

## **Collaborative Governance in Tourism Law Enforcement: A Study on the Implementation of the ASOCA Strategy in Jakarta**

**John C.E Nababan<sup>1\*</sup>, Muh. Ilham<sup>1</sup>, Mansyur Achmad<sup>1</sup>, Yudi Rusfiana<sup>1</sup>**

<sup>1</sup> Institut Pemerintahan Dalam Negeri, Indonesia

\*Corresponding Author E-mail: [dip.11.674@ipdn.ac.id](mailto:dip.11.674@ipdn.ac.id)

### **Abstract**

Law enforcement in Jakarta's urban tourism industry faces complex challenges, ranging from licensing violations and labor exploitation to environmental degradation and weak tourism security oversight. This study aims to analyze the effectiveness of collaborative governance in tourism law enforcement through the interaction between state and community actors. The research design employs a qualitative approach, collecting data through semi-structured interviews with key stakeholders (Tourism Office, Civil Service Police Unit/Satpol PP, Police, Pokdarwis, and FKPM), field observations at strategic tourism locations in Jakarta, and analysis of policy documents and institutional reports. The analysis draws on the collaborative governance framework and is further enriched by the ASOCA strategy (Ability, Strength, Opportunities, Culture, Agility) to evaluate inter-agency collaborative capacity. The findings indicate that inter-agency forums, digital reporting, joint operations, and community legal education have improved supervision effectiveness and fostered public ownership of tourism regulations. However, these efforts remain limited by regulatory fragmentation, resource disparities, weak coordination SOPs, and bureaucratic resistance to community participation. The study's original contribution lies in the application of the *ASOCA* strategy as an institutional analytical tool in the context of urban tourism governance—a methodological innovation that broadens the understanding of plural policing and community-based law enforcement. This study recommends institutionalizing cross-actor task forces, introducing performance-based participatory incentives, and strengthening digital reporting systems as action plans to develop a responsive, collaborative, and sustainable tourism governance framework.

**Keywords:** ASOCA Strategy, Collaborative Governance, Law Enforcement, Plural Policing, Urban Tourism.

### **Abstrak**

Penegakan hukum dalam industri pariwisata perkotaan di Jakarta menghadapi tantangan yang kompleks, mulai dari pelanggaran perizinan, eksploitasi tenaga kerja, hingga degradasi lingkungan dan lemahnya pengawasan keamanan pariwisata. Penelitian ini bertujuan untuk menganalisis efektivitas tata kelola kolaboratif dalam penegakan hukum pariwisata melalui interaksi antara aktor negara dan masyarakat. Desain penelitian menggunakan pendekatan kualitatif, dengan mengumpulkan data melalui wawancara semi-terstruktur dengan para pemangku kepentingan utama (Dinas Pariwisata, Satuan Polisi Pamong Praja/Satpol PP, Kepolisian, Pokdarwis, dan FKPM), observasi lapangan di lokasi pariwisata strategis di Jakarta, serta analisis dokumen kebijakan dan laporan kelembagaan. Analisis dilakukan dengan kerangka tata kelola kolaboratif yang diperkaya dengan strategi ASOCA (Kemampuan, Kekuatan, Peluang, Budaya, Kelincahan) untuk mengevaluasi kapasitas kolaboratif antar lembaga. Hasil penelitian menunjukkan bahwa forum antar lembaga, pelaporan digital, operasi gabungan, dan pendidikan hukum masyarakat telah meningkatkan efektivitas pengawasan dan mendorong kepemilikan publik terhadap peraturan pariwisata. Namun, upaya ini masih terbatas oleh fragmentasi regulasi, kesenjangan sumber daya, prosedur operasional standar (SOP) yang lemah, dan resistensi birokrasi terhadap partisipasi masyarakat. Kontribusi orisinal dari penelitian ini terletak pada penerapan strategi ASOCA sebagai alat analisis kelembagaan dalam konteks tata kelola pariwisata perkotaan—sebuah inovasi metodologis yang memperluas pemahaman tentang plural policing dan penegakan hukum berbasis masyarakat. Penelitian ini merekomendasikan untuk menginstitutionalisasi tim kerja lintas aktor, memperkenalkan insentif

partisipatif berbasis kinerja, dan memperkuat sistem pelaporan digital sebagai rencana aksi untuk mengembangkan kerangka tata kelola pariwisata yang responsif, kolaboratif, dan berkelanjutan.

Kata kunci: Strategi ASOCA, Tata Kelola Kolaboratif, Penegakan Hukum, Kepolisian Plural, Pariwisata Kota.

---

## **INTRODUCTION**

The tourism industry in Jakarta holds a vital role in supporting both regional and national economic growth. This sector contributes to job creation, increases regional revenue, and promotes local culture at both national and international levels (Haqiqi et al., 2022; Sukmadi, 2022). Despite its significant economic potential, Jakarta's tourism sector currently faces the phenomenon of pseudotourism—activities that generate crowds but fail to contribute meaningfully to the local economy. For example, although there was a surge in tourists during the 2025 Eid al-Fitr holiday, hotel occupancy rates remained low, revealing a disconnect between visitor mobility and the consumption of legitimate tourism services (Luru, 2025). This phenomenon highlights a critical governance failure in integrating tourist flows into the formal economic structure.

Tourism generally contributes significantly to Indonesia's economy, including Jakarta. In 2023, the tourism sector contributed 4.1% to the national GDP, generating total revenues of USD 14.63 billion (CRIF Indonesia, 2024). Although specific figures on tourism's contribution to Jakarta's GDP are unavailable, these national figures reflect the strategic importance of the sector to the city's economy. Pseudotourism is not merely an administrative anomaly—it reflects governance gaps in urban tourism management and law enforcement in Jakarta. Previous studies have shown that fragmented institutional coordination and poor data integration obstruct effective tourism governance (Ansell & Gash, 2008; Michael Hall, 2011). Jakarta's digital infrastructure in the tourism sector also remains underdeveloped, hampering supervision and weakening regulatory responsiveness. This issue is evident in the sector's GDP contribution, which dropped sharply from 4.7% in 2019 to 4.1% in 2020 (Kemenparekraf/Baparekraf RI, 2023), highlighting the inefficiency of existing systems and the economic opportunities lost as a result.

As the background for this study, several prior works have examined various aspects of tourism governance. However, a gap remains in understanding the role of inter-agency collaboration and integrated strategies in tourism law enforcement, particularly in Jakarta.

First, research related to tourism regulation and law enforcement tends to focus narrowly on administrative violations, such as business licensing and non-compliance with operational standards, without examining the collaborative roles of different institutions in addressing these issues. Several studies reveal numerous violations involving licensing and ignored operational standards (Bullock et al., 2024; Kazapoe et al., 2023; Mosaad et al., 2023). A key gap in this literature is the lack of emphasis on institutional collaboration to strengthen oversight and legal compliance within the tourism sector.

Second, tourism sector workers often face exploitative labor conditions, particularly in hotels, restaurants, and the nightlife industry. Workers frequently endure long hours, low wages, and a lack of social protection (Ansar, 2023; Di Marco, 2023; Surmeier et al., 2025). Weak law enforcement in the informal sector, which dominates tourism employment, has allowed labor rights violations to persist without clear accountability. The literature also lacks a focused discussion on

labor law enforcement in tourism, especially in Jakarta where tourism and labor management remain significant challenges.

Third, the environmental impact of unsustainable tourism practices—such as air and water pollution and the degradation of local ecosystems caused by uncontrolled development—has become a pressing issue (Baloch et al., 2022). Many tourism actors prioritize short-term profits over environmental sustainability and often disregard *ecotourism* principles (Rozari et al., 2024; Zoysa & Zoysa, 2022). Weak enforcement of environmental regulations worsens this problem, as seen in the declining environmental quality of Jakarta's tourism zones (Edelman & Edelman, 2023). A key gap in the literature is the lack of studies examining environmental law enforcement in urban tourism, particularly in Jakarta, where urban and tourism ecosystems must be managed simultaneously.

This study aims to analyze how collaborative governance can enhance the effectiveness of tourism law enforcement in Jakarta. The primary focus is to assess the application and effectiveness of the ASOCA strategy in improving legal compliance, labor standards, and environmental sustainability in Jakarta's tourism sector. The study intends to offer practical recommendations to strengthen more collaborative and sustainable tourism management.

This research argues that strong cross-sector coordination can improve tourism law enforcement effectiveness in Jakarta. Based on collaborative governance theory, decision-making processes that involve multiple stakeholders can yield more effective policy outcomes (Hansen et al., 2024). Therefore, collaboration among local governments, police authorities, tourism business actors, and civil society is expected to produce a more responsive, secure, and sustainable tourism policy framework for Jakarta.

## **RESEARCH METHOD**

The unit of analysis in this study is the inter-agency and actor collaboration in tourism law enforcement in Jakarta. The primary focus is on institutional interactions and collaborative practices among key actors involved in the governance and enforcement of tourism-related regulations, including the Tourism Office, Public Order Agency (Satuan Polisi Pamong Praja/Salpol PP), Police, Pokdarwis (Kelompok Sadar Wisata—Community Policing Partnership Forum), and FKPM (Forum Kemitraan Polisi dan Masyarakat—Tourism Awareness Groups). This study aims to explore inter-agency relationships, coordination patterns, and cooperative mechanisms that support effective and sustainable tourism governance. The selection of this unit of analysis seeks to understand the collaborative dynamics that occur between local government institutions and communities, as well as the challenges they face in implementing tourism policies (Wilhelmy & Köhler, 2022).

This research applies a qualitative case study design (Lune & Berg, 2017). A qualitative approach was chosen because it enables a deeper exploration of the experiences, perceptions, and interactions among actors involved in collaborative tourism law enforcement in Jakarta. The study aims to reveal the social and institutional dynamics that quantitative methods cannot fully capture. The collaborative governance approach was used, as this theory emphasizes the importance of inclusive and participatory decision-making processes involving multiple stakeholders in complex governance systems (Hansen et al., 2024). Additionally, this study adopted the ASOCA framework (Ability, Strength, Opportunities, Culture, Agility) to map relationships among actors in the

collaborative process—an innovative analytical model rarely applied in urban tourism studies (Ermaya, 2013).

This study uses a qualitative descriptive approach, focusing on an in-depth understanding of the experiences, perceptions, and social interactions of the actors involved in tourism law enforcement governance in Jakarta. The research draws upon both primary and secondary data sources. Primary data were collected through semi-structured interviews with key informants selected purposively based on their roles and experience in managing and enforcing regulations within the tourism sector. Informants included local government officials responsible for tourism and public order (Tourism Office and Satpol PP), police authorities involved in monitoring tourism activities, private tourism business operators, and civil society groups such as the FKPM and Pokdarwis.

Secondary data were also used to provide a broader contextual understanding of relevant policies. These secondary sources include official documents such as local regulations, government decrees, activity reports, and media sources. The analysis of these documents aimed to provide insight into the policy background, implementation process, achievements, and challenges of tourism law enforcement in Jakarta.

Data collection employed three main techniques: semi-structured interviews, field observation, and document analysis. The semi-structured interviews explored informants' experiences, perceptions, and perspectives on actor collaboration in tourism law enforcement. These interviews offered rich insights into field dynamics, especially interactions between government officials, the private sector, and civil society groups in managing the tourism sector. Field observations were conducted at key tourism sites in Jakarta, including Kota Tua, Monumen Nasional, and Ancol, to observe direct interactions between government officials, tourists, and local communities. These observations aimed to understand the social context and capture interaction patterns among the involved actors. Finally, document analysis involved reviewing policy texts, regulations, reports, and media coverage to trace the policy background and track the implementation processes.

The analysis followed several stages. First, during data reduction, the interview transcripts, field notes, and collected documents were reviewed and thematically coded. This process aimed to filter relevant information and extract key themes. Next, the data presentation phase involved organizing the coded data into matrices and narrative summaries to facilitate interpretation. This step helped illustrate interaction patterns and collaboration among actors in tourism governance and law enforcement. The final step involved drawing conclusions and verification, in which findings were assessed in relation to the research questions and the theoretical frameworks employed. This process ensured that the conclusions accurately reflect the field realities and align with the study's objectives (Miles & Huberman, 2013).

## **RESULTS**

### **Inter-Actor Collaboration in Tourism Law Enforcement**

In the context of urban tourism governance, particularly in Jakarta, collaboration among multiple actors is crucial for effective law enforcement in the tourism industry. The overlapping mandates between government agencies and community-based groups require coordinated efforts to ensure compliance with regulations and to maintain public order. This study adopts the

collaborative governance framework, which emphasizes shared responsibility, trust-building, and cross-sectoral interaction, to examine how these actors cooperate in practice.

Collaboration among tourism actors in Jakarta is reflected in joint law enforcement actions, information sharing, and public education initiatives. A representative from the Jakarta Tourism Office stated: *"We frequently collaborate with Satpol PP and the police to take action against tourism businesses that operate without permits or violate operating hours."* (Informant A, Jakarta Tourism Office)

From the community side, a leader of the FKPM in Central Jakarta shared: *"Our role at FKPM is not only to convey the concerns of residents but also to bridge communication with authorities to avoid conflicts."* (Informant C, Head of FKPM, Central Jakarta)

A member of Pokdarwis also explained their involvement: *"We usually help remind tourism business owners about operational regulations and support them in obtaining necessary permits."* (Informant E, Pokdarwis, West Jakarta)

The following table summarizes the main roles and forms of collaboration among actors involved in tourism law enforcement in Jakarta:

**Table 1. Actor Roles and Collaborative Functions**

Actor	Main Role	Form of Collaboration
Tourism Office	Regulation and licensing	Joint monitoring, administrative sanctions
Satpol PP	Operational enforcement	On-site raids, joint patrols
Police	Security and legal protection	Investigations, coordinated operations
Pokdarwis	Community education and outreach	Business support, legal awareness
FKPM	Communication mediator	Advocacy, complaint facilitation

One of the most prominent examples of active enforcement is the role played by Satpol PP DKI Jakarta. In practice, Satpol PP has demonstrated a firm commitment to upholding tourism regulations, as seen in the closure of the Rawamalang red-light district and unauthorized cafes along Jalan Cakung Drain, North Jakarta. These actions received strong support from community leaders and local media, who deemed the presence of illegal cafes a public nuisance and a threat to social order. Muhammad Sidik, Chairman of the North Jakarta City Council, and local journalists publicly voiced their support for the provincial government's actions and encouraged continued surveillance by the authorities. Beyond North Jakarta, Satpol PP DKI also targeted unlicensed nightlife venues in West Jakarta, based on official reports from the Tourism and Culture Office (Updatetodaynews.com, 2022). Head of Satpol PP DKI, Yani Wahyu Purwoko, stated that permit violations would be reported directly to the Governor for further action. These examples show that Satpol PP does not merely serve a symbolic role but actively responds to complaints and reports from both the public and institutional partners.

As shown in table 1, there are clearly defined main roles and collaboration mechanisms among actors involved in tourism law enforcement in Jakarta. The table illustrates how formal institutions and community-based groups operate through overlapping but complementary functions. These findings are supported not only by interview data but also by field observations

and relevant documents, which confirm the presence of multi-actor coordination patterns and structured enforcement activities across several districts in Jakarta.

Based on the collected data, several key patterns of inter-actor collaboration in tourism law enforcement in Jakarta have been identified. First, joint operational activities emerged as a prominent form of collaboration, wherein government agencies such as the Tourism Office and Satpol PP regularly conduct inspections and raids to shut down unlicensed or non-compliant businesses. This pattern is particularly evident in densely populated districts where more intensive oversight is required to ensure regulatory compliance.

Second, community-based mediation plays a significant role. FKPM and Pokdarwis serve as intermediaries that help bridge the gap between authorities and local communities. Their involvement in educating and reminding business owners about applicable rules helps to reduce potential conflicts and foster more harmonious relationships between citizens and the government. Their role is crucial in creating effective communication channels at the community level, which facilitates better cooperation.

Additionally, there are informal yet effective channels of communication. Although coordination mechanisms among these actors are not always formally institutionalized, they maintain regular communication through unofficial channels such as WhatsApp groups, ad-hoc meetings, and routine site visits. Despite their informal nature, these methods have proven effective in ensuring swift information flow and building trust among actors.

Lastly, a pattern of shared but asymmetrical responsibility emerges. While there is substantial collaboration between government and community actors, enforcement authority remains predominantly in the hands of state actors—namely local governments and the police. Community groups like FKPM and Pokdarwis primarily contribute through outreach and public education rather than direct enforcement. This reflects a clear division of roles, although collaboration continues to create a safer and more orderly tourism ecosystem.

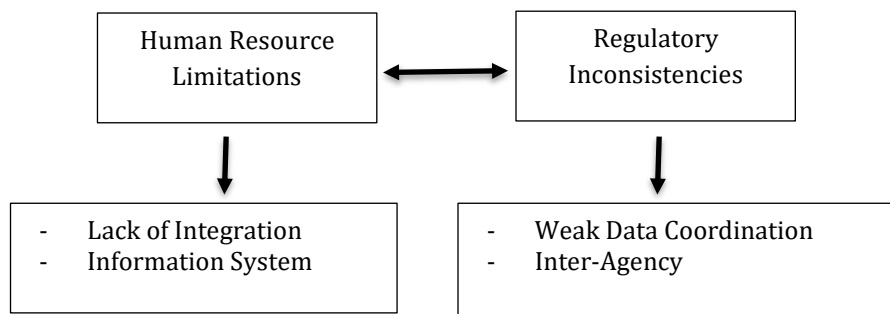
### **Institutional Challenges in Collaborative Tourism Law Enforcement**

Law enforcement in Jakarta's tourism sector faces a range of structural, administrative, and regulatory challenges that hinder the effectiveness of inter-actor collaboration. Although there have been efforts to promote joint action among relevant institutions, several institutional barriers persist, obstructing the achievement of sustainable governance. One of the most frequently reported challenges is the regulatory inconsistency between different law enforcement agencies, which creates operational confusion and weakens compliance among tourism business operators. As one informant noted, *"Sometimes the regulations from the Tourism Office and the police are not aligned, so we don't know which one to follow"* (Informant B, Tourism Business Owner). This misalignment indicates that even with the intention to cooperate, the absence of a harmonized legal framework often adds to the confusion faced by stakeholders.

This inconsistency is particularly evident during the implementation of policies in the month of Ramadan, when entertainment venue operators are required to comply with Regional Regulation No. 19 of 2004, Governor's Decree No. 98 of 2004, and Circular No. 15/SE/2014 issued by the Tourism Office regarding operational hours and permissible types of entertainment. Violations of these regulations may result in criminal sanctions or license revocations, as emphasized by the Head of the North Jakarta Tourism Sub-Office. However, in practice, legal uncertainty continues, as demonstrated by the case of Golden Crown Discotheque. Although the

venue's license was revoked after 108 guests were found to have tested positive for narcotics during a BNN raid, the Jakarta Administrative Court ruled in favor of the management company and ordered the provincial government to withdraw the revocation (Siddiq, 2020). This case illustrates that even though the Tourism Office referred to Governor Regulation No. 18 of 2018, which allows immediate license revocation in cases of proven drug distribution negligence, legal decisions can diverge. This further reinforces the finding that overlapping and unharmonized regulatory frameworks across institutions create legal uncertainty, ultimately affecting the effectiveness of law enforcement in the tourism sector (Ikhsanudin, 2020).

In addition to legal inconsistencies, limitations in financial and human resources also pose significant obstacles to the enforcement capacity of local units. One informant from Satpol PP South Jakarta stated, *"Our budget is limited, so we can't monitor all areas—especially those that are hidden or newly opened"* (Informant D, Satpol PP South Jakarta). These constraints undermine the ability of field officers to carry out consistent oversight, particularly in hard-to-reach areas or in rapidly changing enforcement environments.



**Figure 1. Scheme of Institutional Barriers in Law Enforcement**

Figure 1 illustrates the scheme of institutional barriers in law enforcement, divided into four main categories: human resource limitations, regulatory inconsistency, lack of integrated information systems, and weak inter-agency data coordination. Human resource limitations encompass not only the number of personnel but also the quality and technical capacity required to carry out oversight functions. Meanwhile, regulatory inconsistency and the absence of uniform standard operating procedures (SOPs) lead to confusion in field implementation. Additionally, fragmented and unintegrated information systems present a serious obstacle in tracking violations—especially when combined with weak inter-agency coordination. These barriers underscore the need for holistic institutional reform to enable law enforcement that is efficient, measurable, and collaborative.

Therefore, institutional obstacles in tourism law enforcement in Jakarta reflect several significant structural challenges. First, regulatory inconsistency stands out as a major problem for field actors. Various institutions—such as the Tourism Office and Satpol PP—operate under separate legal frameworks, creating discrepancies in regulatory interpretation and enforcement. This leads to confusion among tourism business actors, who are unsure which regulations to follow, especially when institutions hold divergent views on the procedures to be implemented. These

discrepancies also increase the potential for non-compliance, as business actors struggle to find clarity in the instructions and regulations issued by different agencies.

Second, budget constraints serve as a major barrier to effective enforcement. Limited financial and human resources reduce the monitoring capacity of the responsible institutions. In this context, many tourism businesses go inadequately supervised, especially in hard-to-reach or hidden areas. For example, Satpol PP has stated that their limited budget prevents them from comprehensively monitoring all areas, meaning newer or more concealed locations often escape oversight. As a result, existing regulations cannot be applied effectively across Jakarta's entire tourism sector.

Third, the lack of standardized coordination procedures (SOPs) also impedes inter-agency collaboration. The absence of standardized operational protocols among law enforcement agencies leads to redundancy and miscommunication during task execution. Each agency tends to operate based on its own internal procedures and policies, without clear guidelines or mechanisms for collaboration. Consequently, joint operations such as raids or field inspections often face delays or confusion due to the lack of consensus on steps that need to be taken collectively.

Finally, disjointed communication and data systems among enforcement agencies represent a major hindrance to real-time decision-making. The agencies involved in law enforcement lack an integrated information system, resulting in delays in data sharing and the dissemination of critical information related to tourism activities requiring urgent attention. For instance, field officers participating in raids or tourism monitoring efforts do not always have direct access to necessary data or information to respond effectively on the ground. This communication gap weakens the ability to respond quickly and collaboratively to violations or emerging problems in the tourism sector.

Ultimately, these challenges highlight the fragmented governance system that undermines the effectiveness of law enforcement in Jakarta's tourism sector. While inter-agency collaboration exists, the lack of clear coordination, limited budgets, and inconsistent regulations render the system suboptimal. Without efforts to address these issues, the effectiveness of tourism law enforcement and governance in Jakarta will remain hindered.

### **Implementation of the ASOCA Strategy in Tourism Governance in Jakarta**

The ASOCA strategy, which comprises five core components—Ability, Strength, Opportunities, Culture, and Agility—has begun to be implemented in several strategic tourism management areas in South and North Jakarta. This study explores how ASOCA is applied in practice, highlighting examples of implementation, emerging outcomes, and initial impacts based on interviews, field observations, and policy documentation. As stated by the Head of the Tebet Sub-district in South Jakarta:

*"We have started holding small monthly forums with Pokdarwis, FKPM, and business owners. Everyone can share their problems and seek direct solutions there. Similarly, a member of the Tourism Sector Police added: "With a data-driven system, we can map frequent violations. That becomes the basis for joint operations."*

These findings indicate that the implementation of the ASOCA strategy has signaled a shift from a fragmented and punitive governance model to a more collaborative-transformative model.



Major developments in ASOCA's application include routine inter-agency coordination, digitized reporting, joint operations, and targeted legal education for grassroots-level actors. All these components work together to create a more responsive and inclusive system for managing Jakarta's tourism sector.

The following table summarizes the ASOCA components, examples of their implementation in the field, and their initial impacts:

**Table 2. ASOCA Components and Field Implementation Outcomes**

ASOCA Component	Field Implementation Example	Initial Impact
Ability	Legal training for Pokdarwis	Improved legal literacy
Strength	Routine coordination forums	Enhanced inter-agency trust
Opportunities	Joint digital reporting platform	Faster violation tracking
Culture	Local norms of mutual cooperation	Improved informal collaboration
Agility	Ad-hoc raids and rapid response	More responsive enforcement

The implementation of the ASOCA strategy—consisting of the five main components: Ability, Strength, Opportunities, Culture, and Agility—has begun across several sub-districts in Jakarta, particularly in the context of tourism governance. This process represents a significant shift toward collaborative governance involving multiple institutional actors. One of the most notable examples includes legal training programs for Pokdarwis (Ability), quarterly coordination forums (Strength), and the use of integrated digital systems for reporting violations (Opportunities). These steps have helped enhance communication flows, improve responsiveness, and reduce redundancy between institutions.

A particularly striking example of Strength and Opportunities in tourism law enforcement is the implementation of legal and skills training for Pokdarwis, routine coordination forums, and the use of integrated digital reporting systems. As part of capacity building, the Indonesian Center for Sustainable Tourism (PPBI) at Unika Atma Jaya, in collaboration with Bakti BCA, organized a *Service Excellence Workshop for Pokdarwis* in Glodok Chinatown, Jakarta. Held at Fave Hotel on January 20, 2024, the training engaged 20 participants from various professional backgrounds (Unika Atma Jaya, 2024). The program significantly enhanced participants' communication skills, destination knowledge, and awareness of cultural preservation—leading to improved tourist experiences and boosting local economic outcomes.

In other regions, such as South Jakarta, the city government also conducted digital marketing training for two Pokdarwis (Kedung Gede and Setu Babakan), involving 50 participants. The training encouraged participants to utilize smartphones and social media as effective, low-cost promotional tools (Sakti, 2024). This initiative aims to strengthen digital content strategies so that tourism actors can flexibly reach broader markets. These efforts align with the commitment of the Jakarta Tourism and Creative Economy Office (Disparekraf) to improve services in the tourism sector, with an ambitious target of 36 million tourist visits in 2024—comprising over 1.8 million international tourists and 34 million domestic visitors. This combination of community-based training and digital strategies serves as a vital foundation for building a collaborative, adaptive, and sustainable tourism oversight and service system (Izan, 2024).

The implementation of the ASOCA strategy is elaborated as follows. First, ability. The capacity of each actor in this collaboration varies depending on the institution involved. Local governments possess administrative authority but have limited enforcement tools. In contrast, security agencies hold mandate-based authority but often face legal constraints during field implementation. On the other hand, community actors such as Pokdarwis and FKPM play roles in education and advocacy, although they lack the mandate to conduct direct law enforcement. As noted by a representative from Pokdarwis Kemang, *“We have the passion and experience to support tourism communities, but we cannot take direct action against violations.”* The success of ASOCA in enhancing this *ability* depends on strengthening inter-agency synergy through cross-training and improving system interoperability. Prior studies have also emphasized the importance of synergistic approaches across institutions to enhance law enforcement capacity at the community level (Fisher et al., 2023).

Second, strength. The strength of collaboration in Jakarta's tourism sector lies in the existence of both semi-formal and formal networks such as inter-agency forums and the active involvement of private sector actors. These networks serve as valuable assets which, if supported by digital platforms, can reinforce policy implementation outcomes. As noted by an FKPM official in North Jakarta, *“What matters is that all parties are willing to sit together and engage in open communication. That is our strength—not every city has it.”* Such synergy presents an opportunity to establish more transparent communication and support more inclusive and effective policy implementation.

Third, opportunities. The development of digital tools such as CCTV, GIS, and online licensing systems has created opportunities for more efficient and innovative tourism management. These platforms allow for quicker reporting of violations, increasing accountability and reducing response time in enforcement. Additionally, partnerships with private sector CSR programs have opened doors for broader preventive education. These collaborations create opportunities for stakeholders to innovate with more adaptive approaches to emerging problems and to foster stronger legal awareness among both community members and industry players.

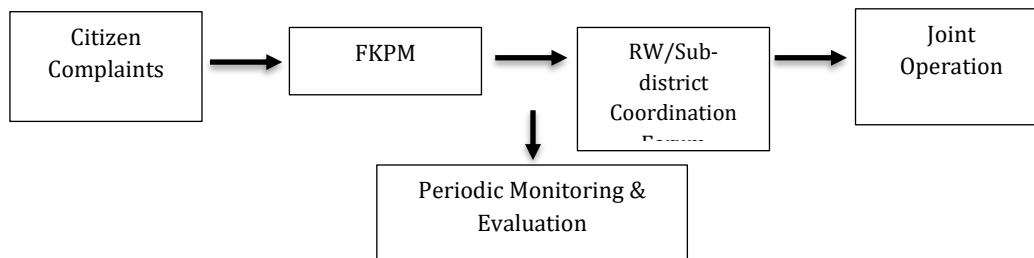
**Table 3. Opportunities for Developing Law Enforcement Collaboration**

Strategic Opportunities	Implementation Potential
Digital Surveillance Systems	Integration of license and violation data
Law-based Pokdarwis Empowerment	Tourism law training & legal facilitation
Private Sector CSR	Joint financing of outreach activities

Fourth, culture. Cultural barriers in tourism law enforcement in Jakarta—particularly bureaucratic hierarchy and sectoral ego—remain dominant. Nevertheless, local cultural values such as *gotong royong* (mutual aid), regional pride, and informal cooperation present meaningful opportunities to foster more effective collaboration. For example, a Satpol PP official from West Jakarta remarked, *“We’re used to working together during large events or joint raids. But sometimes not everyone sees collaboration as important.”* This statement reflects the reality that despite some awareness of the value of collaboration, challenges often arise due to varying levels of commitment and understanding among involved actors. Achieving a sustainable culture of collaboration requires adaptive leadership and inter-agency training. This aligns with Marsh & Stoker’s (2019)

recommendations, which emphasize the need for institutional capacity building and joint training to strengthen structured collaboration in response to persistent governance challenges.

Fifth, agility. Current tourism law enforcement practices tend to be reactive, but several subdistricts have initiated more agile mechanisms. One example is the monitoring of citizen reports and conducting surprise raids. These steps demonstrate emerging adaptive capacities in responding to tourism-related issues. Although still in the early stages, such mechanisms already show promising potential for improving enforcement effectiveness. Successfully developing agility is essential for addressing Jakarta's continuously evolving tourism challenges. Improved collaboration among related institutions, with enhanced capacity to respond swiftly and appropriately, will play a critical role in achieving more efficient and sustainable tourism law enforcement. Building a more agile enforcement mechanism will also support the goals of Government 4.0, which emphasizes the use of data and technology to create responsive and collaborative public services.



**Figure 2. Growing Adaptive Responses in Law Enforcement**

Figure 2 illustrates the collaborative enforcement flow system in Jakarta's tourism sector, involving multiple actors such as citizen complaints, the FKPM, neighborhood units (RW/sub-districts), and joint operations. The process begins with the receipt of complaints from residents, which are then forwarded to the FKPM and relevant RW/sub-district units for follow-up. Collaboration among these actors subsequently leads to coordinated joint operations aimed at enforcing existing regulations. To ensure the effectiveness and sustainability of law enforcement, a regular monitoring and evaluation process is established to assess the outcomes of such collaboration and provide feedback for improvement. This analysis demonstrates that inter-agency and community coordination, coupled with evaluation mechanisms, are crucial to achieving effective law enforcement outcomes in the tourism sector.

Accordingly, effective collaboration among various actors—including the FKPM, RW/sub-districts, and community members—plays a pivotal role in tourism law enforcement in Jakarta. Despite challenges related to coordination and resource limitations, a system grounded in collaborative workflow—from citizen complaint intake to joint enforcement operations—can enhance the efficacy of regulatory implementation. Periodic monitoring and evaluation serve as vital components in ensuring that policies and actions remain relevant and responsive to evolving public needs and on-the-ground dynamics. This collaborative framework also highlights the importance of active community and institutional engagement in building a sustainable and effective enforcement oversight system.

## **DISCUSSION**

This study reveals that effective law enforcement in Jakarta's tourism sector is strongly influenced by collaboration among relevant actors with diverse backgrounds and interests. Synergistic cooperation among local government agencies, law enforcement authorities, community organizations (particularly the FKPM), and tourism business operators has demonstrably improved information flow, expanded monitoring coverage, and reinforced the social legitimacy of legal actions taken. The active participation of FKPM and Pokdarwis in law enforcement forums has also enhanced violation reporting and strengthened community-based preventive oversight.

The primary drivers of these outcomes can be attributed to increased institutional capacity and a shared commitment to collaboration, which enabled operational synergy among actors. Effective collaboration emerged when actors shared clearly defined roles, maintained open inter-agency communication, and demonstrated leadership that fostered mutual trust. Conversely, the presence of sectoral silos, rigid bureaucratic structures, and poor coordination often reduce collaboration to symbolic actions rather than genuinely transformative practices. The absence of incentive systems for community participation and the persistence of bureaucratic cultures resistant to change further constrain meaningful collaboration (Adu-Baffour et al., 2021; Muhdiarta, 2025; Mumtaz & Nakray, 2025).

These findings align with previous research that highlights the significance of plural policing in governing security within informal sectors, particularly in tourism (Leloup & Cools, 2022; Naef, 2023; Watson et al., 2023). The involvement of non-state actors in managing public spaces—often beyond the reach of formal institutions—proves essential (Bisong, 2022; Sukumar et al., 2024). However, this study extends the discourse by applying the ASOCA strategy (Ability, Strength, Opportunities, Culture, Agility), offering deeper insights into how adaptive strategies can enhance inter-actor collaboration, transcending formal role limitations (McIlwain et al., 2023; Waylen et al., 2023). For instance, while Wicaksono et al. (2023) observed that top-down enforcement approaches hindered local initiatives in Yogyakarta, this study identifies the emergence of bottom-up mechanisms in Jakarta—especially through the roles of FKPM and Pokdarwis—albeit still limited by insufficient policy support and budget allocations.

Historically, community collaboration in tourism law enforcement in Jakarta has emerged as a response to the ineffectiveness of formal systems in comprehensively managing the sector. Institutional fragmentation and weak inter-agency coordination over the years have led to slow responses to social dynamics and the complexities of tourism governance. In this context, the role of local communities through entities such as FKPM and Pokdarwis has become increasingly prominent, signaling a paradigm shift from a top-down governance model to a more inclusive participatory approach. This phenomenon aligns with various studies in Indonesia that indicate community-based tourism (CBT) has developed as a solution to human resource limitations, lack of infrastructure, and the dominance of the private sector over local tourism assets (Anindhita et al., 2024; Yuliane et al., 2022).

In several regions, the success of CBT is heavily dependent on cross-sector collaboration, as demonstrated in Kampung Grangsil, Kutuh, and Karimunjawa, where local communities, local governments, academics, and business actors cooperate to build sustainable tourism ecosystems (Arifianto et al., 2023; Wibawa et al., 2021; Wikantiyoso et al., 2021). Even in legal and institutional

contexts, research by Martitah et al. (2022) emphasizes the importance of integrating local values into the legal framework to protect cultural heritage and strengthen community legal standing in tourism governance. By adopting the ASOCA model in Jakarta, these participatory efforts have become more structured—encouraging institutional capacity-building, fostering inter-actor trust, and creating digital coordination channels that accelerate responses to violations. This study, therefore, positions Jakarta within a new discursive landscape in which tourism law enforcement is no longer monopolized by formal authorities, but is shaped by the active participation of local communities that are adaptively and contextually organized.

Socially, these findings affirm the importance of community empowerment in fostering a sense of ownership over tourism regulations. The direct involvement of citizens in monitoring and law enforcement has created a collective sense of responsibility in maintaining the integrity of the tourism sector. Previous studies have shown that community empowerment can stimulate local economic growth, job creation, and improved welfare, as demonstrated in the case of Cimincrang Village, West Java, through the development of natural, religious, and cultural tourism potential (Riana & Fajri, 2024). In Jakarta, the participation of FKPM and Pokdarwis in law enforcement forums has strengthened community-based surveillance and promoted more proactive violation reporting.

Such empowerment also reinforces public legal awareness and the moral values that underpin compliance with tourism regulations. This corresponds with the findings of Hermawan et al. (2023), which demonstrate that the success of the tourism village program in Goa Pindul was largely determined by the capacity-building process among residents through training and the formation of local tourism awareness groups. In Jakarta's context, community involvement is not merely complementary, but rather serves as a catalyst in creating a safe, comfortable, and inclusive tourism environment. This participatory approach represents a shift from a top-down development pattern to one that is more collaborative and responsive to local needs (Adebayo & Butcher, 2023; Mayaka et al., 2020). Thus, collaboration between formal and informal actors has proven to accelerate the achievement of shared goals: effective, equitable, and community-rooted tourism law enforcement.

From an economic perspective, collaboration among public, private, and community sectors has proven to be a key element in enhancing the operational efficiency of the tourism sector, which is dynamic and constantly challenged in terms of competitiveness and contributions to regional revenue. In Jakarta's context, collaboration developed through the ASOCA approach has fostered more responsive monitoring mechanisms, strengthened promotional effectiveness, and increased the overall appeal of tourism destinations. This aligns with the findings of Widiastini et al. (2025), who showed that strategic collaboration within Bali's tourism village ecosystem successfully promotes economic diversification and sustainable growth. Inclusive public-private partnerships have also improved local community welfare, as evidenced by the study of Untari (2024) in Indonesia's coastal regions, which found that the public-private partnership (PPP) model significantly boosts community well-being through resource synergy and integrated governance.

Furthermore, the experience of Tanjung Lesung in Banten illustrates that cross-sector collaboration enables collective and sustainable destination management, despite early challenges related to coordination and stakeholder capacity disparities (Kismartini & Pujiyono, 2020). Similar lessons can be drawn from studies in Ghana and Australia, which emphasize the critical role of local

authorities in actively managing partnerships to build mutual trust and foster institutional innovation (Adu-Ampong, 2017; Dredge, 2006). In Jakarta, multi-actor collaboration designed through the ASOCA framework has the potential not only to increase regional own-source revenue (PAD) from the tourism sector but also to create community-based economic value by boosting citizen involvement, expanding tourism markets, and strengthening the local business ecosystem. In other words, multi-actor collaborative tourism management becomes a prerequisite for inclusive and sustainable local economic development.

From an ideological standpoint, these findings reflect a significant transition from a hierarchical and authoritarian tourism governance model toward one that is more democratic, participatory, and inclusive. The collaborative approach embedded within the ASOCA framework not only promotes cross-actor engagement but also embodies ideological values such as transparency, accountability, and equitable role distribution in decision-making. This aligns with the findings of Pulido-Fernández et al. (2019) and Queiroz (2009), which affirm that effective tourism destination governance depends on equal stakeholder participation and policies grounded in participatory diagnosis rather than top-down instruction.

Furthermore, local values such as *gotong royong* (mutual cooperation) and regional pride remain foundational to community values and continue to be relevant in modern governance contexts. Studies by Farrelly (2011) in Fiji and Priambodo (2024) in Indonesia demonstrate that when traditional decision-making systems are acknowledged and integrated into tourism practices, they give rise to governance models that ideologically respect local sovereignty. In addition, studies by Jeong et al. (2018) and Ahn & Bessiere (2022) underscore the importance of psychological empowerment and participatory leadership in fostering genuine citizen engagement in tourism policymaking. In Jakarta, the collaboration between FKPM, Pokdarwis, and state institutions marks a shift in power orientation—from structural control toward functional negotiation based on trust. Nevertheless, studies such as Horgan & Koens (2024) caution that the success of participatory governance also hinges on collective capacity to manage conflicts, address power imbalances, and avoid the trap of tokenistic participation.

Thus, ASOCA is not merely a technocratic approach but also an ideological manifestation of democratic tourism governance—one that honors local diversity while responding to the complex demands of fair and collaborative public sector management.

However, critical reflection reveals several structural and relational challenges that hinder sustainable collaboration in tourism law enforcement. On one hand, cross-actor collaboration has effectively enhanced social legitimacy and operational efficacy in responding to violations and dynamics within the tourism sector. On the other hand, deeply entrenched sectoral egos, the absence of participatory incentives for communities, and limited digital infrastructure continue to pose serious obstacles. This echoes the findings of Hatipoglu et al. (2016), which highlight the lack of institutional structures to facilitate stakeholder involvement as a major barrier to sustainable tourism planning, as observed in Thrace, Turkey. Additionally, Canavan (2017) noted that stakeholder exclusion from decision-making processes on the Isle of Man created closed and dysfunctional power networks.

Further, a study in Madura (Arifin et al., 2025) revealed that rigid government policies hinder cross-actor collaborative communication in tourism. Communication barriers were also found in Brunei Darussalam, where community-based tourism (CBT) actors experienced significant

coordination gaps (Chin et al., 2024). Historical distrust toward government institutions, as identified in the Mentawai Islands (Towner, 2018), and institutional mismatches between business actors and destination managers (Pechlaner & Volgger, 2013) further exacerbate collaboration fragmentation. Without strong leadership and coherent policy support, collaboration remains vulnerable to stagnation or may be reduced to mere administrative formalities. Therefore, mitigation strategies must focus on building inclusive collaborative structures, strengthening inter-actor trust, and establishing institutional frameworks that support genuine stakeholder participation.

Based on the identified dysfunctions, policy action plans should prioritize three key areas: institutionalizing collaboration mechanisms, reinforcing participatory incentives, and accelerating digital infrastructure. First, local governments must establish a cross-sector tourism law enforcement task force, formally regulated through gubernatorial or mayoral decrees. This task force should include government entities, security forces, community groups such as FKPM and Pokdarwis, and business actors on equal terms, with core responsibilities including routine evaluation, the development of rapid-response coordination protocols, and management of digital reporting systems. Second, it is crucial to design incentive schemes for active community actors, such as performance-based compensation, regular training, and formal recognition through collaborative certification. Third, investments are needed to enhance digital infrastructure, including integrated violation reporting dashboards, citizen-based complaint management systems, and real-time inter-agency communication platforms. Without concrete steps in these directions, the risk of stagnation and the reproduction of symbolic collaboration patterns will continue to undermine the effectiveness of tourism law enforcement at the local level.

## **CONCLUSION**

This study concludes that the effectiveness of tourism law enforcement in Jakarta is strongly determined by the degree of collaboration among both formal and informal actors involved in the governance of this sector. The main findings indicate that cross-sector collaboration, initiated through the collaborative governance approach and reinforced by the ASOCA strategy (Ability, Strength, Opportunities, Culture, Agility), has fostered the formation of more responsive, participatory, and community-rooted enforcement mechanisms. This success is reflected in the increase of citizen-based violation reporting, the establishment of inter-agency coordination forums, and the utilization of digital technology in tracking and resolving cases.

Scientifically, this study provides a significant contribution to the development of collaborative frameworks for law enforcement in the urban tourism sector, a topic rarely explored in depth within the Indonesian context. The ASOCA approach employed in this study offers a new perspective for understanding institutional interaction dynamics by emphasizing institutional synergy and the adaptive resilience of local actors. The research also expands the discourse on plural policing and community-based law enforcement, while integrating social, economic, and ideological dimensions into a unified policy framework.

However, this study acknowledges several limitations. First, the geographical scope is limited to the Jakarta area; therefore, generalizing the findings to other cities in Indonesia must be done with caution. Second, although the qualitative data used are rich and in-depth, they cannot fully quantify the economic or legal impact of the ASOCA implementation. Third, the participation

of business actors in this research remains limited, leaving the private sector perspective underexplored. Future studies may expand the research area, integrate quantitative approaches, and explore the potential replication of the ASOCA strategy in other tourism regions with different socio-political characteristics.

## REFERENCES

- Adebayo, A. D., & Butcher, J. (2023). Community Empowerment in Nigeria's Tourism Industry: An Analysis of Stakeholders' Perceptions. *Tourism Planning & Development*, 20(4), 583–603. <https://doi.org/10.1080/21568316.2022.2127865>
- Adu-Ampong, E. A. (2017). Divided we stand: institutional collaboration in tourism planning and development in the Central Region of Ghana. *Current Issues in Tourism*, 20(3), 295–314. <https://doi.org/10.1080/13683500.2014.915795>
- Adu-Baffour, F., Daum, T., & Birner, R. (2021). Governance challenges of small-scale gold mining in Ghana: Insights from a process net-map study. *Land Use Policy*, 102, 105271. <https://doi.org/10.1016/j.LANDUSEPOL.2020.105271>
- Ahn, Y.-J., & Bessiere, J. (2022). The Role of Participative Leadership in Empowerment and Resident Participation. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su141811223>
- Ajie Wicaksono, & Maximianus Agus Prayudi. (2023). Potensi Wisata Jogja Planning Gallery. *EDUTOURISM Journal Of Tourism Research*, 5(02), 172–189. <https://doi.org/10.53050/EJTR.V5I02.670>
- Anindhita, T. A., Zielinski, S., Milanese, C. B., & Ahn, Y. (2024). The Protection of Natural and Cultural Landscapes through Community-Based Tourism: The Case of the Indigenous Kamoro Tribe in West Papua, Indonesia. *Land*, 13(8), 1237. <https://doi.org/10.3390/land13081237>
- Ansar, A. (2023). Bangladeshi women migrants amidst the COVID-19 pandemic: Revisiting globalization, dependency and gendered precarity in South–South labour migration. *Global Networks*, 23(1), 31–44. <https://doi.org/10.1111/GLOB.12368>
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/JOPART/MUM032>
- Arifianto, A., Ihsan Yudanto, M., & Sutriadi, R. (2023). Involvement of Indigenous and Non-Indigenous Societies through the Development of Community Based Ecotourism Concept in Coastal Areas: Case Studies from Indonesia. *IOP Conference Series: Earth and Environmental Science*, 1250(1), 012016. <https://doi.org/10.1088/1755-1315/1250/1/012016>
- Arifin, S., Azinuddin, M., Mat Som, A. P., Ibrahim, A., & Hanafiah, M. H. (2025). Collaborative communication for sustainable tourism in Asia: a case study from Madura Island. *Worldwide Hospitality and Tourism Themes*, 17(3), 413–421. <https://doi.org/10.1108/WHATT-01-2025-0042>
- Baloch, Q. B., Shah, S. N., Iqbal, N., Sheeraz, M., Asadullah, M., Mahar, S., & Khan, A. U. (2022). Impact of tourism development upon environmental sustainability: a suggested framework for sustainable ecotourism. *Environmental Science and Pollution Research International*, 30(3), 5917. <https://doi.org/10.1007/S11356-022-22496-W>
- Bisong, A. (2022). Invented, invited and instrumentalised spaces: conceptualising non-state actor engagement in regional migration governance in West Africa. *Journal of Ethnic and Migration*



- Studies*, 48(12), 2945–2963. <https://doi.org/10.1080/1369183X.2021.1972570>
- Bullock, K., Di Domenico, M., Miller, G., Shirgholami, Z., & Wong, Y. (2024). Under the radar? Modern slavery and labour exploitation risks for the hotel industry. *Tourism Management*, 102, 104857. <https://doi.org/10.1016/J.TOURMAN.2023.104857>
- Canavan, B. (2017). Tourism stakeholder exclusion and conflict in a small island. *Leisure Studies*, 36(3), 409–422.
- Chin, W. L., Tham, A., & Noorashid, N. (2024). Distribution of (In)Equality and Empowerment of Community-Based Tourism: The Case Study of Brunei Darussalam. *International Journal of Hospitality & Tourism Administration*, 25(5), 843–874. <https://doi.org/10.1080/15256480.2023.2175287>
- CRIF Indonesia. (2024). Indonesia's Tourism on the Rise: Foreign Visitors Double in Growth. *CRIF Indonesia*.
- Di Marco, A. (2023). The 'normality' of labour exploitation: The right to fair and just working conditions in the Union's social market economy. *Netherlands Quarterly of Human Rights*, 41(4), 235–256. <https://doi.org/10.1177/09240519231208306>
- Dredge, D. (2006). Policy networks and the local organisation of tourism. *Tourism Management*, 27(2), 269–280. <https://doi.org/10.1016/j.tourman.2004.10.003>
- Edelman, D. J., & Edelman, D. J. (2023). Management of the Urban Environment in Three Southeast Asian Coastal Metros: Bangkok, Manila and Jakarta. *Advances in Applied Sociology*, 13(10), 765–839. <https://doi.org/10.4236/AASOCI.2023.1310047>
- Ermaya, S. (2013). *Analisis kepemimpinan strategi pengambilan keputusan*. Alqaprint Jatinangor.
- Farrelly, T. A. (2011). Indigenous and democratic decision-making: Issues from community-based ecotourism in the Boumā National Heritage Park, Fiji. *Journal of Sustainable Tourism*. <https://doi.org/10.1080/09669582.2011.553390>
- Fisher, M., Mulyana, A., Yuliani, E. L., & Moeliono, M. (2023). The power of possibility in landscape governance. In *Routledge*. Routledge. <https://doi.org/10.4324/9781003325932-9>
- Hansen, M. P., Triantafillou, P., & Christensen, S. H. (2024). Two logics of democracy in collaborative governance: a mapping of clashes and compromises. *Public Management Review*, 26(3), 635–656. <https://doi.org/10.1080/14719037.2022.2107696>
- Haqiqi, S., Mukhtar, S. S., & Iranto, D. S. (2022). The Effect Of Per Capita Income, Exchange Rates And Country Distance On The Arrival Of Foreign Tourists In The Province Of The Special Capital Region Of Jakarta In 2010 - 2020. *International Journal of Current Economics & Business Ventures*, 2(1), 61–72.
- Hatipoglu, B., Alvarez, M. D., & Ertuna, B. (2016). Barriers to stakeholder involvement in the planning of sustainable tourism: the case of the Thrace region in Turkey. *Journal of Cleaner Production*, 111, 306–317. <https://doi.org/10.1016/j.jclepro.2014.11.059>
- Hermawan, Y., Sujarwo, S., & Suryono, Y. (2023). Learning From Goa Pindul: Community Empowerment through Sustainable Tourism Villages in Indonesia. *The Qualitative Report*. <https://doi.org/10.46743/2160-3715/2023.5865>
- Horgan, D., & Koens, K. (2024). Don't Write Cheques You Cannot Cash: Challenges and Struggles with Participatory Governance. In *From Overtourism to Sustainability Governance: a New Tourism Era*. <https://doi.org/10.4324/9781003365815-23>
- Ikhsanudin, A. (2020). Diskotek Golden Crown Gugat Pencabutan Izin, Pemprov DKI: Mereka

- Langgar Pergub. *Detiknews.Com*. <https://news.detik.com/berita/d-5014270/diskotek-golden-crown-gugat-pencabutan-izin-pemprov-dki-mereka-langgar-pergub>
- Izan, K. (2024). Jaksel latih pokdarwis untuk tingkatan kemampuan pemasaran. *Antara News*. [https://www.antaranews.com/berita/4117548/jaksel-latih-pokdarwis-untuk-tingkatkan-kemampuan-pemasaran#google\\_vignette](https://www.antaranews.com/berita/4117548/jaksel-latih-pokdarwis-untuk-tingkatkan-kemampuan-pemasaran#google_vignette)
- Jeong, E., Ryu, I., & Brown, A. (2018). Moderating effect of sense of community on the relationship between psychological empowerment and tourism policy participation. *Global Business and Finance Review*. <https://doi.org/10.17549/gbfr.2018.23.1.36>
- Kazapoe, R. W., Amuah, E. E. Y., Abdiwali, S. A., Dankwa, P., Nang, D. B., Kazapoe, J. P., & Kpiebaya, P. (2023). Relationship between small-scale gold mining activities and water use in Ghana: A review of policy documents aimed at protecting water bodies in mining communities. *Environmental Challenges*, 12, 100727. <https://doi.org/10.1016/J.ENVC.2023.100727>
- Kemenparekraf/Baparekraf RI. (2023). *Expert Survey: Sektor Pariwisata dan Ekonomi Kreatif Tumbuh pada 2024*. Kemenparekraf/Baparekraf RI.
- Kismartini, K., & Pujiyono, B. (2020). COLLABORATIVE MANAGEMENT MODEL TANJUNG LESUNG TOURISM IN PANDEGLANG DISTRICT, BANTEN PROVINCE, INDONESIA. *GeoJournal of Tourism and Geosites*, 30(2 supplement), 868–874. <https://doi.org/10.30892/gtg.302spl12-516>
- Leloup, P., & Cools, M. (2022). (Post-)crisis policing, public health and private security: the COVID-19 pandemic and the private security sector. *Policing and Society*, 32(6), 748–763. <https://doi.org/10.1080/10439463.2021.1970159>
- Lune, H., & Berg, B. L. (2017). *Qualitative research methods for the social sciences*. Pearson.
- Luru, M. N. (2025). *Pariwisata dan Tantangan Pseudotourism*. Detik.Com.
- Marsh, D., & Stoker, G. (2019). *Teori dan Metode dalam Ilmu Politik*. Nusa Media.
- Martitah, M., Sumarto, S., Yudhanti, R., & Prabowo, M. S. (2022). Legal Aspects in the Development of Tourism Villages in Wonogiri Regency Based on Local Wisdom. *Jurnal Pengabdian Hukum Indonesia (Indonesian Journal of Legal Community Engagement) JPHI*, 5(2), 249–270. <https://doi.org/10.15294/jphi.v5i2.58176>
- Mayaka, M. A., Lacey, G., & Rogerson, C. M. (2020). Empowerment process in community-based tourism: Friend relationship perspective. *Development Southern Africa*, 37(5), 791–808. <https://doi.org/10.1080/0376835X.2020.1806783>
- McIlwain, L., Holzer, J. M., Baird, J., & Baldwin, C. L. (2023). Power research in adaptive water governance and beyond: a review. *Ecology and Society*, 28(2). <https://doi.org/10.5751/ES-14072-280222>
- Michael Hall, C. (2011). Policy learning and policy failure in sustainable tourism governance: from first- and second-order to third-order change? *Journal of Sustainable Tourism*, 19(4–5), 649–671. <https://doi.org/10.1080/09669582.2011.555555>
- Miles, M. B., & Huberman, A. M. (2013). *Qualitative Data Analysis: An Expanded Sourcebook*. Sage Publications, Inc.
- Mosaad, M., Benoit, S., & Jayawardhena, C. (2023). The dark side of the sharing economy: A systematic literature review of externalities and their regulation. *Journal of Business Research*, 168, 114186. <https://doi.org/10.1016/J.JBUSRES.2023.114186>
- Muhdiarta, U. (2025). Investigating the Challenges of Bureaucratic Reform in Developing Countries:

- A Case Study Approach. *Ilomata International Journal of Social Science*, 6(2), 689–702. <https://doi.org/10.61194/IJSS.V6I2.1687>
- Mumtaz, Z., & Nakray, K. (2025). Toward a theorization of ideal type bureaucratic regimes: A comparative perspective from India and Pakistan. *Administrative Theory & Praxis*, 47(1), 66–94. <https://doi.org/10.1080/10841806.2025.2452677>
- Naef, P. (2023). The Criminal Governance of Tourism: Extortion and Intimacy in Medellín. *Journal of Latin American Studies*, 55(2), 323–348. <https://doi.org/10.1017/S0022216X23000019>
- Pechlaner, H., & Volgger, M. (2013). Towards a comprehensive view of tourism governance: relationships between the corporate governance of tourism service firms and territorial governance. *International Journal of Globalisation and Small Business*, 5(1/2), 3. <https://doi.org/10.1504/IJGSB.2013.050484>
- Priambodo, M. P. (2024). Application of the Community Economic Development Approach to Enhance the Development of Participatory-based Cultural Ecotourism in Palparan Rural Area. *E3S Web of Conferences*. <https://doi.org/10.1051/e3sconf/202459503010>
- Pulido-Fernández, J. I., Casado-Montilla, J., & Carrillo-Hidalgo, I. (2019). Introducing olive-oil tourism as a special interest tourism. *Heliyon*, 5(12), e02975. <https://doi.org/10.1016/j.heliyon.2019.e02975>
- Queiroz, S. F. (2009). Stakeholders' theory and its contribution to the sustainable development of a tourism destination. *WIT Transactions on Ecology and the Environment*. <https://doi.org/10.2495/SDP090732>
- Riana, N., & Fajri, K. (2024). Community empowerment in developing integrated tourism potentials at Cimincrang Sub-District, Bandung, West Java, Indonesia. *IOP Conference Series: Earth and Environmental Science*, 1366(1), 012012. <https://doi.org/10.1088/1755-1315/1366/1/012012>
- Rozari, P. E. de R., Polinggomang, Y., & Fanggidae, A. H. J. (2024). Sustainable Ecotourism and Creative Economy Development Model with Local Wisdom Perspective. *Journal of Tourism Economics and Policy*, 4(4), 388–404. <https://doi.org/10.38142/JTEP.V4I4.1124>
- Sakti, T. S. (2024). Pembinaan Pokdarwis di Jaksel Diikuti 50 Peserta. *Beritajakarta.Id*. <https://www.beritajakarta.id/read/137050/pembinaan-pokdarwis-di-jaksel-diikuti-50-peserta>
- Siddiq, T. (2020). DKI Bandung Usai Kalah Gugatan dari Diskotek Golden Crown di PTUN. *Tempo.Co*. <https://www.tempo.co/arsip/dki-banding-usai-kalah-gugatan-dari-diskotek-golden-crown-di-ptun-605805>
- Sukmadi. (2022). The Pentahelix Model In Synergizing Sectors Tourism In West Java To Improve Local Economy. *International Journal of Social Science*, 2(4), 1873–1878. <https://doi.org/10.53625/IJSS.V2I4.4165>
- Sukumar, A., Broeders, D., & Kello, M. (2024). The pervasive informality of the international cybersecurity regime: Geopolitics, non-state actors and diplomacy. *Contemporary Security Policy*, 45(1), 7–44. <https://doi.org/10.1080/13523260.2023.2296739>
- Surmeier, A., Meyer, I., & Maleka, M. (2025). Living wages in global value chains: Pitfalls and pathways to successful implementation. *Organizational Dynamics*, 54(2), 101109. <https://doi.org/10.1016/J.ORGSDYN.2024.101109>
- Towner, N. (2018). Surfing tourism and local stakeholder collaboration. *Journal of Ecotourism*,

- 17(3), 268–286. <https://doi.org/10.1080/14724049.2018.1503503>
- Unika Atma Jaya. (2024). Pelatihan Pelayanan Prima Untuk Pokdarwis Pecinan Glodok. *Unika Atma Jaya*. <https://www.atmajaya.ac.id/id/pages/pecinan-glodok-berita/>
- Untari, S. (2024). PUBLIC-PRIVATE PARTNERSHIP MODEL TO MANAGE COASTAL TOURISM IN INDONESIA: CAN IT IMPROVE THE COMMUNITY WELFARE? *Вопросы Государственного и Муниципального Управления*, 5, 163–177. <https://doi.org/10.17323/1999-5431-2024-0-5-163-177>
- Updatetodaynews.com. (2022). Satpol PP Diminta Tindak Tegas Cafe Tak Berizin. *Updatetodaynews.Com*. <https://updatetodaynews.com/2022/12/28/satpol-pp-diminta-tindak-tegas-cafe-tak-berizin/>
- Watson, D., Howes, L., Dinnen, S., Bull, M., & Amin, S. N. (2023). *Plural Policing in the Pacific*. Palgrave Macmillan, Cham. [https://doi.org/10.1007/978-3-031-10635-4\\_4](https://doi.org/10.1007/978-3-031-10635-4_4)
- Waylen, K. A., Blackstock, K. L., Marshall, K., & Juarez-Bourke, A. (2023). Navigating or adding to complexity? Exploring the role of catchment partnerships in collaborative governance. *Sustainability Science*, 18(6), 2533–2548. <https://doi.org/10.1007/S11625-023-01387-0/TABLES/1>
- Wibawa, B. E., Bambang, A. N., Suprpto, D., & Purwanti, F. (2021). The Development of Government Policy in Tour Ship Route Tourism Management in Karimunjawa Island, Indonesia. *Polish Journal of Sport and Tourism*, 28(2), 32–37. <https://doi.org/10.2478/pjst-2021-0012>
- Widiastini, N. M. A., Arsa, I. K. S., Prayudi, M. A., & Karta, N. L. P. A. (2025). Strategic Collaborations and Diversification: Pathways to Sustainable Growth in Bali's Tourism Village and Business Ecosystems. *Jurnal Kajian Bali (Journal of Bali Studies)*, 15(1), 146. <https://doi.org/10.24843/JKB.2025.v15.i01.p06>
- Wikantiyoso, R., Cahyaningsih, D. S., Sulaksono, A. G., Widayati, S., Poerwoningsih, D., & Triyosoputri, E. (2021). Development of Sustainable Community-Based Tourism in Kampong Grangsil, Jambangan Village, Dampit District, Malang Regency. *International Review for Spatial Planning and Sustainable Development*, 9(1), 64–77. [https://doi.org/10.14246/irspsd.9.1\\_64](https://doi.org/10.14246/irspsd.9.1_64)
- Wilhelmy, A., & Köhler, T. (2022). Qualitative research in work and organizational psychology journals: practices and future opportunities. *European Journal of Work and Organizational Psychology*, 31(2), 161–185. <https://doi.org/10.1080/1359432X.2021.2009457>
- Yuliane, W., KM, U. V., & Sholeh, M. (2022). Community based tourism in Nagari Lawang, West Sumatera: Participation Approach Analysis. *E3S Web of Conferences*, 339, 06007. <https://doi.org/10.1051/e3sconf/202233906007>
- Zoysa, M. De, & Zoysa, M. De. (2022). Ecotourism Development and Biodiversity Conservation in Sri Lanka: Objectives, Conflicts and Resolutions. *Open Journal of Ecology*, 12(10), 638–666. <https://doi.org/10.4236/OJE.2022.1210037>