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Open Government Collaboration Strategies for Sustainable Tourism Governance

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Abstract

This research aims to analyze the collaboration strategy of Open Government-through collaboration, transparency, and participation-in sustainable tourism governance. The research method used a qualitative research design with a case study approach, selecting informants purposively from the Culture and Tourism office, local tourism stakeholders, and community members. Data were collected through in-depth interviews and observations, which were then analyzed using thematic analysis. The results showed that the communication can improve collaboration and transparency in improving the tourism sector, strengthening relationships with local communities. This research highlights the importance of the Pentahelix collaboration model, which integrates government, academia, business, community and media to drive sustainable tourism governance. The implications of the research suggest that improved coordination and active engagement of all stakeholders are essential to improve tourism sustainability. Strengthening communication channels and ensuring greater community participation in decision-making are crucial to achieving long-term development goals. This research contributes to the understanding of how Open Government principles can be applied in tourism governance and provides new insights into stakeholder collaboration, transparency, and community engagement in improving the sustainability of tourism destinations.

Keywords: Open government; collaboration; sustainable tourism governance

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Introduction

Transparency in information and effective communication are critical components of the public sector, particularly in tourism development. In Bojonegoro Regency, optimal communication within the Department of Culture and Tourism is essential for achieving sustainable governance, as it fosters mutual understanding and strengthens stakeholder relationships (Romadona & Setiawan, 2020). The complexity of information transparency requires a dynamic communication approach to ensure coordination and collaboration among stakeholders. Public information transparency, facilitated through tools such as websites, is vital to fulfilling the public's right to information, thereby enhancing participation in decision-making processes (Kurniawam, 2021). Furthermore, transparency serves as the foundation for good governance, ensuring the responsible management of public resources (Syeh et al., 2022). The demand for transparency, underscored by the enactment of Law No. 14 of 2008 on Public Information Disclosure, reinforces the importance of transparent and participatory information management (Sasmita & Rahaju, 2023). Therefore, effective collaboration driven by transparency strengthens the sustainable management and governance of tourist destinations. Transparency in public sector information plays a vital role in increasing the flexibility and responsiveness of public organizations to external challenges, such as market dynamics and policy changes (Anderson et al., 2017). In the context of tourism governance, effective communication between organizational units is critical, as it allows for swift and appropriate responses to changing conditions and challenges. Sustainable tourism development cannot be optimally achieved without collaboration among stakeholders, which broadens the impact of destination development policies and practices (Musa et al., 2024). Research has shown that strong collaboration between various parties, including the government, the tourism industry, and local communities, contributes to sustainable tourism governance and enables the sector to address challenges (Derizal et al., 2024; Perkins & Khoo-Lattimore, 2020; Septian et al., 2024). Moreover, fostering a shared understanding across different parts of the organization can reduce potential misunderstandings and enhance the effectiveness of policy implementation (Cong, 2021). Through intensive collaboration and communication, the tourism sector can improve transparency in decision-making processes, thereby driving the success and sustainability of regional tourism governance. Therefore, information transparency and effective collaboration are essential to optimizing inter-agency cooperation, ultimately producing positive impacts on tourism development. Tourism is experiencing a positive trend among travelers seeking exciting and unique vacation experiences through tourism villages. The management of tourism villages in Indonesia is part of the sustainable tourism development program outlined in the National Medium-Term Development Plan (RPJMN) 2020–2024, which aims to accelerate the revival of tourism and support national economic growth (Kementerian Pariwisata dan Ekonomi Kreatif, 2021). Bojonegoro Regency, as a region committed to tourism development, is included in the Regional Strategic Tourism Area (KSPD). Of its 74 Tourism Attractions (DTWK), 32 fall under the category of emerging attractions. In 2022, the number of tourism villages in Bojonegoro Regency was recorded at 32, registered in the Nusantara Tourism Village application, making it the regency with the highest number of tourism villages in East Java (Afifah, 2022).

Open Rubric

Tourism development in Bojonegoro Regency from 2020 to 2024 has shown considerable fluctuations. In 2020, the number of tourists was relatively low, with only 315,173 visitors. This figure increased significantly in 2021, reaching 2,377,878 tourists, reflecting a recovery in tourism activity. In 2022, the number surged dramatically to 12,572,000 tourists, which may indicate the influence of a major event or a strong resurgence in tourism. However, after this peak, the number dropped sharply in 2023 to around 1,171,180, with projections for 2024 suggesting a further decline to 296,053 tourists. This downward trend demonstrates the challenges in sustaining tourism momentum, which may be attributed to external factors such as economic conditions or changing travel behavior. Overall, while the tourism sector in Bojonegoro has experienced significant volatility, this pattern highlights its vulnerability to external shocks and underscores the need for a strategic focus on sustainable development (Dinas Kebudayaan dan Pariwiasata Kabupaten Bojonegoro, 2024). Theoretically, Open Government provides a framework to address these issues through three main pillars: transparency, participation, and collaboration (Gasco, 2015; Obama, 2009; Wirtz et al., 2015). Various studies emphasize that while this concept is promising, its implementation faces significant challenges within the context of local bureaucracy (Dawes & Helbig, 2010; Nam, 2012). Differences in perception between the public and the government regarding Open Government, as well as gaps in information dissemination strategies, highlight the need for a more adaptive and contextual approach. Empirical research on the application of Open Government in tourism governance at the local level remains limited, particularly in Indonesia. Democratic challenges and the effectiveness of multi-stakeholder collaboration are crucial aspects that are often overlooked (Clarke & Francoli, 2014; Harrison et al., 2011). Therefore, this study seeks to examine the role of information transparency and effective communication in supporting collaborative governance based on Open Government within the governance of local cultural tourism in Bojonegoro. In doing so, this research also aims to fill the empirical gap by providing strategic recommendations to strengthen the sustainability of regional tourism (Erdayani et al., 2023). This study further explores the challenges of implementing information transparency in the public sector and identifies strategies to enhance accountability and stakeholder collaboration in sustainable tourism governance. While the discourse on Open Government continues to expand, further investigation is required to understand how the integration of transparency, collaboration, and participation contributes to building a sustainable tourism ecosystem. In Bojonegoro Regency, the adoption of Open Government principles is expected to foster a transparent environment that promotes economic growth, strengthens accountability, and advances sustainable development through collaborative governance (Brahmana & Sitepu, 2020). With its abundant natural and cultural assets, Bojonegoro holds significant potential as a premier tourism destination, where the Department of Culture and Tourism plays a central role in balancing economic development with cultural preservation.

Effective communication within the organization, particularly within the Department of Culture and Tourism of Bojonegoro Regency, plays an essential role in supporting the development of the tourism sector. Clear and regular information dissemination among internal staff forms the foundation for good coordination, while external communication with local communities, business actors, and local government is crucial for building substantial support. The active involvement of the community in tourism development not only increases awareness of tourist destinations but also strengthens their sense of ownership over the cultural heritage within their region (Anwar et al., 2023; Kualaria et al., 2022). Local resources, such as traditions and cultural assets, must be promoted through effective collaboration among various stakeholders, including the use of digital technology to bring information closer to the public (Al-Fahmi et al., 2023; Ramadhani & Mijiarto, 2024). The role of digital media in expanding the reach of communication cannot be overlooked. By utilizing social media platforms, official websites, and tourism applications, information regarding tourism potential in Bojonegoro Regency can be accessed by diverse audiences, thus increasing public engagement in tourism activities (Abdillah & Andrea, 2024; Ramadhani & Mijiarto, 2024). This information technology provides an opportunity to accelerate information distribution and facilitate interaction between business actors, visitors, and local communities. Additionally, participatory development methods, such as those applied in village tourism activities, can create a sustainable positive impact for both the region and its community (Binahayati Rusyidi, 2018). Therefore, inclusive and participatory management will be key to strengthening the tourism sector in Bojonegoro Regency. To achieve more strategic objectives, internal communication within the Department of Culture and Tourism of Bojonegoro Regency must be integrated with communication between sectors such as tourism, agriculture, and the creative economy. Collaboration among governmental bodies, local communities, and private stakeholders is crucial for advancing sustainable tourism governance. Sustainability in tourism development is closely linked to the concept of Pentahelix collaboration, which involves government, academia, business, community, and media (Chamidah et al., 2020; Mardiatmi et al., 2023). Working together to create inclusive and sustainable tourism governance. In insights into the dynamics of interaction between Pentahelix actors in sustainable tourism governance, highlighting the roles of these key actors in creating inclusive and sustainable tourism governance (Hardianto et al., 2019; Subair et al., 2025). The importance of collaboration and partnerships in supporting initiatives in tourism development, with successful cases of multi-stakeholder initiatives leading to innovative sustainability practices of innovative sustainability initiatives on islands and in tourist villages (Graci, 2013; Noviana et al., 2025). Additionally, the literature review on collaboration and partnerships in sustainable tourism development sets the agenda for research about the role of collaboration in sustainable tourism, providing a solid corpus of knowledge over the years (Guia, 2018).

The Pentahelix framework serves as a comprehensive model for shaping effective tourism management strategies that are sustainable and inclusive. This model emphasizes the integration of various interests to promote responsible tourism practices that can yield economic, social, and environmental benefits. Furthermore, collaboration fosters local cultural identity by actively involving community members in the development of cultural products and services, which not only reflect regional characteristics but also enhance their market appeal both locally and internationally. Ultimately, this creates new economic

opportunities in tourism that can diversify local economies and improve the competitiveness of the region as a whole (Yuniarti et al., 2024). Open government practices also play an essential role in expediting tourism management by enhancing transparency and encouraging stakeholder participation. By leveraging open data initiatives, governments can facilitate informed decision-making and foster trust among local communities (Khomsani, 2022). This transparency allows for better coordination among various stakeholders, enhancing the governance of tourism affairs. Such cooperative governance dynamics can empower local communities, ensuring their interests and inputs are considered in tourism-related policies (Prasetyanti & Nugroho, 2019). Moreover, fostering strong communication and relationships with local stakeholders can enhance the resilience of destination communities (Gao & Yu, 2020). By promoting a collaborative atmosphere grounded in Open Government principles, regions can craft sustainable tourism strategies that align with local aspirations and identity while simultaneously driving economic opportunities (Keyim, 2018). The contributions of this study are expected to provide strategic recommendations for improving communication effectiveness in tourism management, as well as delivering a positive impact that enriches the tourist experience and empowers the local community.

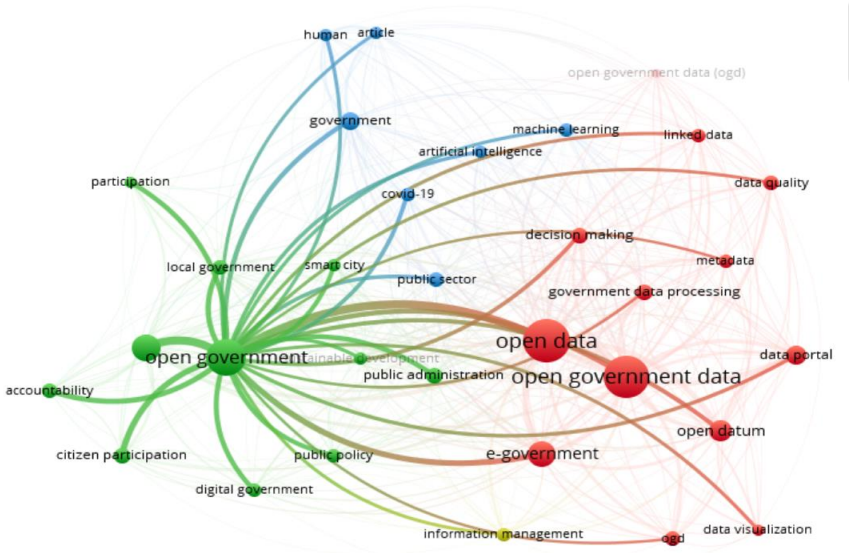

Figure 1. Overlay Visualization

The analysis of "open government," "collaboration," and "sustainable tourism governance" within the context of overlay visualization networks reveals a notable lack of interconnection between nodes in recent years. Despite the prominence of these topics, the mapping indicates a distinct absence of continuity in research that directly engages with the intersection of these themes. While there has been a governance in the focus of studies, there is a conspicuous lack of collaborative efforts or synergy between these research areas in the most recent literature. This highlights a significant research gap, suggesting an opportunity for more in-depth exploration into the relationship between "open government" and "sustainable tourism governance," particularly in terms of collaboration among key stakeholders. Moreover, the temporal analysis reveals that “open government” garnered significant scholarly attention in 2020, with a notable increase in publications during this period. This surge underscores the emerging novelty in research surrounding the integration of open government principles into sustainable tourism governance. As observed by (Donthu et al., 2021) and (Verma et al., 2021), this trend reflects an increasing recognition of the necessity to incorporate "open government" concepts within tourism development policies. Given these insights, it is imperative that future studies further examine the interconnections between these three dimensions and their broader implications for the management of sustainable tourism destinations.

Methods

This study employs a qualitative research design with a case study approach (Creswell, 2016) to explore communication practices in tourism development within the Department of Culture and Tourism of Bojonegoro Regency. The qualitative approach was chosen to capture in-depth, context-specific perspectives on the experiences and perceptions of key stakeholders. The case study method enables the researcher to conduct a comprehensive investigation of both internal and external communication dynamics, particularly how these align with the principles of open government—namely, collaboration, transparency, and participation. The researcher served as the primary instrument for data collection, allowing direct engagement with participants in their natural settings (Bradshaw et al., 2017; Kim et al., 2017). A purposive sampling technique was used to select informants directly involved in tourism development and communication processes. The participants included officials from the Department of Culture and Tourism, local business actors in the tourism sector, and community members actively engaged in tourism-related in initiatives. Selection criteria were based on their roles, responsibilities, and practical experience in tourism governance. Sampling continued until data saturation was achieved when no new themes emerged from subsequent interviews ensuring both the depth and reliability of the data. Data was

collected primarily through semi-structured interviews, supported by non-participant observations during public tourism coordination meetings. The use of social media platforms was contextually relevant, as they are widely adopted by the Department as official channels for real-time communication, decision-making, and coordination, thereby providing authentic data on communication behavior. Data analysis employed thematic analysis, with the coding process explicitly guided by the research questions. The analysis followed the interactive model proposed comprising three main stages: data reduction, data display, and conclusion drawing (Miles et al., 2014). In the first stage, relevant data were selected, coded, and categorized based on recurring patterns from interview transcripts, observation notes. The second stage involved organizing this data into thematic displays reflecting the main constructions of open communication transparency, collaboration, and participation. Finally, during the conclusion-drawing stage, emerging themes were interpreted and linked to the research questions to formulate key findings. This iterative and systematic process enabled the generation of meaningful insights into how transparent communication practices and digital tools foster multi-stakeholder collaboration in the sustainable development of the tourism sector in Bojonegoro Regency.

Results and discussion

Strengthening stakeholder collaboration for a holistic approach to tourism governance

Governance and stakeholder participation

The concept of Pentahelix collaboration plays a vital role in tourism governance in Bojonegoro Regency. The Pentahelix model, which encompasses collaboration among five key stakeholders: government, academia, industry (private sector), media, and the community serves as the foundation for a more integrated and sustainable approach to tourism governance. In the context of this study, collaboration between the government, local communities, and the private sector has been particularly influential in advancing tourism governance initiatives. This multi-stakeholder partnership ensures that diverse perspectives are incorporated into the governance of tourism policies and programs, thereby enhancing the overall effectiveness and impact of these initiatives

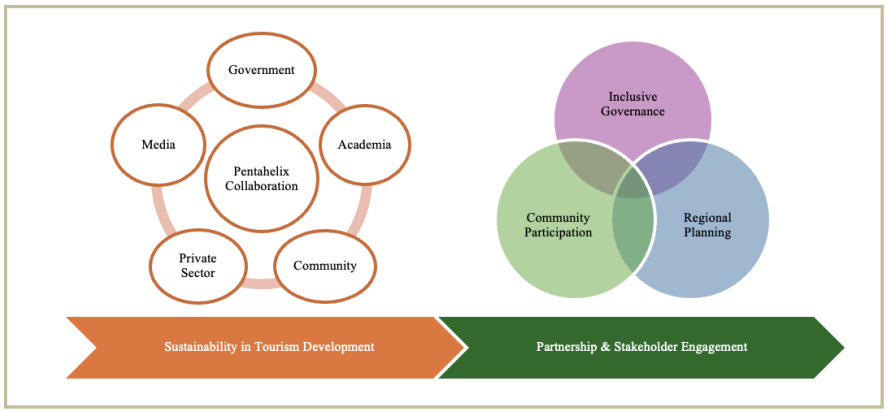

Figure 2. Pentahelix collaboration model in open government approaches for sustainable tourism governance

The diagram presented in the image illustrates the Open Government approaches to enhancing sustainability in tourism governance, with a specific focus on the Department of Culture and Tourism in Bojonegoro Regency. At the center of this approach lies the concept of "Sustainability in Tourism Governance," which functions as the core of the model, surrounded by critical components that underscore the importance of collaborative efforts among diverse stakeholders. These stakeholders include government bodies, academia, the private sector, local communities, and media. The inclusion of these five key actors reflects the Pentahelix collaboration model, which plays a pivotal role in achieving sustainable tourism governance by ensuring multi-sectoral cooperation. Each stakeholder is represented as a component that contributes to building a balanced and inclusive tourism framework, thereby fostering a holistic approach to governance. The collaboration model further emphasizes the importance of involving local communities and the private sector in promoting local culture and tourism products. The active participation of communities fosters a sense of ownership and pride in cultural heritage, while private sector engagement contributes resources, innovation, and expertise that are essential for creating diverse and attractive tourism offerings. However, challenges persist, particularly in coordinating interests and aligning priorities among stakeholders. The findings suggest that strengthening coordination mechanisms and enhancing participatory processes in decision-making are crucial for ensuring the long-term success of tourism governance. This collaborative approach ensures that tourism growth remains both sustainable and beneficial to the local community.

The Bojonegoro local government serves as both an initiator and facilitator within the Pentahelix collaboration framework. Through this platform, the government disseminates information related to tourist destinations, events, and other initiatives designed to promote Bojonegoro as a tourism destination. By featuring diverse tourism content encompassing educational, cultural, and nature-based attractions, the government encourages participation from multiple sectors to contribute to the governance and promotion of regional tourism. In this regard, Bojonegoro emphasizes the potential of destinations that support education and learning, attracting the interest of students and university scholars. Collaboration with academia includes

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research on destination management and the provision of field study opportunities or other learning activities related to the region's cultural and historical heritage. This collaboration demonstrates how the education sector can work synergistically with the government to enrich tourism experience while raising public awareness of cultural and historical values.

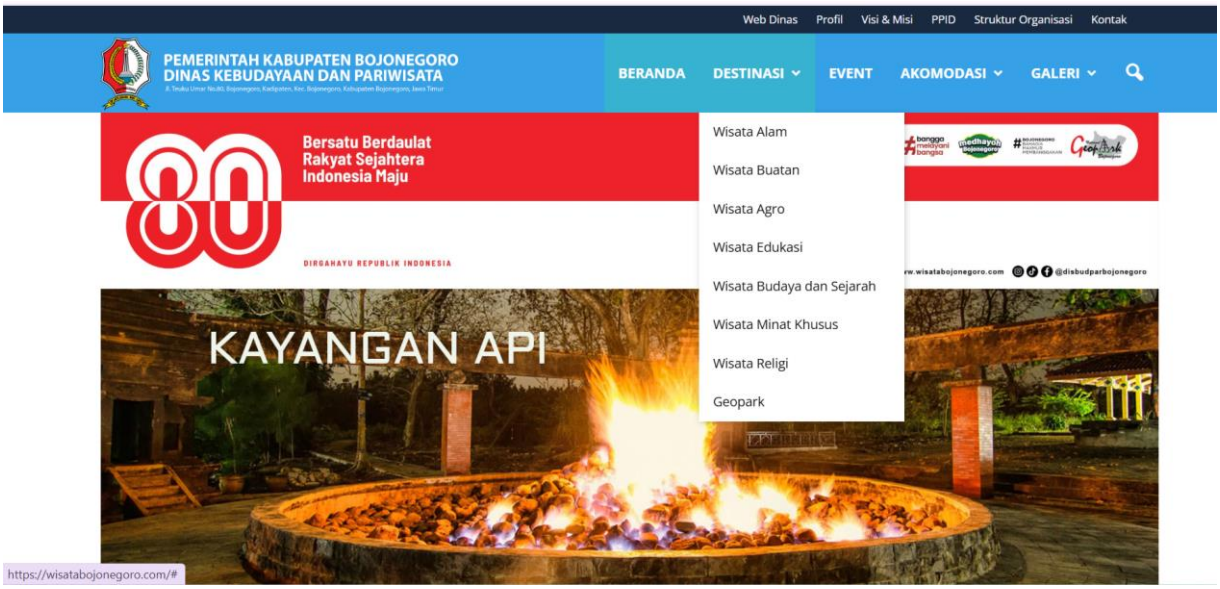

Figure 3. Digital platform for promoting Bojonegoro as a tourist destination
Source: Dinas Kebudayaan dan Pariwisata Kabupaten Bojonegoro (2025)

The business sector contributes through various tourism-related service providers showcased on the government's official platforms, including hotels, restaurants, and other supporting facilities. Through this collaboration, the government provides a digital marketplace that allows local tourism businesses to introduce their products and services to a wider audience. Meanwhile, the media, an essential pillar of the Pentahelix model, plays a crucial role in promoting events and destinations through published videos and articles. Media engagement broadens the dissemination of information and ensures that government messages reach diverse audiences, including potential tourists from outside the region. In this way, the five sectors collectively reinforce one another, creating a sustainable and mutually beneficial tourism ecosystem. The success of collaboration in tourism and creative economy development largely depends on the effective management of inter-agency and stakeholder relationships. Research findings reveal that although collaboration is generally positive, coordination between government institutions, private actors, and local communities is occasionally constrained by differing objectives and priorities among stakeholders. Therefore, the Department of Culture and Tourism of Bojonegoro Regency must strengthen coordination mechanisms and promote active participation from all parties in both decision-making and policy implementation. This approach will help ensure that the goals of tourism, governance and cultural preservation are achieved optimally and sustainably, while generating tangible benefits for the local community.

Partnerships and stakeholder engagement

Effective collaboration between the Department of Culture and Tourism of Bojonegoro Regency and various stakeholders including government institutions, the private sector, and local communities is a critical component in advancing tourism and creative economic development. Partnerships with the private sector and local communities have proven effective in generating diverse and culturally relevant tourism products, such as festivals and locally themed travel packages. These collaborations enhance innovation while leveraging external expertise and resources, contributing to a more sustainable tourism ecosystem. The involvement of local communities not only supports economic development but also reinforces cultural identity, encouraging a shared sense of ownership over regional heritage. These findings affirm that cross-sector collaboration, when paired with open and inclusive communication practices, can significantly strengthen tourism governance and promote the preservation of local values within a dynamic governance framework. Furthermore, collaboration with the private sector and local communities becomes crucial in the governance of a creative economy based on local culture. This collaboration reflects an inclusive approach, involving various parties in the creation and promotion of tourism and cultural products. The research findings show that the collaboration between the Department of Culture and Tourism and the private sector has resulted in a more diverse and innovative range of tourism products, such as cultural festivals and tourism packages that highlight local wisdom. Through partnerships with the private sector, the Department of Culture and Tourism of Bojonegoro Regency can leverage a broader range of resources and expertise in designing more innovative and sustainable programs. Additionally, the involvement of local communities in tourism and creative economy development not only provides economic benefits but also strengthens local cultural values, fostering a sense of ownership and pride in their cultural heritage. These findings suggest that active community participation in tourism governance processes can strengthen the region's cultural identity and increase

awareness of the importance of cultural preservation. The diagram from picture 1. further identifies crucial governance and planning elements that influence sustainability outcomes, such as "Inclusive Governance," "Regional Planning," and "Community Participation." These elements emphasize the importance of ensuring that tourism policies and strategies are developed with inclusivity and a focus on local contexts. "Inclusive Governance" ensures that decision-making processes are transparent, with all stakeholders having an equal voice in shaping policies. "Regional Planning" is vital for ensuring that tourism governance aligns with local needs and cultural heritage while promoting long-term sustainability. "Community Participation" is essential to ensure that the local population is actively involved in and benefits from the tourism sector, contributing to the preservation of local culture and natural resources. Additionally, the diagram underscores the critical role of "Partnership & Stakeholder Engagement," which facilitates cooperation between various sectors and ensures that tourism governance aligns with sustainability goals. By establishing strong partnerships between government agencies, the private sector, academic institutions, the media, and local communities, the model promotes synergy and shared responsibility for tourism development. This collaborative approach fosters transparency, accountability, and engagement, ensuring that the tourism industry is developed in a way that supports environmental, economic, and social sustainability. Ultimately, the diagram highlights the need for integrated and participatory governance mechanisms that prioritize collaboration and stakeholder engagement to achieve sustainable tourism governance outcomes.

Policy-oriented analysis of transparency in policy communication for sustainable tourism governance

Application of transparency principles in organizational communication at the department of culture and tourism of Bojonegoro Regency

The application of transparency principles in organizational communication at the Department of Culture and Tourism of Bojonegoro Regency has had a positive impact on enhancing accountability and public engagement in decision-making processes related to the tourism sector. The use of various communication platforms, such as social media and information portals, has enabled the public to access information more directly and transparently regarding policies, programs, and planning carried out by the department. This practice strengthens transparency in tourism management and ensures the public's right to be informed about the latest policy developments. Furthermore, the use of social media also serves as an interactive medium for establishing two-way communication between the government and the public, thereby creating a more open and responsive channel for dialogue. Open forums and routine meetings organized by the Department of Culture and Tourism also constitute an integral part of implementing transparency in decision-making. These forums are not only used to disseminate information about policies and programs but also provide spaces for the public to offer input, ask questions, and actively participate in planning processes. In this way, the department strives to create an inclusive and collaborative communication climate that enables the community to participate in determining the direction of tourism governance in Bojonegoro Regency. These findings are consistent with previous research, which indicates that transparency in public policy enhances civic participation and strengthens the relationship between the government and citizens. Transparency in communication also entails openness regarding both the successes and challenges encountered during the implementation of tourism programs. The Department of Culture and Tourism not only provides information about new policies but also openly shares evaluation results and feedback obtained from the public and tourists. Through this approach, the department can identify areas for improvement and design more effective strategies for the future. Such openness increases public trust and fosters stronger relationships between the government and the community, providing opportunities for stakeholders to contribute to more sustainable tourism governance.

Vertical communication within the Department of Culture and Tourism of Bojonegoro Regency follows a structured pattern: downward communication is carried out by section heads in collaboration with division and sub-division heads, while upward communication is conducted by staff members who report field results or raise concerns about work-related or personal matters. The use of communication media facilitates the flow of information and allows for quicker discussion and coordination, although its use remains limited to specific occasions such as meetings or urgent issues. One significant form of communication is the general meeting involving all organizational members, during which each division presents its progress and readiness related to tourism governance. However, the implementation of vertical communication has not yet been fully optimized due to inconsistencies in communication frequency. Interview results indicate that the Department of Culture and Tourism of Bojonegoro Regency has successfully fostered a culture of open and familial communication, supporting the creation of a harmonious and mutually supportive work environment among organizational members. A clear organizational structure, combined with the use of technology, has improved internal communication efficiency and enabled faster responses to urgent needs. Moreover, monthly and weekly meetings strengthen coordination among divisions, ensuring that tourism programs are implemented in alignment with established objectives. This approach balances the need for long-term planning with the ability to adapt to evolving situations, thereby supporting the success of tourism governance in Bojonegoro Regency. Considering the institution's success in establishing an effective communication culture, this achievement is closely associated with the attainment of tourism governance goals.

Table 1. Efforts to improve communication effectiveness

No.	Communication Effectiveness	Communication Network	Role of Communication
1.	Encouraging Social Media Use	Platforms media (WhatsApp, Facebook, Instagram, Website)	To disseminate information quickly, enhance interaction with the public, and increase stakeholder engagement. Supports the global trend of social media as an effective communication tool.
2.	Organizational Communication Training	Internal communication networks, training workshops	To develop interpersonal communication skills, conflict management, and the effective use of modern communication tools, ensuring clarity in message delivery at all levels of the department.
3.	Increasing Meeting Frequency	Internal meetings, team collaboration	To improve responsiveness to urgent issues, foster better coordination among various teams, and ensure faster adaptation and response to the dynamic work environment.

The success of institutions in building an effective communication culture and tourism governance goals

The success of an institution in establishing an effective communication culture is closely linked to the achievement of tourism governance goals. Effective communication not only ensures alignment with long-term visions but also facilitates coordination among marketing teams, community stakeholders, and business partners in promoting tourism. Furthermore, the preservation of culture and public education require clear communication to garner support from the wider community, preserve cultural values, and enhance tourists' understanding. The implementation of transparency principles under the Open Government framework at the Department of Culture and Tourism of Bojonegoro Regency has proven effective in enhancing accountability and strengthening public trust in the government. The use of social media and other communication platforms has facilitated public access to information related to policies and tourism programs in a more direct, transparent, and comprehensive manner. Research findings indicate that through open communication channels, the public and stakeholders can easily access information regarding tourism governance policies. This not only enhances transparency in decision-making but also ensures that the public's right to be informed and involved in the planning and implementation of tourism and cultural policies is upheld. Moreover, the use of digital media accelerates the dissemination of information, ensuring that data remains current, accurate, and readily accessible to relevant parties at all times. Routine meetings and open forums organized by the Department of Culture and Tourism of Bojonegoro Regency also play a crucial role in fostering a more inclusive climate of transparency. These forums not only function as information channels but also serve as platforms for the public to provide input and raise questions, thereby strengthening the interaction between the government and the community. The findings further suggest that transparency in public policy can enhance civic participation and reinforce the trust-based relationship between the government and citizens. Overall, the Department of Culture and Tourism of Bojonegoro Regency serves not only as an information provider but also as a facilitator of constructive dialogue, creating a two-way communication process that strengthens the relationship between the government and the community in tourism governance and cultural preservation.

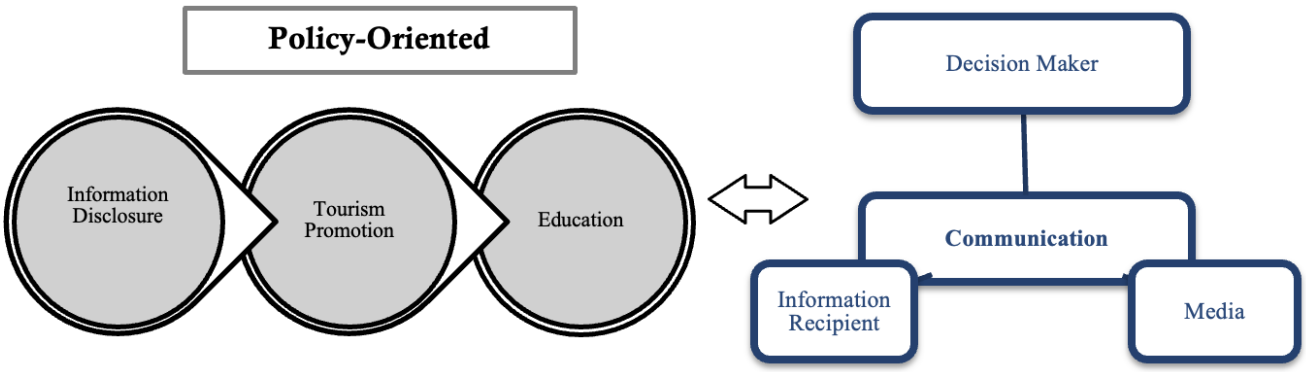

Figure 4. Policy-oriented analysis in policy communication

This diagram emphasizes the importance of the two-way relationship between policy analysis and information sharing in supporting sustainable tourism governance. Collaboration between stakeholders, including the government, local communities, the private sector, and the media, is essential to ensure that relevant information about tourism policy is accessible and clearly understood. Transparency and effective communication can strengthen policy decisions and encourage greater community participation in efforts to improve tourism sustainability. The relationship between policy analysis and information sharing in policy communication, with a focus on sustainable tourism governance. On the left side of the diagram, "Policy-Oriented Analysis" includes three main components: Disclosure Information, Tourism Promotion, and Education. All three play a role in providing transparent information, enabling stakeholders to understand existing policies and how they relate to the governance of the tourism sector. Clear disclosure of information is the foundation for building trust and facilitating public participation in the decision-making process. The right side of the diagram illustrates "Sharing Information," which consists of three important elements: Communicator, Communication, and Media. The communicator here functions as the conveyor of messages or information to the recipients, whether they are the community, local entrepreneurs, or other related parties. The media is an important channel in expanding the reach of communication, helping to disseminate information about tourism policies and initiatives. This communication process aims to ensure that the information conveyed is not only accessible but also understood by all parties involved in tourism governance. To achieve sustainability in tourism governance and cultural preservation, active involvement from stakeholders and the community is crucial. Open communication with local governments, communities, and the business sector through public forums and workshops can enhance community participation and build trust in government policies. Additionally, the creative economy sector requires communication that fosters innovation and collaboration among industry players. Effective communication can motivate positive change, create new opportunities, and support sustainable growth in the creative economy. Recommendations for Enhancing Communication:

1. Develop Advanced Training Programs: In addition to organizational communication training, consider developing advanced training programs that cover aspects such as leadership, project management, and problem-solving.

2. Measure and Evaluate Communication Effectiveness: It is important to have a system for measuring and evaluating the effectiveness of organizational communication. Feedback from members, stakeholders, and the community can be used to assess whether communication is functioning well or if changes and improvements are necessary.

The Department of Culture and Tourism of Bojonegoro Regency has successfully established an open and organized communication culture, significantly contributing to tourism governance and cultural preservation. By leveraging technology, organized meeting structures, and external involvement, the institution continues to enhance the effectiveness of its organizational communication. Recommendations for further improving communication include utilizing social media, communication training, and increasing the frequency of meetings. Through this approach, the Department of Culture and Tourism of Bojonegoro Regency can strengthen the tourism sector and preserve local culture, setting an example for other regions in achieving sustainable tourism governance and engaging communities in cultural heritage preservation.

Local community participation in enhancing tourism attractiveness

One of the key aspects of Open Government is the active participation of the community in the decision-making process and policy implementation. The Department of Culture and Tourism of Bojonegoro Regency has successfully integrated community participation into every stage of its programs, from planning to evaluation. This participation extends beyond community involvement in public forums or open meetings; it also encourages the community to engage in creative economic activities rooted in local culture. Community involvement in the governance of cultural and tourism products serves as a tangible example of active participation in tourism governance (Chiwawa & Wissink, 2023). By engaging local industry players and communities in the design of tourism and cultural products, local governments not only create new economic opportunities but also ensure that the products reflect local values and are accepted by the community. This fosters a sense of ownership over government programs and increases support for the policies implemented. Tourism governance that is oriented towards local communities remains underdeveloped. This is due to the limited financial capacity and insufficient expertise within the community to develop tourism, both directly and indirectly. Therefore, active community participation is essential to ensure that they can become good hosts, provide services according to their capabilities, help maintain security, order, beauty, and cleanliness of the environment, and leave a lasting positive impression on tourists, all of which contribute to the success. Key components of sustainable tourism governance, namely community participation and effective public communication, can contribute to the achievement of sustainable tourism goals. Active community participation ensures their involvement in the sustainable governance process, including service provision, cleanliness maintenance, and proper environmental management. Public communication plays a crucial role in raising awareness among local communities and tourists about the importance of environmental and cultural preservation. The effectiveness of this communication contributes to the creation of harmonious relationships between local communities and tourists, thereby enhancing positive tourism experiences. This contributes to sustainability goals by raising social awareness and encouraging more environmentally friendly behavior among both communities and visitors. The importance of community involvement in promoting tourist attractions as a crucial component in the governance of the tourism sector. This involvement enables the creation of authentic and engaging experiences for tourists, which in turn can strengthen the attractiveness of tourist destinations. Overall, the interaction between these three components community participation and public communication forms a strong foundation for achieving sustainable tourism governance goals that benefit all parties involved.

Conclusion

This study emphasizes the critical role of the community as a key actor in tourism management, which not only focuses on the economic dimension but also on social and cultural sustainability. The implications of this research provide a deeper understanding of how Open Government principles can strengthen community participation and enhance the effectiveness of tourism governance policies. However, while this study successfully illustrates the contribution of community participation to tourism governance, there are still some aspects that remain unresolved, such as the capacity of communities to manage tourism and the barriers that persist in the implementation of Open Government principles. Therefore, future research is expected to further explore these aspects, such as community capacity building in managing tourism destinations and a more in-depth analysis of the challenges faced in implementing Open Government in the tourism sector. Policy recommendations include strengthening training and capacity-building programs for communities in the tourism sector and expanding access for communities to engage in more strategic decision-making processes related to community-based tourism management. The application of Open Government principles in community-based tourism governance in Bojonegoro Regency indicates that active community involvement at every stage of the program, from planning to evaluation, has contributed to the sustainability of the tourism sector. Community participation in designing tourism products based on local culture, together with the integration of the creative economy sector, serves as a success indicator in strengthening tourism products that reflect local values and create new economic opportunities for the community. Therefore, the application of Open Government principles has proven effective in enhancing community participation, which in turn promotes the creation of sustainable tourism destinations.

The research gap is addressed by identifying the importance of collaboration between local government, local industry actors, and communities in developing culture-based tourism. This study also highlights the critical role of the community as a central actor in tourism management, focusing not only on the economic aspects but also on social and cultural sustainability. The implications of this research provide a deeper understanding of how Open Government principles can enhance community

participation, which in turn strengthens the effectiveness of tourism governance policies. However, despite this study's success in illustrating the contribution of community participation to tourism governance, several aspects remain unanswered, such as how community capacity in tourism management can be developed and the barriers that still hinder the implementation of Open Government principles. Future research should delve further into these aspects, such as developing community capacity in managing tourism destinations and conducting more comprehensive analyses of the challenges faced in applying Open Government principles in the tourism sector. This focus could include further examination of how local communities can be empowered through improved training and access to resources to manage tourism destinations independently. Future studies could also focus on strengthening communication and coordination among stakeholders by increasing the frequency of meetings and community engagement forums, as well as utilizing digital platforms to enable more open and real-time communication. Additionally, it is important to explore the most effective models of collaborative governance in different contexts, as each region has unique social, economic, and cultural characteristics. Furthermore, future research could examine the impact of Open Government policies on sustainable tourism management, particularly in terms of how collaboration between the government, communities, and the private sector can foster innovation in tourism destination management. This may also involve investigating how community participation in policymaking can contribute to cultural and environmental preservation, as well as the achievement of sustainable governance goals.

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