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# COLLABORATIVE GOVERNANCE OF SEDUDO WATERFALL TOURISM MANAGEMENT IN THE PERSPECTIVE OF PUBLIC ADMINISTRATION

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## ABSTRACT

The management of tourism destinations involving multiple stakeholders requires collaborative governance to ensure policy sustainability and effectiveness. This study analyzes the implementation of collaborative governance in the management of Sedudo Waterfall Tourism in Nganjuk Regency using the Ansell and Gash framework. A qualitative phenomenological approach was employed to examine interaction dynamics among local government, village government, and customary leaders, with data analyzed using NVivo 12 Pro. The findings indicate that collaboration has functioned effectively through communication and coordination mechanisms; however, imbalances in authority and resource distribution continue to constrain the quality of collaborative decision-making. Theoretically this study highlights that the effectiveness of collaborative governance is determined not only by the intensity of collaboration but also by the strength of institutional design that ensures equality among actors. This research contributes to public administration scholarship by emphasizing the importance of strengthening regulatory frameworks in sustainable tourism governance.

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## INTRODUCTION

The management of the regional tourism sector requires a governance approach that extends beyond government centered control and actively involves non-governmental actors in collaborative arrangements (Mulyani et al., 2021). Local tourism management plays a strategic role in supporting regional development through economic growth, job creation, and increased income for local communities (Vrablikova et al., 2023). International tourism management is seen as strategic in global development because it encourages economic growth, creates jobs, and strengthens relations between countries (Prabowo & Sinaga, 2020).

International organizations such as the World Tourism Organization (UNWTO) emphasize sustainable and inclusive tourism governance to address global challenges (Tremblay-Huet & Lapointe, 2021). Effective tourism management requires cross-sectoral and multilevel governance making collaborative governance particularly relevant (Matthoririq et al., 2021).

Tourism management in Indonesia plays a strategic role in economic growth, community welfare, and the preservation of local environment and culture (Fadli et al., 2022). The complexity of interests in destination management makes collaborative governance essential in public administration to ensure inclusive and effective decision-making (Mandić & Kennell, 2021). The following figure is a development of the number of tourism sector divisions in Indonesia which shows the importance of tourism management.

**Figure 1**  
**Development of the Amount of Foreign Exchange in the Tourism Sector**



Source: Ministry of Tourism (2024)

Based on figure 1 The development of foreign exchange in Indonesia's tourism sector, which showed a significant increase in the 2015-2019 period and recovered after the pandemic to reach around USD 16.71 billion in 2024, which explains that tourism is a strategic sector in the national economy (Fairuuz et al., 2022). The increase in tourism foreign exchange needs to be balanced with the implementation of *collaborative governance* at both the national and regional levels to ensure sustainable tourism management without sacrificing cultural aspects (Sinaga, 2021).

Nganjuk Regency has natural and cultural tourism potential, one of which is Sedudo Waterfall Tourism, which functions not only as a natural destination but also as a cultural site through the preservation of traditional rituals passed down across generations (Jatmiko et al., 2020). The existence of this tradition makes Sedudo Waterfall tourism an important aspect between natural tourism and local wisdom, so that it has its own attraction for tourists.

Application *collaborative governance* be very appropriate in the management of Sedudo Waterfall Tourism in Nganjuk Regency. This destination not only functions as a natural tourist attraction, but also as a space for the preservation of traditional traditions in the form of the sedudo flush ritual which has cultural and spiritual value for the local community (Marpaung, 2024). Based on this, the management of Sedudo Waterfall requires strong synergy between the local government, local communities, traditional leaders, and tourism business actors so that economic interests, cultural preservation, and environmental protection can run in a balanced manner (Ariesmansyah et al., 2023; Molla et al., 2021). The (Ansell & Gash, 2008) framework is used to analyze collaborative processes and role-sharing among actors in the management of Sedudo Waterfall Tourism in Nganjuk Regency, focusing on the implementation of collaborative governance between local government, village government, and customary leaders to support cultural preservation and sustainable tourism development (Widnyani, 2022).

This study adopts the Theory of Stakeholder Collaboration introduced by (Ansell & Gash, 2008), which outlines some of the important stages in the collaborative governance process. These stages include initial conditions, facilitative leadership, institutional design, and collaborative processes consisting of face-to-face dialogue, building trust, commitment to the process, mutual understanding, and intermediate outcomes.



Meanwhile, research (Tongkotow et al., 2021; Utami et al., 2021) focuses more on community empowerment and ecotourism sustainability, without elaborating on formal collaboration mechanisms between government stakeholders in the management of tourist destinations.

Although previous research has discussed *collaborative governance* in tourism management, his study has not fully placed local natural tourism governance in the perspective of public administration. Research (Chen et al., 2025) more emphasis on the development of conceptual frameworks for rural tourism collaboration, as well as research (Wisnumurti et al., 2020) focuses on cross-sector synergies in community-based tourism, while research (Ardiansyah et al., 2023) highlighting the leadership of local governments in the development of beach tourism.

Empirically studies on tourism in Indonesia have largely focused on economic outcomes and destination development, while research examining local cultural tourism governance from a public administration perspective remains limited. In particular, empirical evidence on how collaborative governance is institutionalized and practiced among local governments, village governments, and customary leaders in managing culturally based tourism destinations such as Sedudo Waterfall is still scarce.

This research is to answer questions about the form and pattern of *collaborative governance* between local governments and stakeholders in the management of Sedudo Waterfall Tourism. The purpose of this research is to examine the mechanism of collaboration, division of roles, and coordination patterns between local governments, village governments, and traditional leaders from the perspective of public administration. This study examines the process of forming and implementing collaboration between actors to realize sustainable tourism governance. This study is important to identify *optimal collaborative governance* patterns so that tourism management runs effectively without ignoring local wisdom and public interests.

## METHODS

This study uses a qualitative method with a phenomenological approach to analyze the implementation of collaborative governance in the management of Sedudo Waterfall Tourism from a public administration perspective (Zhou et al., 2022). This approach allows researchers to gain an in-depth understanding of the interaction process, role distribution, and coordination mechanisms among stakeholders through inductive and naturalistic analysis.

Through a phenomenological approach, this study explores the experiences and perceptions of stakeholders regarding ongoing collaborative practices, so that the reality of collaborative governance can be comprehensively understood based on the social, institutional, and cultural dynamics that develop in the field (Wita & Mursal, 2022). The study was conducted in Ngliman Village, Nganjuk Regency, with informants selected through purposive sampling from actors directly involved in tourism management (Ahmad & Wilkins, 2025), the criteria for selecting informants were:

1. Informants are part of actors or parties directly involved in the management of Sedudo Waterfall Tourism.
2. The informant has a deep understanding of the implementation and management process of Sedudo Waterfall Tourism.

The profiles of each informant involved in this study are presented in the following table.

**Table 1**  
**Research Informants Profile**

Group	Definition	Stakeholders
Local Government	Parties responsible for formulating and implementing <i>collaborative governance</i> policies in the management of Sedudo Waterfall tourism from public administration perspective at regency level.	<ol style="list-style-type: none"> <li>1. Head of the Cultural Division, Office of Youth Sports, Culture, and Tourism (Porabudpar) of Nganjuk Regency</li> <li>2. Field Staff of the Cultural Division, Office of Youth, Sports, Culture, and Tourism (Porabudpar) of Nganjuk Regency</li> </ol>
Village Government	Parties directly involved in coordinating traditional activities at the local level and supporting collaboration among stakeholders	<ol style="list-style-type: none"> <li>1. Secretary of Ngliman Village</li> <li>2. Head of Hamlet of Ngliman Village</li> </ol>



*plays a role in financing and managing tourism activities, while traditional leaders and elements of local communities maintain local rules and governance, including the preparation of supporting facilities and the involvement of key players (Mr. Kasun, Head of Ngliman Village Hamlet).*

Another opinion was conveyed by one of the administrators of Ngliman Village, who expressed his views on the management of Sedudo Waterfall tourism as follows:

*Since its inception, Sedudo Waterfall Tourism has been managed collaboratively by traditional leaders, village elders, village officials, with government support. The role of customary leaders remains strong and has become increasingly active as tourism gains wider recognition alongside government involvement. (Mbah Mayar, as the Key Keeper)*

The interview results show that the management of Sedudo Waterfall tourism is carried out through a relatively clear division of roles between the local government, village government, and community. This clarity of roles enables the tourism management process to run in a coordinated and sustainable manner. However, the clear division of roles has not been fully accompanied by equal capacity among actors, as there are still disparities in terms of power, resources, and knowledge, particularly between the government and the community. This condition has the potential to affect the quality and equality of collaboration, as also found in the research by (Dong & Nguyen, 2023), which shows that government dominance in decision-making and limited community capacity can be major obstacles in building sustainable and inclusive tourism collaboration.

## 2. History of cooperation or conflict

One of the important aspects of the initial condition is the need to analyze the existence of previous cooperation or conflicts related to the implementation of Sedudo Waterfall tourism management. The results of observations through interviews with the Porabudpar Office provide the following explanation:

*Long established relationships and coordination between the Office, village government, and traditional leaders have enabled smooth cooperation in managing Sedudo Waterfall Tourism, including seamless coordination of activities such as the Sedudo Siraman ritual. (Mr. Amin, Head of Culture, Disporabudpar).*

This indicates that the application of collaborative governance has progressed positively. To complement this institutional perspective, insights from the local level were obtained from the Head of Ngliman Village Hamlet, who stated:

*Cooperation between villages, agencies, and traditional leaders in the management of Sedudo Waterfall tourism has been established for a long time, even without a memorandum of understanding (MoU). This can be seen, for example, in the Siraman Sedudo activity which is held in the tourist area. Although there was a conflict during the change of leadership related to parking management, the experience resulted in a royalty agreement of 5%, which clarified and deepened the cooperation that is currently taking place (Mr. Kasun, Head of Ngliman Village Hamlet).*

The interview results show that cooperation between the Tourism, Culture, and Creative Economy Office, the village government, and the community in managing Sedudo Waterfall tourism has been built through long-term relationships and consistent coordination. Previous collaborative experiences have strengthened trust and prevented differences from developing into conflicts, although disparities in information and resources are still encountered. This pattern is in line with the research by (Sentanu et al., 2023), which emphasizes the importance of continuous communication and long-term collaboration in maintaining the sustainability of tourism management.

## 3. Incentives or barriers to participation

The participation of the Nganjuk Regency Tourism and Culture Office in the management of Sedudo Waterfall tourism is inseparable from the position of this location as one of the natural tourism icons in Nganjuk Regency. This place is a leading destination that has historical, cultural, and tourism attractions. The results of observations through interviews with the Nganjuk Regency Youth, Sports, Culture, and Tourism Office provide the following explanation:

*Sedudo, as an icon of tourism in Nganjuk Regency, must be managed attractively so that Sedudo Waterfall tourism remains an attraction. The main obstacles come from technical factors, especially sudden rain and high tent rental costs due to when there is a cultural event such as siraman sedudo (Mr. Amin, Head of Culture of Disporabudpar).*

There is a strong drive to participate in the tourism management of Sedudo Waterfall, as shown by the role of the Service in preserving cultural traditions so that they are not lost. This is reinforced by the opinion of the staff of the Nganjuk Regency Youth, Sports, Culture, and Tourism Office, who explained in the following interview snippet:

*The management of Sedudo Waterfall tourism is reflected, for example, there is one of the activities, namely the Sedudo Flush activity, which is well preserved to maintain customs and as a tourist attraction to increase community pride and improve the economy. Challenges such as weather and limited parking spaces are overcome through coordination efforts between security officers, parking attendants, and tour guides (Mr. Aris, Field Staff of Disporabudpar).*



*The agency is fully transparent, opening all aspects so that the public understands the management of Sedudo Waterfall tourism. Input from the village regarding timing, procedures, and roles was collected through a closed meeting and was fully accepted (Mr. Kasun, Head of Ngliman Village Hamlet).*

Meanwhile, regarding institutional design, according to the keyman and traditional elders, the explanation is as follows:

*Sedudo Waterfall tourism management is important to understand local customary rules. One example, everyone involved in Siraman Sedudo activities in tourist areas must be in a holy state, this is part of the management that complying with customary rules is important. This must be understood by all parties, even though the rules are not formally written (Mbah Mayar, Locksmith of the Kulon Tomb & Mr. Tulus, Traditional Leader of Ngliman Village).*

In managing Sedudo Waterfall tourism, customary rules play an important role, particularly in the implementation of the Siraman Sedudo ritual, which follows ancestral teachings and is coordinated with traditional leaders. Declining compliance with these rules highlights the government's role in educating younger generations. Collaboration among the government, village authorities, and traditional leaders reflects shared rules, trust, and ongoing communication in culture-based tourism management. This finding aligns with (Reta & Beldados, 2025), who emphasize shared vision, trust, and role clarity in cultural heritage tourism, as well as (Basyar et al., 2025), who highlight the importance of cross-sector coordination and two-way communication. Overall, collaborative practices at Sedudo Waterfall reflect participatory governance integrating governmental and indigenous roles in sustainable tourism management.

### Facilitative Leadership

**Figure 6**  
**Word Cloud on Facilitative Leadership Indicator**



Source: Data processed by researchers, 2025

Based on Figure 5, the keywords that appear most often in word cloud are *Government, Village, Implementation, Activities, and Services*. This shows that the discussion on the preservation of Sedudo Waterfall tourism management emphasizes the involvement of the government and villages in carrying out various tourism activities. The results of the interview by the Nganjuk Regency Youth, Sports, Culture, and Tourism Office are reflected in the following interview snippet:

*The leader of Sedudo Waterfall tourism management acts as a facilitator, unites all parties through coordination, builds trust through regular meetings, and resolves differences with win-win solutions to maintain the continuity of cooperation (Mr. Amin, Head of Culture, Disporabudpar).*

Meanwhile, according to the opinion of the staff of the Nganjuk Regency Youth, Sports, Culture, and Tourism Office, the explanation is as follows:

*The implementation of Sedudo Waterfall tourism management began with a meeting involving the Dinas and village officials to ensure that each party understood their duties and actively participated, as well as building trust through multi-level coordination and mutual respect for each other's input when there were differences of opinion (Mr. Aris, Head of Culture, Disporabudpar).*

Meanwhile, according to the opinion of the Head of Ngliman Village Hamlet, added that:

*To address the limited access and distance from parking, the management provides shuttle transportation directly to Sedudo Waterfall. This facilitates smooth participation in events like the Sedudo Flush, ensuring coordination and accessibility for all visitors. (Mr. Kasun, Head of Ngliman Village Hamlet).*

Leadership in the management of Sedudo Waterfall tourism is carried out by traditional leaders, while the regent plays a role in certain official activities. Harmony between the relevant parties is maintained through tradition-based facilitation mechanisms, in which traditional leaders act as mediators to resolve differences and preserve local values. In practice, this leadership pattern is able to unite formal and informal actors through deliberation and coordination. The Tourism, Culture, and Creative Economy Agency is responsible for administrative aspects, traditional leaders hold ritual authority, and the village government coordinates

implementation in the field. These findings are in line with (Adni, 2024) view, which emphasizes that the ability of leaders to manage communication between actors is a key factor in creating effective collaboration.

### Collaborative Process

Within the framework of collaborative governance, the collaborative process is understood as a series of face-to-face dialogues between actors aimed at reaching mutual agreement through open communication, trust building, and the search for mutually beneficial solutions (Ansell & Gash, 2008). Based on this framework, the results of the analysis using NVivo software are presented in the following figure:

**Figure 7**  
**Word Cloud on the Collaborative Process Indicator**



Source: Data processed by researchers, 2025

Based on Figure 7, the most frequent and dominant words that appear are Village, Government, Implementation, and Activities/Activities. This shows that the preservation of Sedudo Waterfall tourism management strongly emphasizes the role of the village and the government in the implementation of various tourism activities.

#### 1. Face-to-Face Dialogue

Face-to-face dialogue plays an important role in managing Sedudo Waterfall tourism by helping to align interests and reduce potential misunderstandings among stakeholders. The NVivo analysis shown in Figure 7 indicates that dialogue is the most dominant aspect, as reflected in frequently occurring keywords such as parties, government, customs, village, activities, and implementation. This finding is supported by the interview results, in which Mr. Amin explained that dialogue was conducted through official invitations that brought together local government, village officials, and traditional leaders in the tourism management process as follows:

*Each face-to-face meeting results in a mutual understanding that is in line with the concept of local government, thereby strengthening the process of collaboration between parties and effectively minimizing misunderstandings and potential conflicts, because all decisions are discussed and understood by all parties (Mr. Amin, Head of Culture, Porabudpar Office).*

The results of the interviews show that the Nganjuk Regency Youth, Sports, Culture, and Tourism Office relies on face-to-face meetings as the main medium to equalize perceptions, overcome differences, and ensure that every decision is understood together. Another result was reinforced by an interview with the head of the hamlet, who gave the following opinion:

Face-to-face meetings were held with traditional leaders, village governments, and agencies to discuss in detail the schedule, series of activities, and division of roles in the implementation of Sedudo Waterfall tourism management (Mr. Kasun, Head of Ngliman Village Hamlet).

Meanwhile, the opinion of the tourism manager at Sedodo Waterfall, Mbah Mayar, explained as follows:

*Every deliberation always involves the traditional leaders in full and every change in the schedule if there are activities, or plans in the management of Sedudo Waterfall tourism are always consulted with them first (Mbah Mayar, Kulon Tomb Lock).*

Based on the observations, it can be concluded that face-to-face dialogue is a key element in the collaboration process between the PORABUDPAR Office, village governments, and traditional leaders in the implementation of Sedudo Waterfall tourism management. Face-to-face dialogue serves as a practical mechanism for aligning schedules, dividing roles, making technical adjustments, and validating customs. Face-to-face dialogue also minimizes misunderstandings because discussions are conducted in a direct, transparent, and inclusive manner (Rismawan et al., 2024).

#### 2. Trust Building

Trust is a fundamental prerequisite for building an effective and sustainable collaborative process. This perspective is reflected in the following interview excerpt from the Agency:

*Trust is built by consistently implementing everything that has been planned and mutually agreed upon between the Service, villages, and traditional leaders. That way, all parties can see that the*

*commitment of the Service is really sincere (Mr. Amin, Head of the Cultural Division of the PORABUDPAR Office):*

Meanwhile, the opinion of the Service Staff is explained in the following interview excerpt:

*Trust is built through open communication, submission of schedules and series of activities, opportunities for the public to provide input, and information disclosure both digitally and face-to-face (Mr. Aris, Field Staff at the PORABUDPAR Office).*

Meanwhile, the hamlet head revealed another result, which stated that building trust is a priority. The opinion is as follows:

*Trust in the management of Sedudo Waterfall tourism is built through regular communication, open coordination, and active involvement of all parties at every stage of planning and implementation. Openness is maintained by conveying all information related to schedules, procedures, and series of activities (Mr. Kasun, Head of Ngliman Village Hamlet).*

The observation results indicate that trust in the collaborative governance of Sedudo Waterfall tourism is built through communication, coordination, participation, and transparency, and sustained by mutual commitment and respect for customary rules. This finding aligns with (Valderrama & Polanco, 2022) on the role of trust and socio-cultural commitment in sustainable tourism collaboration.

### 3. Commitment to the Process

The success of a collaborative process is greatly influenced by the consistency and seriousness of the parties involved in complying with agreed procedures, rules, and mechanisms. The perspective of the Institution is explained as follows:

*Each party understands its role and duties through meetings and coordination, especially in terms of managing sedudo waterfall tourism, so that local governments, villages, and traditional leaders work in harmony. I believe that commitment is shown through consistent coordination (Mr. Amin, Head of Culture, Disporabudpar).*

The researcher also obtained additional perspectives from the Head of Ngliman Village Hamlet, who provided an explanation to complement the research findings, namely:

*The roles of the Dinas, traditional leaders, and village governments complement each other. The agency arranges technical matters and facilities, traditional leaders maintain traditional values, and other parties provide support according to their capacity (Mr. Kasun, Head of Ngliman Village Hamlet).*

Statements from Mbah Mayar and Mr. Tulus indicate a shared commitment to the annual management of Sedudo Waterfall tourism. Observations suggest that trust and commitment are central to successful collaboration, built through communication, open coordination, participation, transparency, and respect for customary rules, thereby supporting social and cultural sustainability (Jung, 2022).

### 4. Share Understanding

A shared understanding among stakeholders plays an important role in reducing misunderstandings and minimizing potential conflicts among parties involved in the management of Sedudo Waterfall tourism. This finding is supported by the following interview excerpt:

*It all starts with openness, yes. Based on the mutual understanding reached in the meeting, I don't think any party objected (Mr. Amin, Head of Culture, Disporabudpar).*

Meanwhile, the opinion of the village government explains as follows:

*Mutual understanding is achieved through coordination and discussion with traditional leaders and the Service, so that all parties understand that the management of Sedudo Waterfall tourism also requires the role of customs, especially in certain activities, such as the Siraman Suro activity which in this case is not just a ritual, but also a means to preserve customs (Mr. Kasun, Head of Ngliman Village Hamlet).*

More in-depth opinions were conveyed by the management, which are as follows:

*The government and adult residents generally understand the meaning of Sedudo Waterfall tourism management, such as for health and warding off harm. However, the younger generation has not fully understood it due to a lack of knowledge about the values of their ancestors. (Mbah Mayar, Keeper of the Western Tomb).*

The observation results indicate that the management of Sedudo Waterfall tourism involves the government and traditional leaders through coordination, ensuring that tourism activities, including Siraman Sedudo, run smoothly, respect ancestral values, and strengthen the cultural identity of Ngliman Village as a culturally based collaborative governance practice in sustainable tourism. This finding aligns with studies on culturally based village tourism that emphasize coordination and shared decision-making (Nuh et al., 2024).

### 5. Intermediate Outcome

The initial outcome is the initial achievement or impact of a collaborative process before the final goal is achieved. The initial results of the success achieved in the implementation of Sedudo Waterfall tourism management, according to the Agency, are as follows:

*The initial conditions of the collaboration can be seen from the Sedudo Waterfall tourism management activities, including when there are certain events such as Siraman Sedudo, which runs in accordance with a series of activities. This strengthens the effectiveness of cooperation and increases the enthusiasm and commitment of the Service, village governments, and indigenous leaders to continue to collaborate. This collaboration not only supports effective tourism management, but also plays a role in preserving culture and customary values in Ngliman Village (Mr. Amin, Head of Culture of Disporabudpar).*

Another opinion was expressed by the head of Ngliman hamlet who stated that:

*The initial conditions of collaboration are considered good because all parties carry out their roles in an orderly manner. This success strengthens the commitment to continue cooperation and encourage the sustainable management of Sedudo Waterfall tourism, while preserving and promoting regional tourism at the national level (Mr. Kasun, Head of Ngliman Hamlet).*

Based on Mbah Mayar's opinion, he stated that:

*Although there have been no significant changes from year to year, a small but significant success has been achieved, namely increasing public awareness of the importance of Sedudo Waterfall tourism management. Consistent cooperation between indigenous leaders and the government is the foundation for sustainable tourism management (Mbah Mayar, Kulon Tomb Guard).*

Interviews with stakeholders and traditional leaders indicate that collaboration in the management of Sedudo Waterfall tourism has produced positive medium-term outcomes, marked by an increased commitment from stakeholders to support tourism sustainability. These findings are in line with research (Putro & Briliayanti, 2022) showing that collaboration among stakeholders in tourism destination management can be effective when actors have shared goals and are committed to their respective roles, although communication and trust still need to be strengthened in some cases.

### **Collaborative in the Management of Sedudo Waterfall Tourism**

Models *collaborative governance* It was chosen because it was able to explain the cooperation between the government, villages, and indigenous leaders in tourism management. This analysis is based on five elements of the theory (Ansell & Gash, 2008) namely: *starting conditions, institutional design, facilitative leadership, collaborative processes*. This approach is in accordance with the management of Sedudo Waterfall tourism, because it involves historical relationships between the government and the community, so that the collaboration is both administrative and symbolic.

Without cooperation between the government, villages, and traditional leaders, the management of Sedudo Waterfall Tourism cannot fully understand the problems of the community and aspects that require joint handling. Through collaboration, each actor can exchange information, align interests, and identify needs and barriers (Tanjung & Saputra, 2023). Tourism management runs balanced because there is a clear division of roles, where the Tourism, Culture, and Creative Economy Office plays a role in financing, planning, managing activities, providing facilities, coordination, and supervision to ensure the sustainability of benefits for the community (Henche et al., 2020; Yan & Liu, 2023)

**Figure 9**  
**The Collaborative Governance Process in Sedudo Waterfall Tourism Management**

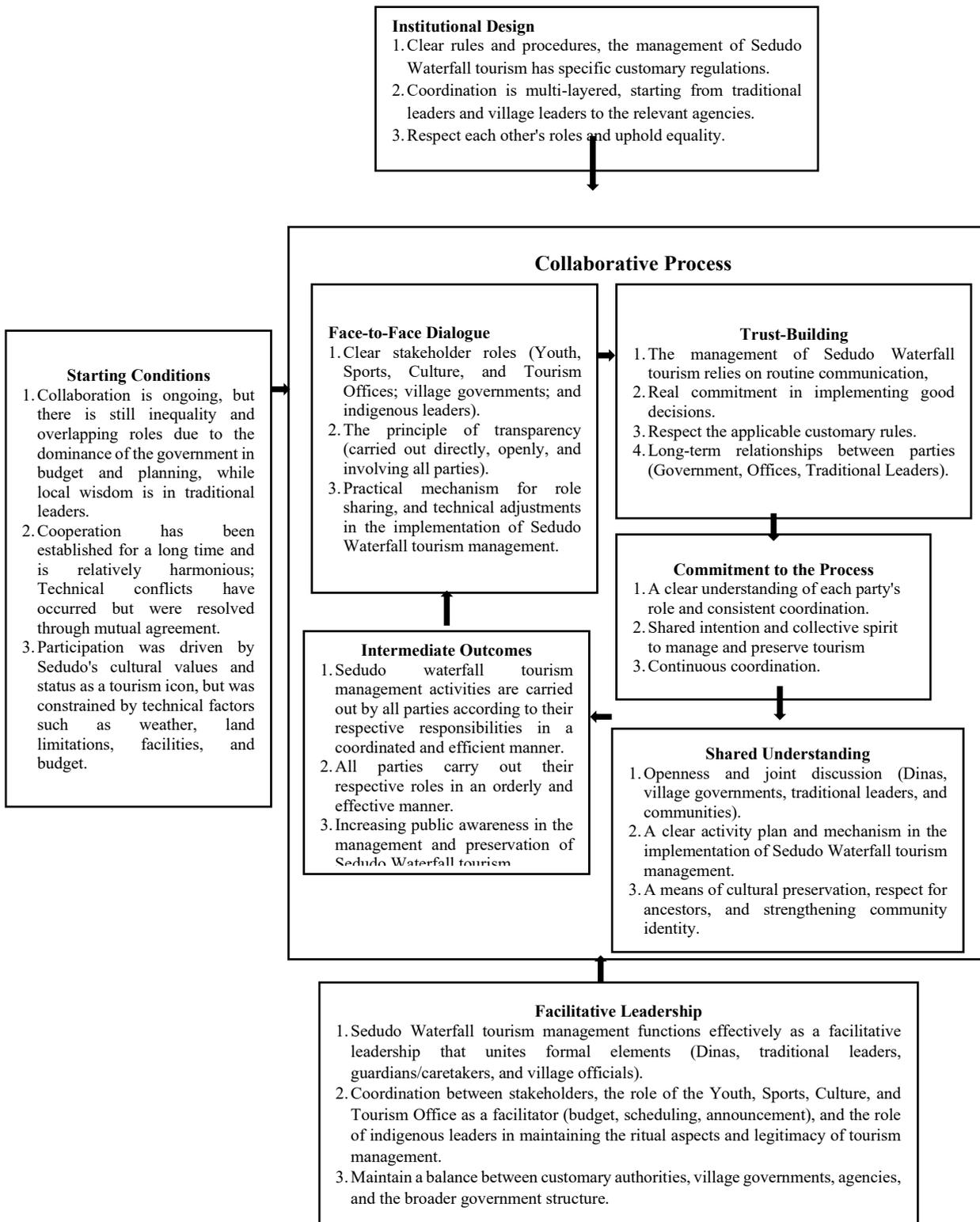


Figure 9 shows that the management of Sedudo Waterfall Tourism reflects a collaborative governance process that integrates administrative authority with local cultural legitimacy. Collaboration between the government, village government, traditional leaders, and the community has developed from a long-standing pattern of coordination, although there are still imbalances in roles, particularly in the planning and budgeting

stages, which are dominated by the government. The governance structure combines formal regulations with customary norms, enabling cross-actor coordination while preserving local wisdom. Overall, the sustainability of Sedudo tourism management is determined more by the effectiveness of collaboration between actors than by the dominance of any one party.

## CONCLUSION

This study shows that *collaborative governance* in the management of Sedudo Waterfall tourism is formed through a sustainable collaborative process between the government, village authorities, indigenous leaders, and the community. Although initial inequalities in role distribution and government dominance exist, clear collaboration mechanisms, facilitative leadership, and routine coordination have successfully maintained cultural sustainability, increased tourism appeal, and provided social and economic benefits for the community. The findings highlight the importance of equal roles, transparency, and accountability in strengthening collaboration, making Sedudo Waterfall management a model for cultural tourism governance in other regions.

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## B. LoA



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### Letter of Acceptance

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