with diverse actors, the primacy of local-advansi communities, multi-factors, and the integration of contextual factors. Adaptive describes making decisions by building relationships between institutions and social networks, human-environmental interactions, strengthening adaptive governance capacity, government, and local government agencies through polycentric-multilayer institutions, networking, collaboration-participation, and learning studies.

We conducted a model development study through interviews, observations, and documentation searches, as shown in Table 2.

As shown in Table 2, there are indigenous/historical tourism resources in the form of 1) intangible culture in the form of culture, customs, mutual cooperation, local wisdom in the form of local knowledge and skills to manage the environment, agriculture, and fisheries (Figure 1); 2) tangible cultural heritage in the form of sites, decorative knick-knacks, and rivers (Figures 2-4); 3) indigenous community assets in the form of agricultural land, lakes/rivers for catching and cultivating catchable fish (Figure 2). The condition of tourism resources is neglected, unmanaged, and has not contributed to improving the economy of indigenous communities; there is a change in the function of customary assets through the transfer of land ownership of entrepreneurs/private entrepreneurs and certain community groups. In addition, indigenous community institutions are not the main actors in decision-making and have little influence. Institutions and actors connecting indigenous communities and the government have not yet been formed. Several moves were made by indigenous communities, such as: proposing indigenous territories/villages, tourist villages, inviting the national archaeological agency to conduct research and development of cultural heritage, and conflicts in taking back customary assets (forest land) controlled by the private sector.

Table 2. Performance of the traditional village model development system within the IAD and AG framework

No.	Dimensions IAD & AG	Data Description	Outcome/Performance	Recommended/Intervention
1	Tourism resources and utilization	<p>a). Way Kiri River which has its headwaters at Way Rarem and empties into Way Tulang Bawang, connecting villages, surrounded by sites, it also has the potential to serve as a water source, ecological guardian, local knowledge center, the potential for maritime tourism, sports, etc.;</p> <p>b). Along the left-way river area, there are sites that have been researched but not yet developed: the sites of Bumiagung Tua, Karta Talang, Sabut Fort, Gedongratu Tua, Kramat Gemol, Putingelang Warrior Fort, Jung Belabuh, Bakung Nyelai, and Pagardewa;</p> <p>c) All customary assets, in the form of customary land and swamp, have been handed over to the government along with the dissolution of the clan;</p>	<ul style="list-style-type: none"> ▪ Customary assets that the government has handed over have not been managed for the welfare of the community; ▪ Certain community groups already own some customary assets; ▪ The sale and transfer of customary land ownership (customary forests) to companies has triggered indigenous community-company conflicts, which have claimed lives. 	<ul style="list-style-type: none"> ◆ Institutionalization of local economy-productive sectors of fisheries, agriculture, and tourism based on customary assets and cultural heritage (history); ◆ Institutionalization of the creative economy - indigenous-local plant-based weaving (tikew plant), as a hereditary legacy and protecting the environment; ◆ Maintenance and development of historical heritage sites as the potential for

	<p>d) Some customary lands which are customary assets, namely: clan forests that have been sold and partially seized by the private sector (PT. Huma Indah Mekar/HIM), have been converted into oil palm, cassava, and rubber plantations; customary land in the form of swamps that have changed ownership to specific community groups;</p> <p>e) Several customary assets that have been handed over to the local government in the form of customary land nyapah, swamp/onion in 2 villages until now have not been developed, either as the potential development of historical tourism, fisheries, or agriculture;</p> <p>f) Potential of local plants "tikew for creative economy development; local plants such as Potat, Sepang, Tebesew/Tembesi, Bungur/Bongoy, and Gengas/ngas for swamp conservation.</p> <ul style="list-style-type: none"> ◆ Formal rules of the game: The development of governance of village tourism resources and indigenous peoples is stipulated: Law No. 23 of 2014 on Local Government; Law No. 6 of 2016 on Villages; ◆ Permendagri No. 1 of 2016 on Village Asset Management; Musrenbangdes Institutionalization; ◆ Informal Rules of Play The customary institutional rules of the Pepadun community refer to the Dutch Law on clans; ◆ It has natural guidance through the left river, determining the dry and rainy seasons. This has been a hereditary reference for agriculture, fishing businesses; ◆ The tradition of nugal (without fertilizer) on nyapah land is carried out in cooperation (sakai sambay-bujang gadis) to manage agriculture; ◆ Local knowledge in the utilization of rawang land for traditional fishing through nets, nets, seriding, and tajur/rawi; including planting and maintaining various local plants, such as Potat, Sepang, Tebesew/Tembesi, Bungur/Bongoy and Gengas/ngas for swamp conservation to benefit fish/protein stores. <ul style="list-style-type: none"> ▪ Planning communication channels through annual village development planning meetings with the village government as the leading actor; ▪ Collaboration with the community on various programs is contained in the LPM (Village et al. Agency); ▪ Laws and cultural values-customs, historical heritage, and traditional leaders not considered in decision-making. 	<p>indigenous/historical tourism;</p> <ul style="list-style-type: none"> ◆ Maintaining watersheds as tourism potential, protecting the environment, and supporting local economic development. <p>Government <i>Institutions</i>:</p> <ul style="list-style-type: none"> ▪ Defining knowledge, customary asset management, resource governance; ▪ Implementation of the Village Law does not provide space for indigenous communities; <p><i>Pepadun traditional institution</i>:</p> <ul style="list-style-type: none"> ▪ Conservation of swamps, streams; ▪ Disseminate local knowledge related to agriculture, fisheries, and local crops; ▪ Marginalization, the dominant role of cultural management of "begawi" (marriage); ▪ Efforts to gain recognition of the pepadun clan and designation of the village as a customary village. <p>▪ Formal communication channels;</p> <p>▪ Decision-making takes the form of mobilization/direction;</p> <p>▪ The dominant actor is the village government;</p> <p>▪ No innovation and best practices from indigenous communities.</p> <p>▪ Revitalization of Pepadun Customary Institutions;</p> <p>▪ Formalize local wisdom;</p> <p>▪ (knowledge, skills, local resources) for conservation;</p> <p>▪ and tourism development through formal policies;</p> <p>▪ Develop champion-champion/indigenous-community leaders;</p> <p>▪ Propose the re-recognition of clans through customary villages;</p> <p>▪ Indigenous asset management policies that favor the welfare of indigenous peoples;</p> <p>▪ Propose a tourist village.</p> <p>▪ Established a citizen-adat forum;</p> <p>▪ Converging institutions;</p> <p>▪ Liaison leadership/local champion.</p>
<p>2 Institutionalization and policy</p> <p>3 Adaptive interaction and participation (decision making)</p>		

Source: Data processing, 2023



Figure 1. Woven from local tikew



Figure 2. Way Kiri river



Figure 3. Kramat Gemol site



Figure 4. Historical royal heritage bracelet

The advantage of the policy design process (Figure 5) using an institutional approach with a variety of institutional development analysis and adaptive governance is that it can develop institutional capacity in managing resource utilization conflicts through: 1) exogenous variables: characteristics of contested tourism resources and their use, governance/rules of the game; 2) action arena: space/model of participation, interaction as a result of exogenous; 3) performance in the form of impacts/results for local-adivasi communities, innovations in natural resource conservation and renewable energy by utilizing indigenous values. In the governance/rules and action arena, AG is developed through strengthening polycentric-multilayer institutions, networking, collaboration

participation, and learning studies. The design of the policy design model, including its implementation, is integrated with the participatory approach of all stakeholders (especially local-adat communities), using indigenous values in an integrative and adaptive decision support system. This facilitates implementation and ensures sustainability.

The integrative and adaptive decision-making part of the framework later became the innovation of this model. Analyzing these aspects can be fulfilled by testing the model with stakeholders (target groups) and users and then carrying out a trade-off analysis to obtain the strategic dimensions of the sustainability of the new system model.

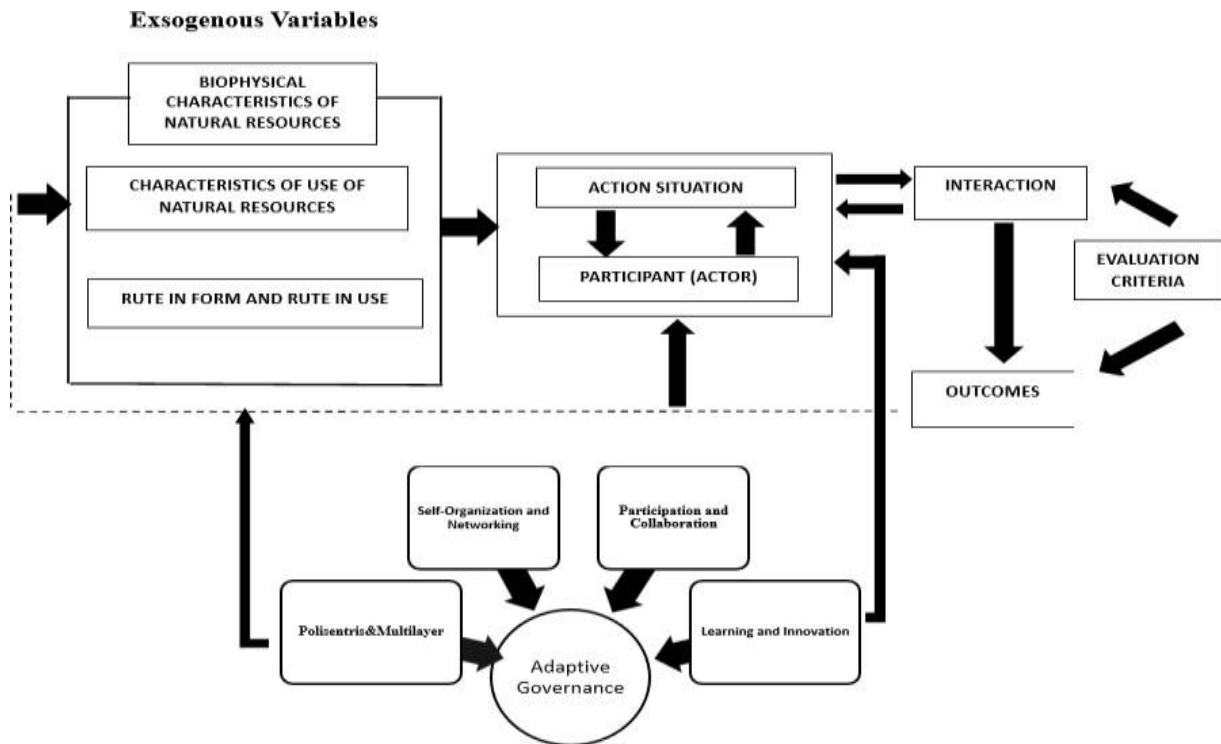


Figure 5. Model framework overview

3.2 Strategic dimensions of developing a sustainable traditional tourism village model

Using stakeholder analysis and multi-criteria, researchers analyzed strategic dimensions by mapping stakeholders and development scenarios and preparing hypothetical development models. It was found that there are five key dimensions of development based on scenarios that have been prepared with policymakers, various stakeholders, and experts, including key development, core development, basic development, development agent, and development Guarantee. An in-depth explanation is as follows.

3.2.1 Analysis of stakeholder interests and needs

We identified *stakeholders* related to perceptions of governance issues and village development objectives based on levels of continuum, starting from the national, regional, and local levels. National level stakeholders consist of 1) Bapenas; 2) Ministry of Tourism; 3) Ministry of Cooperatives and SMEs; 4) Ministry of Villages, Development of Disadvantaged Regions and Transmigration; 5) Ministry of Environment and Forestry; 6) Ministry of Public Works and Housing; 7) National Archaeology Agency. Regional stakeholders: 1) Provincial Government; 2) District Government of West Tulang Bawang, Lampung Province,

Indonesia; 3) PT Huma Indah Mekar (HIM); 4) Universities; 5) Tourism Groups. Local stakeholders: 1) Village government; 2) Traditional leaders; 3) Indigenous communities; 4) Local tourism business and awareness groups; 5) Researchers. Furthermore, the stakeholder importance and influence scores were calculated in the form of a stakeholder grid, as shown in Figure 6.

The main stakeholders (Figure 6) are indigenous communities, local communities, traditional leaders, tourism managers (POKDARWIS), and local tourism groups that have interests and direct links to tourism resource governance (policies, programs, and projects) and future village development policies. Indigenous and local communities and traditional leaders are found to have the strongest influence and interests: ecological, economic, socio-cultural, and institutional interests are substantial in the development of traditional villages. Some of the interests of local-adat communities are the use of local wisdom for environmental conservation, revitalization of institutions, culture-adat, and local economic development through customary assets as a food source. Some of the main livelihoods are catching and cultivating fish (rivers and onions); agriculture (own or nyipah-customary assets); creative crafts from local plants (tikew, which grows in swamps, is a typical plant); and gardening in the forest. Unfortunately, the forest, a customary asset, has changed hands and been taken over by a national private party (PT.HIM). Until now, conflicts over the re-taking of forest land by the local community and the private sector often occur. In addition, local leaders have interests including: 1) maintaining and developing historical sites and heritage, 2) utilizing and developing customary assets handed over to the

government for community economic income, and 3) revitalizing customary culture. Some of the influences carried out are: 1) proposing a clan area that has been carried out since 1998-present; 2) making proposals for the rehabilitation of watersheds as the center and wheels of the economy and links between villages, revitalization of institutions and customary local values based on the clan law, development, and recognition of customary areas and tourism.

Supporting stakeholders (secondary) are West Tulang Bawang Regency Government Agencies, Panaragan and Gunung Katun village governments, universities, companies, and business groups. For local government agencies and village governments, the level of importance is high regarding the realization of work programs and management strategies. It also has a strong influence because it can be an intermediary with other stakeholders, including local communities and the private sector. Bappeda has powerful influence and importance, a strong position in decision-making, and an influence in regional development planning. Its importance relates to its duties and functions for the integration of development activities and its favoring of the welfare of indigenous-local communities. The Tourism and Sports Office, Fisheries Office, Plantation Office, and Agriculture Office have high authority in formulating related policies. Universities have the most minor importance and influence.

External stakeholders are stakeholders who have relatively high influence but low importance. These include: 1) National level government, which is related to the issue but does not have direct authority in local decision-making; 2) Researchers; 3) NGOS. This group influences in terms of resource sustainability and influences other stakeholders.

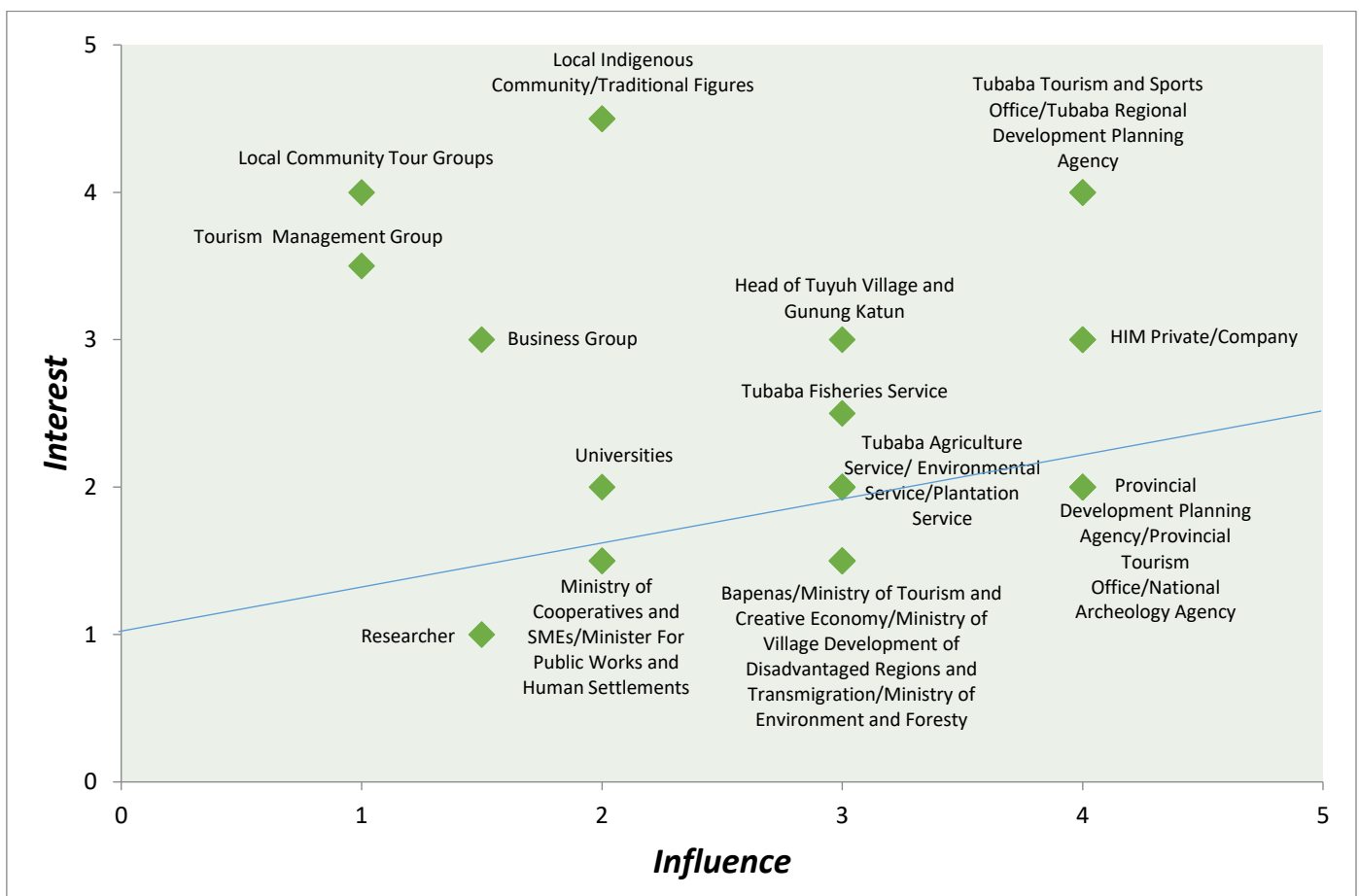


Figure 6. Stakeholder grid based on interests and influence

3.2.2 Develop scenarios for the development of sustainable traditional tourism villages

This section will identify the key factors that influence the policy design scenario of traditional village development. The factors influencing the development of traditional tourism villages are complex. The team conducted field research utilizing questionnaires, in-depth interviews, and discussions with various stakeholders. We also used the Delphi method and invited two experts to compile, clarify and conclude that the future village development scenarios analyzed are green indigenous tourism village development activities based on: 1) policy management support, 2) indigenous-local community development and empowerment, 3) ecological conservation, 4) cultural and heritage (historical) protection and development, and 5) green local economic development.

Management support activities are assumed to experience 10% yearly growth from current conditions. Aspects that can be developed are green indigenous tourism policy support, institutional support and customary- local values, indigenous access, and income generation. The impact is the improvement of economic, socio-cultural, and environmental aspects. The empowerment of indigenous-local communities is assumed to experience growth of up to 10% per year from current conditions. What is done is creating social justice, opening access to indigenous peoples to customary/historical assets, education, and utilizing local wisdom (knowledge and skills). This increase can positively affect socio-culture, economy, and ecology in general. Ecological conservation development is assumed to increase by 15% from current conditions. Conservation includes watershed conservation, water quality, local resource utilization, and environmental sustainability.

This increase can have a positive effect on ecological aspects. Development- protection of culture and cultural heritage (history) is assumed to be developed by 15% annually. What can be done is to recognize, maintain and develop cultural values, customary institutions, local wisdom, and the tourism potential of past historical heritage through various research activities, development, and integration in regulations. This increase can have a positive effect on socio-culture and the economy. The development of green local economic development is assumed to experience growth of 15% annually. Some things that are done are increasing the benefits of the volume of green tourism products, agriculture, fisheries, benefits in the form of increased income, and the development of the informal sector. This increase can positively affect economic aspects and local resource utilization (ecological).

The impacts of each scenario are interrelated. An increase or decrease in one parameter will impact several other parameters and further impact the general condition of traditional village development. This interrelationship between components is a complex dynamic of green traditional tourism village development. The estimated impact of each scenario is assumed to be linear due to the limited data and information available. The following is the calculation of the value of each alternative policy on each criterion until 2028 based on current conditions (2023), as well as the impact with scores and weights for each scenario.

The calculation results in Tables 3 and 4 show that the highest weight is in scenario E, followed by scenarios D and C. Meanwhile, scenarios A and B have the same score. Therefore, the critical policy scenarios that should be prioritized are Scenarios E, D, C, A, and B.

Table 3. Sustainable green indigenous tourism village design scenarios

		Scenarios					
Criteria	Sub Criteria	Status Quo	A Policy Management Support (10%)	B Empowerment of Indigenous-Local Communities (10%)	C Ecological Conservation (15%)	D Cultural Development & Protection Legacy (15%)	E The Development of Green Local Economic Development (15%)
Ecological	Watershed quality	Experience	Increased 10%	Experience	Increased 15%	Experience	Experience
	Water quality	Experience	Experience	Experience	Increased 15%	Experience	Experience
	Local resources	Experience	Increased 10%	Increased 10%	Increased 20%	Experience	Increased 15%
Social culture	Local community access	Experience	Increased 10%	Increased 10%	Experience	Increased 15%	Experience
	Indigenous-local community institutions	Experience	Increased 10%	Increased 10%	Experience	Increased 15%	Experience
	Government policy	Experience	Increased 10%	Increased 10%	Experience	Increased 15%	Experience
Economy	Community income	Experience	Increased 10%	Increased 10%	Increased 15%	Increased 15%	Increased 15%
	Informal sector	Experience	Increased 10%	Increased 10%	Increased 15%	Increased 15%	Increased 15%
	Education	Experience	Experience	Increased 10%	Nature	Experience	Increased 15%

Source: Data analysis & Stakeholders-Expert FGD, 2023

Table 4. Impacts with scores and weights for each scenario from aspects of sustainable development

Criteria	Scenario (2028 Condition)				
	A	B	C	D	E
Ecology					
Watershed quality	10	0	100	37	27

Water quality	0	0	85	0	0
Local resources	10	0	100	45	55
<i>Ecology Average Score</i>	20	0	95	41	41
Social Culture					
Local community access	80	75	25	90	25
Institutionalization and customary local values	85	90	20	90	20
Government policy	75	75	75	85	75
<i>Socio-Cultural Average Score</i>	80	80	40	88	40
Economy					
Community income	10	20	30	10	100
Informal sector	5	10	0	0	85
Green tourism products	10	15	10	50	100
<i>Economy Average Score</i>	25	45	20	30	95
<i>Overall Average Score</i>	44	44	52	53	59

Source: Analysis results, 2023

3.3 Developing a sustainable traditional tourism village model based on strategic dimensions

The issue of tourism resource governance at the traditional village level is characterized by various perspectives, an increasing number of actors, and increasingly contested natural resource/ environmental issues by various parties, both government, private, and community groups themselves [27]. Some studies see the leading cause in the failure of institutional governance and ways of decision-making that need to be more adaptive to indigenous-local community groups [8, 28, 29]. The development of the tourist village model has the potential to damage customary institutions and local institutions, abandon local values, and damage the environment [30]. A global study through a review of 16 papers resulting from the collaboration of indigenous organizations in New Zealand and Australia [1] reinforces the problems and challenges of indigenous communities in global tourism related to: 1) recognition of indigenous peoples' rights, decision-making rights and management of natural and cultural resources including protecting and developing their cultural heritage of traditional knowledge and traditional cultural expressions, as well as manifestations of science, technology and culture, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora; 2) believing in the capacity of indigenous tourism as a tool for cultural revitalization, environmental conservation, strengthening decision-making but indigenous peoples in tourism are too often portrayed negatively and tourism objectives are biased against indigenous peoples and their values; 3) finally, the importance of a new innovative methodology and policy design framework as a strategy to accelerate the harmonization of tourism, indigenous peoples, local wisdom, heritage protection and environmental conservation skills [14]. Policy design for developing indigenous tourism villages based on IAD and AG is a strategy to mitigate conflicts over resource management by considering the needs of indigenous-local communities. It can strengthen the capacity of village-level governments in decision-making and future planning [31, 32]. In general, institutional revitalization and indigenous values in green indigenous tourism villages are a means of achieving economic, socio-cultural, and environmental conservation benefits in sustainable development [4]. The IAD and adaptive governance analytical framework can contribute to linking conflict mitigation and interactive and sustainable resource

governance [27, 33]. Both perspectives move at the level of establishing new configurations of knowledge relationships and shared policy spaces between governments and new coalitions of stakeholders. Policy network studies [34], illustrate the strategy of enlarging policy opportunities realized by building networks and finding champions of change [5, 23, 33, 35]. Some efforts can be made by creating five public spaces: conceptual space, bureaucratic space, and space created, including popular and practical space [32]. The five spaces are new challenges in the configuration of public policy design related to the strength of weak ties [34]. Some premises proposed by several experts in social networks, including Keohane and Ostrom, Bekkers et al. in research conducted by Tresiana and Duadji [5], state that in conflict situations, innovations for new institutional work allow various stakeholders to manage competition for the use of resources both natural and social more fairly, can help build resilience, including building capacity to adapt, not only to current sources of conflict but also to future mitigation. Weak ties enable a community of actors to obtain information from outside compared to actors with strong ties. Weak ties have the advantage of bridging diverse actors and groups (multi-stakeholders), connecting disconnected segments of the social network, and new information tends to flow through them.

The policy design for developing new indigenous tourism villages cannot be separated from attention to contextual factors such as indigenous-local power due to political, social, and economic changes [32, 36-40]. The perspectives of indigenous-local communities about how they view the current and future use of tourism resources while considering local wisdom and needs are essential to mitigation and sustainable development. Therefore, we propose mitigation from 5 aspects as a hypothetical model (Figure 7). The hypothetical model begins with the development of pilots of village tourism, green villages, and local cultural products, strengthening the local economic sector as the primary key to development. The core of village development is the development, protection of culture and cultural heritage (several sites, rivers, and local wisdom). Ecological conservation is a direct manifestation of green indigenous tourism villages. The empowerment of indigenous-local communities becomes the agent, local champion linking environmental conservation, green economic development, and historical heritage development. Finally, policy direction, management, and governance are adaptive to environmental conservation and revitalization of indigenous-local values.

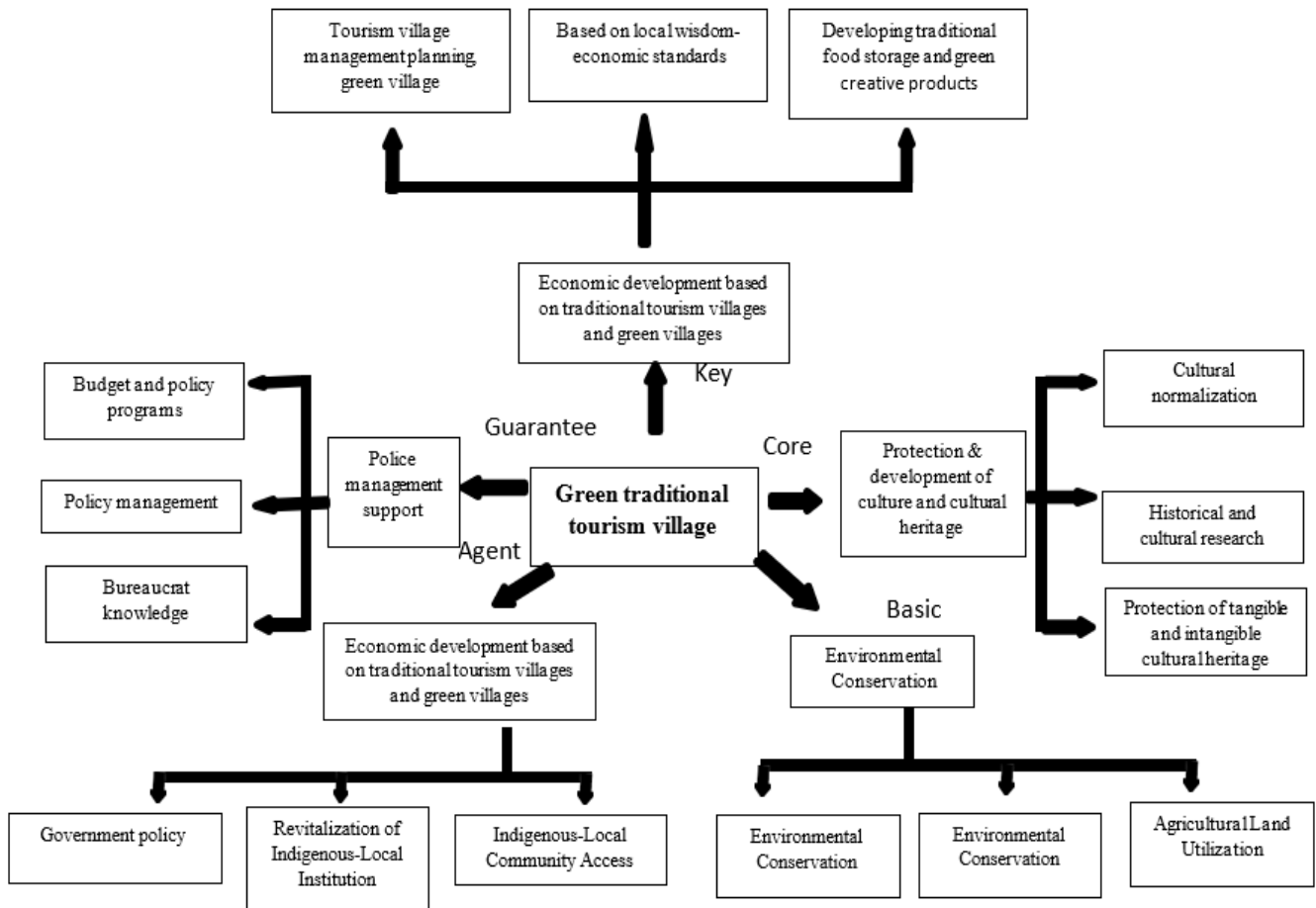


Figure 7. Model of strategic dimensions for sustainable traditional tourism village development

The explanation of the hypothetical model is as follows: (1). Key: Green economy development based on village tourism-adat and green village. First, planning the development of a green economy in a natural way. A green perspective can be done by expanding public spaces, including building a pilot village-adat tourism, green villages, and local resource-based products. Second, the development format takes into account local wisdom and local standards. Local knowledge, skills, and resources become the platform for village economic development. Third, develop food barns as well as green creative products. Some agricultural products, fisheries based on unutilized customary assets, and natural ecological vacations. (2). Core: Protection and development of culture and cultural heritage. First, cultural heritage traces and potential require further research and development to become tourism products. Second, culture is expanded to deal with narrow aspects, such as marriage. However, more dynamic aspects, such as governance, seasonal arrangements, etc. dynamic aspects of culture will have an impact on culture not being exclusive to indigenous communities. Third, the formalization of culture in community and government regulations so that the younger generation can understand and develop it. (3). Basic: Environmental conservation. First, 2 villages are along the river. The river is the center of life, the economy, and the center of knowledge, so the construction of the watershed must be improved and arranged. Watershed development may affect water quality. Second, the utilization of agricultural idle land along the watershed is very fertile. The third is the planting of several types of plants for environmental conservation. (4). Agent: Empowerment of indigenous-local communities. First, improving indigenous-

local communities' access to productive resources (customary assets). Access will create social justice. Second, the revitalization of customary institutions, along with the regulation of formal villages replacing customary villages (clans), then customary institutions are marginalized. Third, aligning several policies on recognizing and developing indigenous-local communities and empowerment programs, and strategic decision forums. (5). Guarantee: Policy management support. First, directing indigenous green tourism village programs and budgets. Second, mobilizing management through convergent institutionalization of various stakeholders and planning services. Third, increasing the competence of understanding green indigenous tourism villages. The five aspects as a standard for mitigating environmental damage and revitalizing indigenous values can enrich perspectives, encourage the expansion of new public spaces, and facilitate the elaboration of policy knowledge.

4. CONCLUSION

This study explores how an institutional approach can strengthen the role of indigenous communities as a strategic dimension of sustainable development. The institutional framework through a variety of institutional development analyses (IAD) and adaptive governance (AG) offers a structured approach, adaptability, and stakeholder perspectives (main groups) and also contributes to critical aspects of robust and sustainable tourism development. The IAD and AG framework in joint tourism resource management and future development policies for traditional tourism

villages have given rise to instruments for mitigating environmental damage, revitalizing indigenous values in traditional villages, and strengthening government capacity in village-level development planning in the regions. In particular, future data tourism village development scenarios have been successfully identified and analyzed based on various stakeholders, verified using the Delphi method, so scenarios are developed: 1) policy management support, 2) development and empowerment of local indigenous communities, 3) ecological conservation, 4) protection and development of culture and cultural heritage (history), 5) development of green local economic development.

The IAD and AG framework has created a blueprint for developing an integrative and adaptive traditional tourism village policy design through stakeholder-based strategic dimensions consisting of 1) Key: Development of a green economy based on traditional tourism villages and green villages; 2) Core: Protection and development of culture and cultural heritage; 3) Basic: Environmental conservation; 4) Agent: Empowerment of local indigenous communities; 5) Quarantee: Policy management support. This innovative model for developing an institutional approach in policy design prioritizes indigenous values, the environment, and socio-economic benefits for indigenous communities and supports sustainable development. Several important steps for successful future design are: 1) revitalizing indigenous values. In practice, it is imperative to pay attention to the history, culture, or symbolic form of specific resources as an instrument for mitigating conflicts over the use of natural resources in conditions where competing groups fight for values, narratives, or ways of framing problems; 2) building recognition of the interaction of various actors/stakeholders while improving decision-making methods at various levels. Improvements to the new governance framework can continue collective action through inter-and inter-governmental working relationships and non-governmental institutions in the policy planning process.

Recommendations for future research relate to institutional support liaison between government and local indigenous communities through the development of convergent institutional models. This model is a model of adaptive governance and management resulting from criticism of knowledge studies based on centralized expert management. In this case, the government can be oriented towards final results, creating a new, more harmonious living space for both local and traditional communities and the environment. This final result can be realized only if the various activity outputs from various institutions or work units can be integrated through discussions, problem-solving, capacity building, and determining the sequence of activities (who is in front, who is behind). Such a framework is very different from the government bureaucratic framework in general, which places more emphasis on administrative accountability. In this case, linking leadership is the key to optimization.

ACKNOWLEDGMENT

The authors would like to thank the Ministry of Education, Culture, Research and Technology, Directorate General of Higher Education, Research and Technology of the Republic of Indonesia, for its support through the Regular Fundamental Research Scheme for Fiscal Year 2023 (Grant No.: 131/E5/PG.02.00.PL/2023).

REFERENCES

- [1] Carr, A., Ruhanen, L., Whitford M. (2016). Indigenous peoples and tourism: The challenges and opportunities for sustainable tourism. *Journal of Sustainable Tourism*, 24(8-9): 1067-1079. <http://10.1080/09669582.2016.1206112>
- [2] Gao, J., Wu, B. (2017). Revitalizing traditional villages through rural tourism: A case study of Yuanjia Village, Shaanxi Province, China. *Tourism Management*, 63: 223-233. <https://doi.org/10.1016/j.tourman.2017.04.003>
- [3] Mangku, D.G.S., Yuliartini, N.P.R., Ruslan, R., Menteiro, S., Surat, D. (2022). The position of indogenous people in the culture and tourism developments: Comparing Indonesia and East Timor Tourism Laws and Policies. *Journal of Indonesian Legal Studies*, 7(1): 57-100. <https://doi.org/10.15294/jils.v7i1.52407>
- [4] Butler, R. (2021). Research on tourism, indigenous peoples and economic development: A missing component. *Land*, 10(12): 1329. <https://doi.org/10.3390/land10121329>
- [5] Tresiana, N., Duadji, N. (2022). Developing forest coffe cultural tourism and historical heritage megalitic sites in social innovation governance: How does it work in a sustainable way. *Journal of Environmental Management and Tourism*, 13(4): 1036-1046. [https://doi.org/10.14505/jemt.v13i4\(60\).10](https://doi.org/10.14505/jemt.v13i4(60).10)
- [6] Muliono. (2022). Praktik ruang dan pembangunan desa adat: Proyeksi ke sebuah model. *Journal of Social Outreach*, 1(1): 1-13. <https://doi.org/10.15548/jso.v1i1.3894>
- [7] Conceição, K.V., Chaves, M.E., Picoli, M.C., Sánchez, A.H., Soares, A.R., Mataveli, G.A., Silva, D.E., Costa, J.S., Camara, G. (2021). Government policies endanger the indigenous peoples of the Brazilian Amazon. *Land Use Policy*, 108: 105663. <https://doi.org/10.1016/j.landusepol.2021.105663>
- [8] Tresiana, N., Duadji, N. (2023). Can the policy environment improve the policy implementation practice? *Public Administration Issue*, 5(1): 69-90. <https://doi.org/10.17323/1999-5431-2023-0-5-69-90>
- [9] Whitford, M., Ruhanen, L. (2019). Indigenous tourism research, past and present: Where to from here? In *Sustainable Tourism and Indigenous Peoples*. Routledge. <https://doi.org/10.1080/09669582.2016.1189925>
- [10] Moniche, A., Gallego, I. (2023). Benefits of policy actor embeddedness for sustainable tourism indicators' design: The case of Andalusia. *Journal of Sustainable Tourism*, 31(7): 1756-1775. <https://doi.org/10.1080/09669582.2021.2024551>
- [11] Sirajuddin, T. (2020). Rural development strategies in Indonesia: Managing villages to achieve sustainable development. In *IOP Conference Series: Earth and Environmental Science*, 447(1): 012066. <https://doi.org/10.1088/1755-1315/447/1/012066>
- [12] Martawardaya, B., Rakatama, A., Junifta, D.Y., Maharani, D.A. (2022). Green economy post COVID-19: Insights from Indonesia. *Development in Practice*, 32(1): 98-106. <https://doi.org/10.1080/09614524.2021.2002817>
- [13] Sutresna, I.B.M., Saskara, I.A.N., Utama, I.M.S., Setyari, N.P.W. (2021). Prospective analysis in determining community-based sustainable tourism development

- policies in Penglipuran Tourism Village, Bali. *Academy of Strategic Management Journal*, 20: 1-13.
- [14] Astawa, I.P., Triyuni, N.N., Santosa, I.D.M.C. (2018). Sustainable tourism and harmonious culture: A case study of cultic model at village tourism. *Journal of Physics: Conference Series*, 953(1): 012057. <https://doi.org/10.1088/1742-6596/953/1/012057>
- [15] Rahman, M.S.U., Simmons, D., Shone, M.C., Ratna, N.N. (2022). Social and cultural capitals in tourism resource governance: The essential lenses for community focussed co-management. *Journal of Sustainable Tourism*, 30(11): 2665-2685. <https://doi.org/10.1080/09669582.2021.1903016>
- [16] Matei A., Antonovinci C.G., Ostrom E. (2023). The institutional analysis and development framework and the commons. *Cornell Law Review*. 95(4): 15.
- [17] Matei, A., Antonovici, C.G., Săvulescu, C. (2017). Adaptive public administration. managerial and evaluation instruments. *Lex Localis*, 15(4): 763-784. [https://doi.org/10.4335/15.4.763-784\(2017\)](https://doi.org/10.4335/15.4.763-784(2017))
- [18] Koning, E.A. (2016). The three institutionalisms and institutional dynamics: Understanding endogenous and exogenous change. *Journal of Public Policy*, 36(4): 639-664. <https://doi.org/10.1017/S0143814X15000240>
- [19] Su, Y., Li, R., Ma, H., Huang, L. (2022). Adaptive change of institutions and dynamic governance of the tragedy of the tourism commons: Evidence from rural China. *Journal of Hospitality and Tourism Management*, 53: 32-49. <https://doi.org/10.1016/j.jhtm.2022.08.013>
- [20] Daviter, F. (2019). Policy analysis in the face of complexity: What kind of knowledge to tackle wicked problems? *Public Policy and Administration*, 34(1): 62-83. <https://doi.org/10.1177/0952076717733325>
- [21] Bolukbasi, H.T., Yıldırım, D. (2022). Institutions in the politics of policy change: Who can play, how they play in multiple streams. *Journal of Public Policy*, 42(3): 509-528. <https://doi.org/10.1017/S0143814X2100026X>
- [22] Zamani, N.L., Yusof, R.N.R., Abdullah, N.H., Ahmad, N. (2023). A bibliometric review of trends in indigenous tourism. *International Journal of Academic Research in Business and Social Sciences*, 13(7): 493-513. <http://doi.org/10.6007/IJARBS/v13-i7/17217>
- [23] Font, X., Torres-Delgado, A., Crabolu, G., Palomo Martinez, J., Kantenbacher, J., Miller, G. (2021). The impact of sustainable tourism indicators on destination competitiveness: The European Tourism Indicator System. *Journal of Sustainable Tourism*, 31(7): 1608-1630. <https://doi.org/10.1080/09669582.2021.1910281>
- [24] Kismartini. (2015). Analisis trade-off sebagai alat analisis kebijakan publik. *Jurnal Dialogue*, 2(2): 402-416.
- [25] Yaru, L.I.U., Chengcai, T.A.N.G., Ziwei, W.A.N. (2023). Multi-scenario analysis and the construction of the revitalization model of green development in tourism traditional villages. *Journal of Resources and Ecology*, 14(2): 239-251. <https://doi.org/10.5814/j.issn.1674-764x.2023.02.003>
- [26] Tresiana, N., Duadji, N. (2021). Environment and polemic of cantrang ban in Lampung bay: The importance of stakeholder mapping. In *IOP Conference Series: Earth and Environmental Science*, 739(1): 012027. <https://doi.org/10.1088/1755-1315/739/1/012027>
- [27] Ranjan, R. (2022). Optimal restoration of common property resources under uncertainty. *Resources Policy*, 77: 102688. <https://doi.org/10.1016/j.resourpol.2022.102688>
- [28] Tresiana, N., Duadji, N., Febryano, I.G., Zenitha, S.A. (2022). Saving mangrove forest extinction in urban areas: Will government interventions help? *International Journal of Sustainable Development and Planning*, 17(2): 375-384. <https://doi.org/10.18280/ijstdp.170203>
- [29] Higgins-Desbiolles, F. (2021). Socialising tourism for social and ecological justice after COVID-19. In *Global Tourism and COVID-19*. Routledge. <https://doi.org/10.1080/14616688.2020.1757748>
- [30] Nyaupane, G.P., Poudel, S., York, A. (2022). Governance of protected areas: An institutional analysis of conservation, community livelihood, and tourism outcomes. *Journal of Sustainable Tourism*, 30(11): 2686-2705. <https://doi.org/10.1080/09669582.2020.1858089>
- [31] Libel, T. (2020). Rethinking strategic culture: A computational (social science) discursive-institutionalist approach. *Journal of Strategic Studies*, 43(5): 686-709. <https://doi.org/10.1080/01402390.2018.1545645>
- [32] Tang, C., Zheng, Q., Zhong, Q. (2022). Evaluation of the green development level of tourism in ecological conservation areas: A case study of Beijing. *Sustainable Development*, 30(6): 1634-1654. <https://doi.org/10.1002/sd.2332>
- [33] Pierce, J.J., Giordano, L.S., Peterson, H.L., Hicks, K.C. (2022). Common approaches for studying advocacy: Review of methods and model practices of the Advocacy Coalition Framework. *The Social Science Journal*, 59(1): 139-158. <https://doi.org/10.1016/j.soscij.2019.06.005>
- [34] Mortati, M. (2019). The nexus between design and policy: Strong, weak, and non-design spaces in policy formulation. *The Design Journal*, 22(6): 775-792. <https://doi.org/10.1080/14606925.2019.1651599>
- [35] Parker, S., Hartley, J., Beashel, J., Vo, Q. (2023). Leading for public value in multi-agency collaboration. *Public Policy and Administration*, 38(1): 83-106. <https://doi.org/10.1177/0952076721999490>
- [36] Long, R., Li, H., Wu, M., Li, W. (2021). Dynamic evaluation of the green development level of China's coal-resource-based cities using the TOPSIS method. *Resources Policy*, 74: 102415. <https://doi.org/10.1016/j.resourpol.2021.102415>
- [37] Markose, N., Vazhakkatte Tazhathethil, B., George, B. (2022). Sustainability initiatives for green tourism development: The case of Wayanad, India. *Journal of Risk and Financial Management*, 15(2): 52. <https://doi.org/10.3390/jrfm15020052>
- [38] Shi, D., Xiang, W., Zhang, W. (2022). How has the efficiency of China's green development evolved? An improved non-radial directional distance function measurement. *Science of the Total Environment*, 815: 152337. <https://doi.org/10.1016/j.scitotenv.2021.152337>
- [39] Li, B., Wang, J., Jin, Y. (2022). Spatial distribution characteristics of traditional villages and influence factors thereof in hilly and gully areas of Northern Shaanxi. *Sustainability*, 14(22): 15327. <https://doi.org/10.3390/su142215327>
- [40] Gao, F.L., Wang, C.F. (2020). Explorations on the renewal of intangible cultural heritage inheritance traditional villages based on the concept of cultural identity: Taking liuliqiu village in Beijing as an example. *Development of Small Cities & Towns*, 38(10): 13-20. <http://doi.org/10.5814/j.issn.1674-764x.2022.06.012>