

# Development of a Tourism Village using the Penta Helix Approach at Osing Kemiren Traditional Village, Banyuwangi Regency

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**Abstract.** Collaborative Governance is an important concept in tourism management. Osing Kemiren Traditional Village is one of the tourist villages in Banyuwangi Regency which has an attraction in culture. Osing culture is still preserved. This research aims to find and analyze collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village and what are the supporting and inhibiting factors. This research used descriptive research with qualitative approach and research location at Osing Kemiren Traditional Village, Glagah Sub-District, Banyuwangi Regency. Primer data source was obtained directly from the source, whereas secondary data was obtained from document and pictures related to the topic. Technique of collecting the data was through interview, observation and documentation. The research instrument was the researcher and supporting instrument such as guideline of interview and field note. The results of the study shows that Collaborative Governance in sustainable tourism management at Osing Kemiren Traditional Village carried out 5 stages as follows: 1) face to face dialogue; 2) trust building; 3) commitment to process; 4) share understanding; and 5) intermediate outcomes.

## 1. Introduction

Indonesia is a country that is rich in natural beauty. The diversity of flora, fauna, and cultures make Indonesia become a country that has its own uniqueness. These show that Indonesia has potential, especially in tourism sector. Generally, if the tourism sector can be managed optimally, then the tourism sector can encourage and increase development activities, open new businesses, create jobs and increase society income and local revenue. There are many positive impacts if tourism sector in Indonesia can be managed optimally.

Based on Law No. 10 of 2009 it has been explained that tourism cannot be separated from the society, the private sector, and the government, both central and local governments. Tourism management must have cooperation between some stakeholders, so that the desired results can be achieved. In the perspective of public administration, collaboration is working together or can be said to work together with several related parties in an activity to achieve goals. This of course also agrees with the definition of administration itself, that administration is a cooperation between two or more people to achieve a goal. According to Ansell and Gash (2007) collaborative governance is: "a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets."

One area in Indonesia that has tourism potential is Banyuwangi Regency. Banyuwangi Regency is one of the districts in East Java Province. Geographically, Banyuwangi Regency is located in the east of Java Island. The area of Banyuwangi Regency is around 5,782.50 km<sup>2</sup>. Banyuwangi Regency has 25 sub-districts and 10 islands. The land area consists of highlands in the form of mountains which are plantation-producing areas, lowlands with various potential agricultural products and areas around the coastline that stretch from north to south which are areas that produce various marine biota. Banyuwangi Regency's tourism potential is very diverse, its location and topography have a lot of natural beauty that supports tourism. This makes Banyuwangi Regency one of the districts in East Java which has attractive tourist destinations when compared to other regions. Banyuwangi Regency has many tourist attractions,

such as natural tourism, historical tourism, religious tourism, cultural tourism, tourism villages, artificial tourism and so on.

Apart from being famous for its tourism, Banyuwangi Regency is known as a festival city. This is because Banyuwangi Regency routinely holds the Banyuwangi festival every year. The Banyuwangi Regency Regional Government holds the Banyuwangi Festival every year as a form of promoting Banyuwangi Regency so that it can attract tourists and increase the attractiveness of Banyuwangi Regency. Apart from that, the aim of this Banyuwangi festival event is to promote and show to the public that one of the potentials that Banyuwangi Regency has is the tourism sector. Apart from that, Banyuwangi Regency also has many cultures and traditions as well as unique dances which are still preserved today.

Osing Kemiren Traditional Village is one of the tourist villages in Banyuwangi Regency which still preserves Osing cultural traditions. Osing Kemiren Traditional Tourism Village is located in Glagah District, Banyuwangi Regency, has an area of 177,052 Ha with a population of 2,569 people. Osing Kemiren Traditional Village comes from the name kemirian, or lots of candlenut trees. and the majority of the people are the Osing tribe which is the original tribe of Banyuwangi district. Kemiren Village is also part of the Ijen Geopark area as a cultural site. Tourists will be presented with various tourist attractions such as education, culinary and culture. There is the Kampoeng Osing market, Pesantogan Kemangi food stalls and the Osing traditional house area, to pamper tourists. Art and culture attractions, strong traditions that live side by side, create an unforgettable experience for tourists.

Osing Kemiren Traditional Village has a diverse culture. starting from customs, language, manuscripts, art, oral traditions, rites, knowledge, technology and traditional games. Tourists will be presented with various tourist attractions such as education, culinary and culture. There is the Kampoeng Osing market, Pesantogan Kemangi food stalls and the Osing traditional house area, to pamper tourists. Art and culture attractions, strong traditions that live side by side, create an unforgettable experience for tourists. Not only that, regional events such as barong ider bumi, tumpeng sewu, ten ewu coffee, and the gedhogan festival are annual attractions for tourists visiting the Osing Kemiren Traditional Tourism Village. Festivals are the most effective stimulant for promoting village tourism. The theme of locality is so clear that it highlights local potential in terms of arts and culture, creative economy, nature and attractions that attract tourists. The impact of holding a festival is able to encourage a positive image of the tourist village. Thus, increasing residents' pride in their region. The following is data on tourists who visited Osing Kemiren Traditional Village:

**Table 1. The Number of Tourists at Osing Kemiren Traditional Village:**

No.	Year	Total
1	2018	8.473
2	2019	18.436
3	2020	2.242
4	2021	1.550

Source: <https://kemiren.com/>

Table 1 showed that number of tourists at Osing Kemiren Traditional Village is increase in 2019 from 8.473 to 18.436. The total number of tourists in 2020 is 2.242. It means total number of tourists in 2020 is decrease. This is because in early 2020 there was a covid-19 that entered Indonesia. This data is actually not much different with the data of the number of tourists at Banyuwangi Regency that showed the number of tourists is decrease in 2020 because covid-19.

It can certainly be said that the number of tourists is still not optimal when compared to the potential of the Osing Kemiren Traditional Village. Apart from that, tourism management is based on Osing ethnic culture and still involves the government as the most dominant player over the involvement of people outside the government. This means that the Government, in this case the Kemiren Village Government, takes a fairly large portion in managing culture-based tourism in Kemiren. Meanwhile, tourism challenges and problems, especially those based on culture, will continue to develop. So, tourism development in Kemiren will be hampered if it only relies on the strength of the Village Government as the main actor. Therefore, of course the Village Government has limited funding which is the main support for the development of culture-based tourism in the Osing Kemiren Traditional Village.

The Osing Kemiren Traditional village has enormous potential, especially with the culture that is the main attraction of the tourist village. However, in its management there are some problems. The lack of facilities and infrastructures and limitations in collaborating become one of problem in sustainable tourism management at Osing Kemiren Traditional Village as tourism village. The above conditions indicate that there is a need for an active role from the government and non-government in collaborating so that tourism can be managed properly. Collaborative governance is very important in managing the sustainable tourism. So that tourism can develop according to what is expected and can provide benefits.

## 2. Methods

In this study, the researcher chose informants intentionally. Where the informant consisting of Head of Culture and Tourism Department of Banyuwangi Regency, Head of Culture field, Head of Marketing field, Village Head of Osing Kemiren Traditional Tourism Village, Head of Culture Institution, Chairman of Kelompok Sadar Wisata (Pokdarwis), and Vice Chairman of Kelompok Sadar Wisata (Pokdarwis). Secondary data in research usually obtained from literature studies and documentation that comes from literature, regulations, documents. In this research, secondary data was obtained from archives owned by Culture and Tourism Department of Banyuwangi Regency, the village government and also Kelompok Sadar Wisata (Pokdarwis) of Osing Kemiren Traditional Tourism Village, that include:

1. Official website desa kemiren;
2. RPJM Desa kemiren 2020-2025;
3. The Decision Letter of The Head of Culture and Tourism Department of Banyuwangi Regency Number: 188/ 2433 /429.110/2020 Concerning Determination of Kemiren Village as a Tourism Village in Banyuwangi Regency;
4. The Decision Letter of The Head of Kemiren Village, Glagah District, Banyuwangi Regency Number: 188/ /Kep/429,503.02/2020 Concerning Determination of Kemiren Village as a Tourism Village; and
5. Kemiren Village Regulation Number 4 of 2016 Concerning Preservation and Strengthening of Culture and Traditions.

## 3. Results and Discussion

Tourism will be good if managed together, therefore in tourism management it is necessary to involve various stakeholders. This chapter will explain how the collaboration is carried out in tourism management of Osing Kemerin Traditional Village, while the collaborations carried out are as follows:

### a. The Starting Condition

The starting condition of the collaboration carried out in the Osing Kemiren traditional village was the awareness of the village government and also the local community about the importance of culture. The people in the village of Kemiren really uphold the culture that has existed. The existence of continuity between the village government and the community makes the Osing Kemiren traditional village inadvertently collaborate in maintaining and preserving the existing culture. Kemiren Village shows a socio-cultural life order that has the strength of Osing traditional values so that, in 1996, during the leadership of East Java Governor Basofi Sudirman, Kemiren Village was designated as a village tourism area that has attraction in cultures.

The traditional village of Osing Kemiren has several traditional cultural activities that are still carried out today. Some traditional cultural activities have become tour packages in the traditional village of Osing Kemiren. The following are traditional cultural activities in the traditional village of Osing Kemiren which are also included in the tour package:

**Table 2 Traditional Activities of Osing Kemiren Traditional Village**

No.	Traditional Cultural Activities	Schedule	Maximum Pax
1.	Barong Ider Bumi	2 Syawal	3.000
2.	Tumpeng Sewu	Dzulhijjah	3.000
3.	Mocoan Lontar	Wednesday night	25
4.	Ngopi Sepuluh Ewu	October	3.000

Source: <https://kemiren.com/>

Table 2 showed that until now, both the village government and the community in Osing Kemiren Traditional Village are still maintaining and preserving the existing culture. Initially, Kemiren Village

was not a tourism village, but with a strong Osing culture and strong community support and participation, Osing Kemiren Traditional Village made the Osing culture a potential in the tourism sector. One proof that the government and society can manage and develop this culture into a tourist attraction is in table 2, where in the table traditional cultural activities are made into tour packages and each tourist can also rent a tour guide which costs Rp. 250.000/tour guide. From that condition, there was an unintentional collaboration process between the government and the community in Osing Kemiren Traditional Village.

**b. Facilitative Leadership**

Leadership is critical to embracing, empowering and engaging stakeholders and then mobilizing them to advance collaboration. Leadership in the management of tourist villages in the Osing Kemiren Traditional Village is quite good, the facilitative leadership role of the Pokdarwis organization is also quite dominant, in this case Pokdarwis also plays a role in managing the Osing Kemiren traditional village. This makes management easier and more efficient.

**c. Institutional Design**

Ansell and Gash (2007) institutional design refer here to basic protocols and ground rules for collaboration, which are critical to the procedural legitimacy of the collaborative process. Institutional Design Collaborative management of tourist villages in the Osing Kemiren Traditional Village is not specific, it means that the management of the Osing Kemiren Traditional Village does not have a legal basis, but rather in the collaboration process there is no specific legal basis. So, institutional design collaboration in the management of Osing Kemiren Traditional Village already exists, but it is less specific and there is no regulation or legal basis for collaboration with other stakeholders in the management of Osing Kemiren Traditional Village.

**d. Collaborative Process**

The collaboration process according to Ansell and Gash (2007) is a series of components that run to form a cycle, influencing each other. The collaboration process according to Ansell and Gash is as follows:

1) Face To Face Dialog

Face to face dialogue is a routine meeting activity carried out by stakeholders. Face to face dialogue in collaboration related to collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village is in accordance with the activities of the Culture and Tourism Department at the district and provincial levels as well as the Ministry of Tourism and Creative Economy. The Department of Culture and Tourism in Banyuwangi Regency also held a socialization at Osing Kemiren Traditional Village. The following is one of the socializations carried out by the Department of Culture and Tourism in Banyuwangi Regency.

**Figure 1 Socialization at Osing Kemiren Traditional Village**



Source: <https://kemiren.com/>

In addition to holding socialization related to collaborative governance in sustainable tourism management of Osing Kemiren Traditional Village, there was also a talk show held at Osing Kemiren Traditional Village. One of the talk shows held was with the theme "Sustainable Ecotourism After Pandemic" as shown in figure 1 The speakers on the talk show consisted of Moh. Edy Saputro as the



Head of Pokdarwis, Dr. Purwanto as the Covid Task Force in Glagah District, and also M. Y. Bramuda, S. Sos, MBA, MM as Head of the Culture and Tourism Department in Banyuwangi Regency.

**Figure 2 Talk Show at Osing Kemiren Traditional Village**



Source: <https://kemiren.com/>

2) Trust Building

Efforts to build trust mean that each stakeholder has the same intention in an effort to achieve a common goal. Trust building can be started by building communication between stakeholders. Trust has always been the key to success in a collaborative process. Trust between parties can be an important asset to overcome unavoidable differences in sustainable tourism management, especially in Osing Kemiren Traditional Village. In the sustainable tourism collaboration at Osing Kemiren Traditional Village, the author sees that trust building is still not good enough.

Based on the results of the researcher observations and from interviews conducted in the sustainable tourism collaboration at Osing Kemiren Traditional Village, the trust for each relevant stakeholder is quite good, this is because each and every stakeholder is open enough to understand their respective roles, functions and duties. In addition, good communication between stakeholders is also one of the causes of trust in sustainable tourism collaboration in Osing Kemiren Traditional Village is good.

3) Commitment to Process

Commitment to Process is an agreement to carry out a process to achieve the desired goal, having the same commitment means that there is an initiative from each stakeholder for a particular task in carrying out collaborative activities, each stakeholder is aware of the tasks that are his part and is responsible for that task. Stakeholders are required to actively participate in any future activities on an ongoing basis. The following is a table showing the structure of tourist village managers in Osing Kemiren Traditional Village:

**Table 3 The Structure of Managers in Osing Kemiren Traditional Village**

No.	The Position	Information
1.	Advisor	Head of the Banyuwangi Regency Culture and Tourism Department
2.	Protector	Head of Glagah
3.	Coacher	Head of Kemiren Village and BPD
4.	Chairman	Moh Edy Saputro
5.	Secretary	Hidayatur Rohman
6.	Treasurer	Moh Efendy
7.	Head Of Bumdes	Meiris Kurniawan
8.	Chairman Of Pokdarwis	Moh Edy Saputro
9.	HRD Coordinator	Ade Pramana
10.	Marketing Coordinator	Ahmad Ferdiansyah
11.	Creative Economy Development Coordinator	Herman Yogi
12.	Cultural Arts Development Coordinator	Rizal Harista
13.	Cleanliness and Beauty Coordinator	David Handrian

14. Order and Security Coordinator Password Aguiantanto

Source: <https://kemiren.com/>

Table 3 above showed the management structure of the Osing Kemiren Traditional Village which consists of the Head of the Banyuwangi Regency Culture and Tourism Department, the Village Government, Pokdarwis and its members. The commitment of stakeholders to collaboration in tourism management in Osing Kemiren Traditional Village is quite good. This can be seen from the awareness to carry out the duties of each stakeholder both from the local government and the community as tourism actors, as well as the commitment to jointly carry out tasks in managing and developing Osing Kemiren Traditional Village as a tourist village.

In addition, the community has also been divided and has their respective roles. The following is the scope of the community involved in the management of Osing Kemiren Traditional Village:

**Table 4 The Role of Community of Osing Kemiren Traditonal Village**

No	Group Name	Number of People	The Role
1.	Pokdarwis	23	EO and Tour Guide
2.	Pasar Kampoeng Osing	40	Provider of Osing's Typical Snacks
3.	Barong Tresno Budoyo	9	Art show
4.	Barong Sapu Jagad	20	Art show
5.	Barong Siswo Budoyo	9	Art show
6.	Cinde Sutro	25	Performing Arts and Costume Rental
7.	Kuntulan	10	Art show
8.	Angkulung Paglak	4	Art show
9.	Lesung / Gedogan	5	Art show
10.	Sukosari	10	Owner of traditional house in Osing cultural heritage area
11.	Tokoh Keamanan	5	Parking Vehicle Security
12.	Homestay	47	Lodging Accommodation Provider
13.	Lembaga Adat	5	Resource Person and Preserver of Osing's Tradition
14.	Ukm Kopi Jaran Goyang	5	Provider of souvenirs and coffee education
15.	Karang Taruna	10	Tour guide
<b>Total</b>		<b>227</b>	<b>Tourism Actors</b>

Source: <https://kemiren.com/>

From the data that shown in table 4, it can be seen that not only the local government and the village government have a role in the management of Osing Kemiren Traditional Village as a Tourism Village. However, the role of the community is also very important in the management of Osing Kemiren Traditional Village, where the community itself is the main actor in tourism. Therefore, the commitment of stakeholders in collaborative governance at Osing Kemiren Traditional Village can be said to be good because each stakeholder has had their respective roles and carried out their roles to the maximum extent possible.

4) Share Understanding

At the same point in the collaboration process, the stakeholders involved must share an understanding of what they can achieve through the collaboration. Ansell and Gash (2007), described that the form of shared understanding can be in the form of a common mission; common ground; common purpose; shared vision; shared ideologies; clear goals; and clear and strategic direction and alignment of core values. In this long and complex collaboration process, targets and goals are still needed. The same applies to village tourism management.

Sharing understanding that in a collaborative process is a shared property and a shared responsibility, identify problems in order to have a common understanding between stakeholders and realize the basic values that form the basis of activities carried out together. Sharing understanding in

managing the Osing Kemiren Traditional Village is also quite good, this can be seen how Village Government and other stakeholders involved especially pokdarwis solve problem in COVID-19 pandemic era. COVID-19 gives negative impact to all tourism sector, including Osing Kemiren Traditional Village. One of the negative impacts is the decreasing of visitors. These problems do not necessarily make the village government, pokdarwis, and local community despair, but they are jointly looking for the right solution. The solution is to keep tourism open but with a limited time and comply with health protocols.

Based on the results of the researcher's observations, it can be seen that every stakeholder who joins in collaborative activities in the management of Osing Kemiren Traditional Village. Each stakeholder is also actively involved in providing real solutions to the problems being faced in accordance with their duties and responsibilities in the collaboration process.

#### 5) Intermediate Outcomes

Intermediate Outcomes are what resulted from collaboration activities in the early stages, which must show results that can be returned or used as capital for collaboration activities in the next phase, so that collaboration activities can run sustainably and not stop at an early stage. An intermediate outcome of an ongoing process of strategic value and benefit. The intermediate outcomes obtained from the collaborative process between stakeholders in sustainable tourism management in Osing Kemiren Traditional Village include:

##### 1) Kemiren Village Has Been Certified as a Sustainable Tourism Village

Osing Kemiren Traditional Tourism Village is one of 16 Tourism Villages receiving the 2020 Sustainable Tourism Village Certification award, by the Minister of Tourism and Creative Economy Sandiaga Salahuddin Uno. The series of certification processes consists of the Preparation stage since October 2020, Implementation on 12-13 November 2020, then the Monitoring and Evaluation stage to find out the progress of the tourist village report. After 3 years, you can apply for re-certification to the Institutional Directorate of the Deputy for Resources and Institutions of the Ministry of Tourism and Creative Economy and LS-Pro-ISTC (Indonesia Sustainable Tourism Council).

**Figure 3 The Sustainable Tourism Village Certification of 2020**



Source: <https://kemiren.com/>

##### 2) Top 50 Indonesian Tourism Village Awards 2024

The Ministry of Tourism and Creative Economy through the Tourism Village Network, Jadesta, has included the Osing Kemiren Traditional Village in the top 50 of the Tourism Village Award ([https://jadesta.kemendparekraf.go.id/desa/adat\\_osing\\_kemiren](https://jadesta.kemendparekraf.go.id/desa/adat_osing_kemiren), 2024). Osing Kemiren Traditional Village is one of eleven selected villages in East Java and has passed 1.831 participants from 34 provinces throughout Indonesia. This was conveyed directly by the Minister of Tourism and Creative Economy/Head of the Tourism and Creative Economy Agency, Sandiaga Uno through video uploads on the Jadesta.com website. The announcement can also be seen on Jadesta's Youtube channel. The assessment criteria in determining this tourist village are divided into seven, namely: application of CHSE (Cleanliness, Health, Safety, and Environmental Sustainability), Digital Village, Souvenirs (Culinary, Fashion, Craft), Tourist Attractions (Natural, Cultural, Artificial), Creative Content, Homestay and Toilets.

##### 3) Osing Kemiren Traditional Village Win 2<sup>nd</sup> Winner in Tourism Village Award 2021 Culture-Based Tourism Categories

Osing Kemiren Traditional Tourism Village, which is one of the tourist villages that took part in the 2021 Tourism Village Award event, won 2<sup>nd</sup> place in the cultural tourism category. This competition was participated by almost all tourist villages throughout Indonesia and was organized by BCA with the aim of supporting quality tourism in Indonesia and supporting tourism development during the COVID-19 pandemic. This program is also fully supported by the Indonesian Ministry of Tourism with the hope that it will have a good impact on the community's economy, especially from the tourism sector and can develop sustainable tourism.

The BCA Tourism Village Award is divided into several categories of tourism villages, including: creative-based tourism villages, digital-based tourism villages, nature-based tourism villages, and culture-based tourism villages. The existence of sustainable development owned by the Kemiren Tourism Village such as the development of natural and cultural tourism areas, community welfare, village management, tourism development innovation to be better known, and improving the community's economy made Kemiren Tourism Village successful in winning the 2<sup>nd</sup> place award in the category of Culture-Based Tourism Village.

**Figure 4 Osing Kemiren Traditional Village Win 2<sup>nd</sup> Winner in Tourism Village Award 2021 Culture-Based Tourism Categories**



Source: <https://kemiren.com/>

#### 4. Conclusions

Based on the results of research conducted by researcher in the field through interviews, documentation and observations obtained relating to collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village is quite good. Collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village involves several stakeholders, including: Banyuwangi Regency Culture and Tourism Department, Osing Kemiren Traditional Village Government, Culture Institutions, Pokdarwis, and local communities. The collaborative governance in sustainable tourism management at Osing Kemiren Traditional based on the Ansell & Gash concept are as follows:

##### a. The Starting Condition

The initial condition of the tourism management collaboration carried out in the Osing Kemiren traditional village is the awareness of the village government and also the surrounding community of the importance of culture. The people in Kemiren Village highly respect the existing culture. The existence of continuity between the village government and the community makes the Osing Kemiren traditional village inadvertently collaborate in maintaining and preserving the existing culture and using it to become a tourist attraction.

##### b. Facilitative Leadership

Leadership is critical to embracing, empowering and engaging stakeholders and then mobilizing them to advance collaboration. Leadership in the management of tourist villages in the Osing Kemiren Traditional Village is quite good, the facilitative leadership role of the Pokdarwis organization is also quite dominant, in this case Pokdarwis also plays a role in managing the Osing Kemiren traditional village. This makes management easier and more efficient.

##### c. Institutional Design

The institutional Design collaborative governance in sustainable tourism at the Osing Kemiren Traditional Village is not specific, it means that the management of the Osing Kemiren Traditional Village does not have a legal basis, but rather in the collaboration process there is no specific legal basis.



The institutional design collaboration in the management of Osing Kemiren Traditional Village already exists, but it is less specific and there is no regulation or legal basis for collaboration with other stakeholders in the management of Osing Kemiren Traditional Village.

**d. Collaborative Process**

In carrying out collaborative activities with relevant stakeholders, there is a process towards Collaborative Governance. These stages or processes refer to the concept of Ansell and Gash (2007) which uses 5 stages in the Collaborative Governance process in sustainable tourism management at Osing Kemiren Traditional Village, namely:

1) Face To Face Dialog

Face to face dialogue in collaboration related to collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village is in accordance with the activities of the Culture and Tourism Department at the district and provincial levels as well as the Ministry of Tourism and Creative Economy. In addition, the Department of Culture and Tourism in Banyuwangi Regency also held a socialization at Osing Kemiren Traditional Village. The following is one of the socializations carried out by the Department of Culture and Tourism in Banyuwangi Regency. Therefore, in holding socialization related to collaborative governance in sustainable tourism management of Osing Kemiren Traditional Village, there was also a talk show held at Osing Kemiren Traditional Village.

2) Trust Building

In the Collaborative governance in sustainable tourism management at Osing Kemiren Traditional Village, the researcher sees that trust building is still not good enough. Several stakeholders such as local government, village government, pokdarwis, and also culture institutions as institutions that have a function to preserve culture in Kemiren village, it can be said that trust between one another is quite good and each stakeholder has carried out their duties and function as much as possible. The trust for each relevant stakeholder is quite good, this is because each and every stakeholder is open enough to understand their respective roles, functions and duties. In addition, good communication between stakeholders is also one of the causes of trust in sustainable tourism collaboration in Osing Kemiren Traditional Village is good.

3) Commitment to Process

The commitment in collaborative governance of sustainable tourism management at Osing Kemiren Traditional Village is quite good. It because come from the awareness and commitment of the local government, village government, Pokdarwis and culture institutions, but the community as tourism actors are also aware of the potential and importance of managing and developing the Kemiren village as a tourism village that has a cultural attraction. From that awareness, we are all committed to carrying out our respective duties and are always united to make this Kemiren village a better tourist village in the future.

The commitment of stakeholders to collaboration in tourism management in Osing Kemiren Traditional Village is quite good. This can be seen from the awareness to carry out the duties of each stakeholder both from the local government and the community as tourism actors, as well as the commitment to jointly carry out tasks in managing and developing Osing Kemiren Traditional Village as a tourist village. In addition, the community has also been divided and has their respective roles.

4) Share Understanding

Sharing understanding in collaborative governance of sustainable tourism management at the Osing Kemiren Traditional Village is also quite good, this can be seen how Village Government and other stakeholders involved especially pokdarwis solve problem in COVID-19 pandemic era. COVID-19 gives negative impact to all tourism sector, including Osing Kemiren Traditional Village. One of the negative impacts is the decreasing of visitors. These problems do not necessarily make the village government, pokdarwis, and local community despair, but they are jointly looking for the right solution. The solution is to keep tourism open but with a limited time and comply with health protocols. Each stakeholder is also actively involved in providing real solutions to the problems being faced in accordance with their duties and responsibilities in the collaboration process.

5) Intermediate Outcomes

Intermediate outcomes arise when goals and provide relatively concrete benefits and “small wins” from a collaboration can be made possible. The intermediate outcomes obtained from the collaborative process between stakeholders in sustainable tourism management in Osing Kemiren Traditional Village such as: 1) Kemiren Village Has Been Certified as a Sustainable Tourism Village; 2) Top 50 Indonesian

Tourism Village Awards 2024; 3) Osing Kemiren Traditional Village Win 2<sup>nd</sup> Winner in Tourism Village Award 2021 Culture-Based Tourism Categories.

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