

INTEGRATIVE GOVERNANCE MODEL FOR SUSTAINABLE RURAL TOURISM PLANNING: THE CASE OF TANJUNG BOLENG VILLAGE, INDONESIA

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Article Info	Abstract
<p>Keywords: Sustainable tourism, Resilience, Dynamic conservation, Tourism governance, Community-based tourism, Rural development, West Manggarai.</p> <p>Received: August 2, 2025</p> <p>Approved: November 14, 2025</p> <p>Published: December 05, 2025</p>	<p>This study develops an integrative planning and design model for tourism governance in Tanjung Boleng Village, West Manggarai, grounded in sustainability, resilience, and dynamic conservation. Existing governance frameworks rarely integrate these three dimensions simultaneously within the context of rural tourism, often resulting in fragmented management and limited adaptive capacity. The study formulates a governance framework that aligns ecological preservation, socio-cultural empowerment, and adaptive policy mechanisms. A qualitative methodology was employed, incorporating in-depth interviews, participatory observation, documentation review, and focus group discussions with multi-sectoral stakeholders—data were analyzed thematically to identify interrelationships among environmental, social, and institutional dimensions. The resulting empirically informed model integrates ecological, socio-cultural, and policy factors within a coherent structure, thereby advancing theoretical understanding of planning and designing sustainable tourism governance. Moreover, the model provides a practical, replicable framework for adaptive, community-based tourism development in rural destinations with similar characteristics.</p>

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INTRODUCTION

Tourism has emerged as a vital sector for economic development in many developing countries, especially those endowed with rich natural and cultural assets. In Indonesia, rural tourism is increasingly recognized as a strategic vehicle for promoting local economic empowerment while preserving cultural identity and ecological integrity. This is particularly evident in regions like West Manggarai, Flores, East Nusa Tenggara, where biodiversity and traditional practices remain largely intact. Tanjung Boleng Village, situated roughly 30 kilometres from Labuan Bajo, exemplifies the potential of nature based and cultural tourism to drive sustainable rural development (Lane, Kastenholz, & Carneiro, 2022).

Tanjung Boleng's tourism offerings are diverse, spanning natural, cultural, and ecotourism attractions. Key sites include Rangko Cave—featuring unique saltwater pools and active speleological formations—and extensive mangrove forests, which provide kayaking trails of varying lengths. The concept of mountain-based tourism is a recent development, manifesting particularly through destinations such as Wae Bobok Ecotourism, offering panoramic views of the northern coastline. According to data from the West Manggarai Tourism Office (2025), Rangko Cave attracted 9,480 international and 6,082 domestic visitors by September 2025, reflecting the growing appeal of ecotourism and underscoring the village's potential as a sustainable tourism hub.

Despite these opportunities, Tanjung Boleng faces significant structural and institutional challenges constraining tourism development. Infrastructure remains underdeveloped, with limited accommodation options—only about five to ten homestays currently operate—and substandard road connectivity. Public facilities such as water supply, electricity, and banking services are poorly organised and insufficient to support growing visitor numbers. Although sea access offers an alternative entry point, the lack of docking infrastructure reduces its viability. Moreover, tourism management is fragmented, lacking stakeholder coordination, and local participation remains minimal despite the presence of community tourism groups. These systemic issues hinder the realisation of sustainable and inclusive tourism in the area (Shi, Zhang, Cui, & Zhang, 2022).

Addressing these multifaceted challenges necessitates an integrated, context sensitive planning and design model grounded in sustainability, resilience, and dynamic conservation. Global literature identifies recurring issues in rural tourism—including fragmented policy, weak participatory governance, cultural commodification, and ecosystem degradation. Traditional top down conservation strategies often marginalise local communities, eroding trust and social cohesion, while failing to acknowledge the efficacy of indigenous and community led conservation. The shift toward inclusive, community based governance models respecting land rights, indigenous knowledge, and local stewardship is therefore essential (Kürüm Varolgüneş, Çelik, Del Río Rama, & Álvarez García, 2022; Shi et al., 2022).

Although several regional policies exist to support tourism in West Manggarai (e.g., Regional Regulations No. 3/2014 to No. 6/2023, and Perbup No. 75/2024 to No. 15/2025), their implementation remains limited and lacks operational adaptation to local contexts. In particular, there is no comprehensive planning framework tailored to the coastal, rural and socio cultural setting of Tanjung Boleng. As global challenges—from climate change to pandemics—increasingly affect tourism, conventional growth driven



models prove inadequate. Emerging scholarship advocates for adaptive, integrative, and place based planning that embeds flexibility, equity, and conservation at its core (OECD, 2022). The concept of tourism resilience as a destination system is gaining traction, emphasising the need for structural adaptation rather than mere recovery (Lane et al., 2022). Despite these developments, tourism governance in Tanjung Boleng remains fragmented, revealing a critical gap between policy intent, spatial planning, and meaningful local participation.

This study therefore addresses the problem by proposing an interdisciplinary, participatory governance model integrating sustainability, resilience, and dynamic conservation into tourism planning. Sustainability ensures alignment with ecological limits and social carrying capacities; resilience promotes adaptive systems capable of withstanding external shocks; and dynamic conservation reconceptualises protection as a participatory and evolving process (Peng, J., et.al., 2025). The study employs a suite of methodological tools—including Participatory Rural Appraisal (PRA), GIS based spatial planning, scenario modelling, and the Sustainable Livelihood Framework—to enable evidence based, inclusive, and spatially grounded decision making. By linking local socio ecological realities to the theoretical nexus of sustainability, resilience, and conservation, the research situates Tanjung Boleng’s tourism development within a dynamic systems perspective that values adaptation, equity, and ecological integrity.

This model provides a replicable and transformative framework for sustainable tourism governance in rural and ecologically sensitive regions. The model strengthens local ownership and adaptive capacity by means of a systematic mapping process of ecological and cultural assets. This is then followed by an assessment of community capacity and the co-development of spatial scenarios with local stakeholders, including youth, indigenous groups and tourism actors. Beyond Tanjung Boleng, the framework has been designed to facilitate scalability across similar contexts in Indonesia and Southeast Asia. The research contributes to bridging critical gaps in tourism policy and practice by demonstrating how participatory, integrated, and data driven planning can foster inclusive, resilient, and ecologically sound rural development (Shi et al., 2022; OECD, 2022).

LITERATURE REVIEW

Sustainability

Sustainability has become central to global development, emphasizing meeting present needs without compromising future generations (United Nations, 2021). In tourism, it requires balancing economic growth, environmental conservation, and socio-cultural enrichment (OECD, 2022), in response to the adverse impacts of mass tourism such as ecosystem degradation, cultural erosion, and community marginalization (Shi, Zhang, Cui, & Zhang, 2022). Theoretically, sustainable tourism aligns with the Resource-Based View, where a destination’s competitive advantage derives from managing unique cultural, ecological, and social assets (Lane, Kastenholz, & Carneiro, 2022). Yet, despite policy support, sustainability often remains aspirational, with limited integration of community participation and indigenous knowledge (Kürüm Varolgüneş, Çelik, Del Río Rama, & Álvarez García, 2022; Peng et al., 2025).

Recent studies highlight the need for localized, participatory approaches: COVID-19 recovery efforts exposed constraints in local capacity and institutional support (Ekka & Annamalai, 2022), while Southeast Asian research shows engagement depends on



perceived socio-economic benefits (Vu Thi Hong Phuong, Nguyen, & Tran, 2025). In Indonesia, collaborative governance and valorization of local products are key drivers of sustainability (Simorangkir, 2024). Despite policy rhetoric, global tourism strategies often lack actionable, context-specific mechanisms, underscoring the imperative to operationalize sustainability as a place-based, participatory, and interdisciplinary practice (Roberts et al., 2022; OECD, 2022; Shi et al., 2022).

Resilience in Rural Tourism

Resilience, rooted in ecology and psychology, has become central to sustainable development and spatial planning, denoting a system's capacity to absorb shocks, adapt, and maintain essential functions (Folke et al., 2021). In rural tourism destinations like Tanjung Boleng, resilience addresses vulnerabilities from natural disasters, climate variability, and market fluctuations (Shi, Zhang, Cui, & Zhang, 2022). Adaptive capacity—the community's ability to learn, innovate, and respond—is critical for sustainable enterprise, cross-sector collaboration, and supportive governance (Biggs et al., 2021; Lane, Kastenholz, & Carneiro, 2022).

Effective resilience extends beyond infrastructure, encompassing social cohesion, participatory governance, and economic diversification (OECD, 2022; Roberts et al., 2022). Empirical evidence highlights that resilient rural destinations combine diverse attractions, integrated digital systems, and strong community networks, leveraging strategies such as localized information systems, digital marketing, and diversified livelihoods in agriculture, fisheries, and small enterprises (Gössling et al., 2021; Simorangkir, 2024).

Spatial planning reinforces resilience through flexible land-use, risk-sensitive tourism zoning, and adaptive evacuation and resource management aligned with local capacities (IPCC, 2022; Folke et al., 2021). Yet, integration of resilience into rural tourism remains fragmented, constrained by limited digital and financial literacy, economic dependence, and weak institutional frameworks in Eastern Indonesia (Vu Thi Hong Phuong, Nguyen, & Tran, 2025).

Consequently, resilience must be reframed as a proactive, participatory strategy fostering sustainable tourism via local empowerment, institutional innovation, and multi-stakeholder governance (Lane et al., 2022; OECD, 2022). Operationalizing resilience requires continuous monitoring, adaptive learning, and co-creation of strategies that align socio-ecological realities with long-term sustainability objectives.

Dynamic Conservation

Dynamic conservation offers an adaptive, context-sensitive alternative to static preservation, emphasizing heritage as an evolving socio-cultural process rather than a fixed artifact (Gibson et al., 2021; Sterling et al., 2020). It integrates adaptation, revitalization, and re-actualization to maintain cultural and ecological relevance amidst social, economic, and environmental change (Fatorić & Seekamp, 2020; Salazar, 2022). In practice, this approach engages local stakeholders in heritage management, fostering empowerment, cultural continuity, and sustainable use while avoiding the “museumization” risks associated with static models (Gibson et al., 2021; Salazar, 2022).

In rural tourism contexts like Tanjung Boleng, dynamic conservation enables holistic preservation of cultural landscapes, coastal ecosystems, and traditional livelihoods.



Initiatives include community-managed ecotourism, sacred site revitalization, and sustainable maintenance of natural attractions such as Rangko Cave and Nanga Lumut Mangrove, emphasizing minimalist, educational, and participatory interventions. Governance strategies align with participatory planning, adaptive land use, and the integration of indigenous knowledge, ensuring that preservation reinforces local agency while supporting resilient, inclusive, and culturally authentic tourism systems (Sterling et al., 2020; Fatorić & Seekamp, 2020; Gibson et al., 2021).

Locality-Based Development Planning and Design

Locality-based planning emphasizes space as both physical and socially constructed, integrating cultural practices, community interactions, and place-based knowledge to guide sustainable rural tourism (Lefebvre, 1991; Fatorić & Seekamp, 2020). In Tanjung Boleng, this approach entails the integration of local values, social structures, and spatial characteristics into participatory planning, fostering spatial justice, resilient placemaking, and culturally rooted development (Ahern, 2020; Postma et al., 2025).

The process unfolds in three interlinked stages:

- Formulation – participatory visioning, cultural and spatial mapping, and scenario planning engage stakeholders to identify key assets, define goals, and assign spatial functions. Tools such as GIS, environmental carrying capacity assessments, PRA, and scenario methods support locally grounded, data-informed decisions (Chambers, 2021; Postma et al., 2025).
- Implementation – tangible outcomes are achieved through culturally embedded design, preservation of vernacular architecture and landscapes, universal design for inclusivity, and institutional capacity building via tourism cadres and Destination Management Units (Beatley, 2020; Moscardo, 2021).
- Evaluation – adaptive monitoring uses KPIs and participatory feedback to assess socio-cultural, ecological, and economic impacts, ensuring responsive governance, equitable benefit distribution, and avoidance of superficial participation (Cooke & Kothari, 2020; Fatorić & Seekamp, 2020; Soja, 2020).

This model links local knowledge, participatory governance, and adaptive design to produce tourism systems that are ecologically sustainable, socially inclusive, and culturally vibrant, reinforcing both community empowerment and destination resilience.

Table 1. Planning Stages in Locality-Based Tourism Development

Stage	Key Activities	Tools	Outcomes
Formulation	Visioning, cultural/spatial mapping, scenario planning	GIS, PRA, environmental assessments, SWOT, scenario methods	Locally grounded, culturally contextualized planning
Implementation	Infrastructure, capacity building, design integration	Universal design, placemaking, DMUs, traditional architecture	Culturally resonant products; empowered institutions
Evaluation	Monitoring, feedback, adaptive refinement	KPIs, participatory evaluation, policy review loops	Spatial justice; resilient, adaptive tourism systems

Source: Author Analysis, 2025

Destination Governance Model

Destination governance integrates planning, coordination, and regulation of actors, resources, and infrastructure to deliver quality visitor experiences while ensuring social,



economic, and ecological sustainability (Morrison, 2023; Ritchie & Crouch, 2003). In contradistinction to the broad discipline of tourism management, the field of governance focuses on destination-specific elements—attractions, accessibility, infrastructure, stakeholder networks, and place identity—within a collaborative framework (Buhalis, 2021).

Effective governance harmonizes stakeholder interests, builds institutional and community capacity, and adapts to market and environmental shocks (Dredge & Jamal, 2021; Hassan & Thomas, 2020). Network-based, multi-level models emphasizing co-creation, digital innovation, and shared accountability enhance adaptive capacity. It is evident that tools such as GIS, real-time visitor monitoring, and digital engagement platforms enable evidence-based, responsive decision-making (Li et al., 2023; Gössling & Hall, 2021).

In rural destinations like Tanjung Boleng, community-based governance is vital for culturally sensitive, inclusive, and ecologically grounded tourism. Empowered local actors foster ownership, social resilience, and spatial justice, while institutional mechanisms such as Destination Management Organizations coordinate visitor flows, environmental protection, human resource development, and local product integration (UN Tourism, 2021; Postma et al., 2025).

Robust information systems, incorporating spatial data, impact assessments, and scenario-based planning, enhance resilience to climate, economic, and technological challenges. Destination governance thus extends beyond coordination, creating a dynamic, adaptive, and collaborative socio-political environment critical for the long-term sustainability and viability of tourism destinations (Hassan & Thomas, 2020; Mariani et al., 2021).

METHODOLOGY

The present study employs an exploratory qualitative approach with an intrinsic case study design (Yin, 2022) to examine tourism planning, management, and development in Tanjung Boleng Village, West Manggarai. Framed through sustainability, resilience, and dynamic conservation lenses, the research explores socio-ecological complexities, governance arrangements, community perceptions, and spatial practices (Simorangkir, 2024; Gössling & Hall, 2021). The case study approach facilitates the acquisition of contextualized, holistic insights, emphasizing adaptive, place-based planning grounded in local knowledge, stakeholder experiences, and culturally embedded practices (Creswell & Creswell, 2021; Postma et al., 2025).

Data were triangulated through semi-structured interviews, participatory observation, and document analysis. Twenty-one key informants—including village leaders, customary authorities, homestay operators, women's organizations, and NGOs—provided insights into sustainability understanding, spatial planning, community participation, and adaptive strategies. Observations focused on ecological and tourism zones (Rangko Cave, mangroves, Solohana Hill), land-use dynamics, and community-tourist interactions. Policy and planning documents analyzed included the Tanjung Boleng Tourism Master Plan (2025), West Manggarai RTRW (2021), NTT RPJMD (2019), RIPARNAS (2011–2025), and relevant spatial and socio-economic datasets, facilitating assessment of alignment between macro-level plans and local practices.

Data analysis followed an iterative thematic coding and reflexive process (Braun & Clarke, 2021; Yin, 2022), enabling identification of patterns, divergences, and context-



sensitive insights. Themes focused on the integration of ecological sustainability, social resilience, dynamic conservation, and participatory spatial mapping within local governance and tourism development. This approach ensured findings were grounded in empirical realities while generating actionable frameworks for community-centered, adaptive, and sustainable rural tourism.

The analytic process unfolds across several interconnected phases. The planning phase involves conducting a literature review, identifying relevant policies, developing the interview protocol, and mapping the study sites. In the field data collection phase, researchers carry out semi-structured interviews, engage in participatory observation, document sites visually, and gather key planning documents. The subsequent phase is that of analysis and synthesis, comprising data coding, theme development, triangulation of findings, validation of interpretations, and the creation of conceptual models.

The findings of the study provide a foundation for the development of a contextual tourism planning model integrating flexible ecological zoning, community-based resilience strategies, dynamic conservation via living landscapes, and participatory spatial mapping of tourism potentials and infrastructure interventions.

RESULTS AND DISCUSSION

Tourism Governance in Tanjung Boleng

The case of Tanjung Boleng exemplifies a substantial disparity between its considerable tourism potential and the capacity of prevailing governance structures to manage that potential sustainably. Although the village is endowed with notable natural and cultural attractions—such as Rangko Cave, the Nanga Lumut mangrove forest, and the distinctive Lodok agricultural landscape—tourism development remains constrained by inadequate infrastructure, limited public facilities, insufficient risk mitigation, and spatial planning that does not anticipate cumulative tourism pressures. In the absence of an integrated governance and management framework, development has proceeded in a fragmented and reactive manner.

In response to these institutional gaps, local communities have initiated informal adaptive strategies, including family-based homestays and voluntary guiding services. These bottom-up initiatives reflect strong community agency and resilience, yet they remain uncoordinated and insufficiently linked to formal planning and regulatory mechanisms. This situation mirrors broader debates in tourism governance, where participatory and adaptive approaches are widely promoted (Becken & Kaur, 2021; Dangi & Gribb, 2021), but scholars increasingly note that participation alone does not guarantee equitable or sustainable outcomes, particularly when power dynamics and structural inequalities remain unaddressed (Bramwell & Lane, 2020; Scheyvens & Biddulph, 2018).

Tanjung Boleng therefore underscores the need for governance arrangements that effectively bridge community-driven initiatives with coherent institutional frameworks. As Higgins-Desbiolles (2022) argues, sustainable tourism governance must extend beyond managerial efficiency to address issues of power, justice, and accountability. At the same time, community innovations—especially in rural and peripheral contexts—can strengthen resilience when connected to supportive governmental and market networks (Hall, Prayag, & Amore, 2023). Achieving sustainable tourism in Tanjung Boleng thus requires the co-evolution of governance capacity, planning systems, and local agency to ensure that



tourism growth aligns with socio-ecological thresholds and delivers fair and long-term benefits

Locality as a Foundational Basis for Destination Planning and Design

The present study demonstrates that locality in Tanjung Boleng transcends its geographic boundaries, representing instead a symbolic and cultural construction that fundamentally shapes the village's tourism identity. Contemporary spatial theory emphasizes that space is not a neutral container but a socially produced and culturally mediated phenomenon, continuously shaped through local practices, narratives, and meanings (Lefebvre, 1991; Merriman, 2022). Accordingly, the spatial environment of Tanjung Boleng is deeply embedded in cosmological values, spiritual practices, and social systems that cannot be separated from its physical landscape. Recent scholarship further highlights that localities in the Global South embody “pluriversal” spatialities—spaces defined by indigenous worldviews and relational ontologies that challenge homogenizing development paradigms (Escobar, 2020; Porto-Gonçalves & Leff, 2022). Therefore, the landscape of Tanjung Boleng should be understood not merely as a site for tourism development but as a living socio-ecological space co-constituted through ongoing interactions between people, culture, and environment.

Key tourism landscapes such as Rangko Cave and the Lodok rice fields function dually as tourist attractions and as repositories of local culture and spirituality. For instance, the Marine Tourism Design of Rangko Hamlet (Figure 1) exemplifies the traditional fisher's house, reflecting the coastal community's worldview and intimate relationship with Tanjung Boleng Beach. Beyond its architectural form, this design embodies sustainability principles through the incorporation of locally sourced materials, passive cooling systems, and spatial arrangements that minimize ecological disturbance. It also demonstrates resilience by integrating adaptive construction techniques suited to coastal conditions and by reinforcing cultural continuity as a form of social resilience. Thus, the design functions not only as a visual representation of local identity but also as an applied expression of sustainable and resilient living within a changing coastal environment.

Figure 1. Rangko Hamlet Marine Tourism Design Concept



Source: Tanjung Boleng Tourism Master Plan (2025)

Similarly, the Lodok rice fields extend beyond their agricultural function; they represent the Manggarai community's cosmological system and collective land ownership, which is increasingly incorporated into emerging agrotourism frameworks. Moreover, the Nanga Lumut mangrove forest exemplifies a naturally preserved ecosystem, maintaining ecological balance and symbolizing the community's harmonious relationship with natural resources. The forest's order and integrity highlight the importance of ecological stewardship as part of local identity and tourism sustainability.

Further, the Solohana Hill corridor (Figure 2) is conceptualized as an interfaith spiritual garden, illustrating a transformative approach that redefines sacred spaces into inclusive, cross-cultural collaborative zones. This innovative design embodies the village's evolving socio-cultural dynamics, fostering spiritual pluralism and community cohesion. From a sustainability and resilience perspective, the corridor exemplifies social sustainability by nurturing intergroup dialogue, shared stewardship, and collective responsibility for the landscape. It enhances cultural resilience by preserving spiritual traditions while allowing adaptive reinterpretation in response to changing social contexts. Ecologically, the integration of native vegetation and low-impact pathways reinforces environmental stewardship and landscape restoration. Thus, the Solohana Hill corridor functions as both a symbolic and practical manifestation of resilience—linking cultural continuity, ecological care, and social inclusivity within the broader framework of sustainable tourism development.

Figure 2. Contemplative Space Design of the Solohana Hill Prayer Garden, Corridor to Tanjung Boleng Village



Source: Tanjung Boleng Tourism Master Plan (2025)

Understanding locality as a complex epistemological construct enables a more nuanced approach to destination design—one that respects and incorporates local cosmologies, spiritualities, and social relations. Salazar (2012), for instance, underscores the significance of local knowledge systems and the experiential realities of communities, arguing that tourism development should engage with local epistemologies to avoid imposing external frameworks that may distort or marginalize indigenous ways of



knowing. In contrast, Gibson et al. (2021) adopt a more quantitative, data-driven perspective, advocating for evidence-based planning that prioritizes measurable outcomes such as tourist satisfaction, economic returns, and environmental sustainability. While Salazar foregrounds the relational and interpretive dimensions of locality, Gibson et al. highlight the utility of standardized metrics for scalable policy design. Bringing these perspectives into dialogue suggests that effective destination design can benefit from both the richness of local epistemologies and the analytical rigor of data-driven methods, thereby bridging the gap between contextual sensitivity and operational efficiency. This place-based epistemology challenges conventional tourism planning, advocating for designs that are culturally resonant, ecologically sustainable, and socially inclusive. It underscores the necessity of grounding tourism development in the lived realities and symbolic meanings held by the community.

The tourism design in Tanjung Boleng Village embodies the principle of living heritage as articulated by UNESCO (2003), through three key elements. Firstly, the design actively adapts Manggarai vernacular architectural forms. Secondly, it utilizes locally sourced materials such as bamboo, wood, and stone. Thirdly, it integrates oral historical narratives into the visitor experience. This approach underscores the dynamic and evolving nature of cultural heritage, ensuring its relevance through contemporary practice. For instance, spatial patterns and design motifs are derived from local natural and cultural symbols, as illustrated in Figure 3. Elements such as the coconut tree, the contours of beaches and islands, the Lodok rice fields, mountains, and mangrove plants serve as symbolic inspirations for the layout and architectural features within the tourist village. These design choices reflect a conscious effort to embed the village’s ecological and cultural identity into its physical environment. Interpreted through the lens of sustainability and resilience, these motifs function as more than aesthetic representations—they embody ecological knowledge, adaptive practices, and intergenerational continuity. The integration of mangrove and coastal forms promotes awareness of ecosystem services vital for shoreline protection and biodiversity. Meanwhile, the Lodok rice field patterns symbolize collective land management and food security. Similarly, references to mountains and coconut trees highlight the community’s dependence on and respect for natural resources. Collectively, these spatial narratives transform the built environment into a living expression of resilience, where cultural symbolism and ecological functionality converge to sustain both community identity and environmental balance.

Figure 3 Symbols and Icons of the Characteristics of the Tanjung Boleng Area



Source: Tanjung Boleng Tourism Master Plan (2025)



In a similar manner, Figure 4 demonstrates how fundamental design forms—including shapes inspired by the traditional house, cones, circles, and triangles—are infused with philosophical significance. These shapes are rooted in the local cosmology, particularly linked to the symbolism of *kesatuan ruang hidup budaya masyarakat* (*gendang one linko pe'ang*), a culturally resonant artifact in Manggarai philosophy. By incorporating these forms, the design maintains continuity with local worldviews and spiritual values. From a sustainability and resilience standpoint, these geometries serve not only as aesthetic or symbolic elements but as frameworks that preserve cultural integrity and guide adaptive spatial organization. The circular and triangular motifs express harmony, balance, and cyclical renewal—principles that mirror ecological processes and sustainable living systems. Embedding these cosmological values within the built environment strengthens cultural resilience by ensuring that design innovation remains anchored in ancestral wisdom, fostering a sense of belonging and continuity amid social and environmental change. Thus, the forms act as both tangible and philosophical foundations for sustainable, culturally grounded spatial resilience.

Figure 4. Basic Concept of Character & Form



Source: Tanjung Boleng Tourism Master Plan (2025)

Furthermore, interpretive panels and youth-led storytelling tours function as vehicles for intergenerational knowledge transfer, enriching the tourism experience by making it both educational and participatory. This not only fosters community engagement but also enhances visitors' understanding of local history and cultural significance. Local foods, such as pounded corn (*jagung titi*) and smoked fish are also presented as cultural narratives rather than mere consumables. These culinary offerings connect tourists to the village's ecological history, reinforcing the inseparability of cultural heritage and environmental context within the tourism experience.

By incorporating living heritage principles into tourism design, Tanjung Boleng fosters a form of sustainable tourism that acknowledges cultural continuity and ecological embeddedness. This integrative approach promotes deeper visitor engagement and supports the preservation and transmission of local knowledge systems, aligning tourism development with the community's identity and values.

Contextual Planning and Design: Integrating Sustainability

The Tanjung Boleng Masterplan (2025) exemplifies a comprehensive approach to tourism planning and design that integrates principles of sustainability, locality-based resilience, and dynamic conservation across both physical and non-physical dimensions. This integrated framework aims to harmonize ethical, aesthetic, and ecological considerations to foster sustainable and culturally resonant tourism development.

The Masterplan's non-physical planning components emphasize community empowerment, product development, disaster risk management, promotion, and participatory governance. These elements recognize the importance of building local capacity, ensuring community involvement in decision-making processes, and enhancing the resilience of both social and economic systems against external shocks. Concomitantly, the physical planning aspect prioritizes ecological zoning, thereby ensuring that land use respects environmental sensitivities. It incorporates accessibility improvements, low-impact infrastructure, clearly defined evacuation routes, and public spaces designed around local functions and social practices. These measures underscore a commitment to minimizing environmental impacts while enhancing safety and social inclusiveness.

A salient design element of the plan is the entrance gate, which is strategically situated as a symbolic entry point to the village (Figure 5). This gate integrates culturally significant motifs such as the lodok (traditional agricultural system) and the Manggarai weapon, visually representing local identity and heritage. The architectural design synthesizes local ethics, aesthetic values, and ecological principles, thereby creating a dynamic spatial experience that symbolically guides visitors through the village landscape. The integration of spatial form and movement within the gate's design reinforces a sense of place and cultural continuity. When interpreted through the lens of sustainability and resilience, the entrance gate functions as more than a cultural marker—it operates as a spatial narrative of stewardship and adaptive identity. The incorporation of the lodok motif signifies sustainable land-use ethics and collective resource management, while the Manggarai weapon symbolizes protection, resilience, and community strength in facing environmental and social challenges. The gate, by embodying these values, becomes a threshold between tradition and transformation, thereby linking cultural preservation with sustainable tourism practices. Ultimately, it represents an architectural expression of resilience, where cultural symbolism, ecological awareness, and spatial experience converge to sustain the integrity of place.

Figure 5. Gate Design Concept



Source: Tanjung Boleng Tourism Master Plan (2025)

The Tanjung Boleng Tourism Master plan demonstrates the efficacy of integrating ethical considerations, cultural aesthetics, and ecological integrity through contextualized, locality-based approaches. By embedding these principles into both physical infrastructure and governance frameworks, the plan fosters resilient, community-centered tourism that aligns with sustainable development goals and local values.

The zoning system delineated within the Master Plan is meticulously designed to honor and respect sacred, ecological, and productive spaces. This approach is undertaken to ensure the preservation of the village’s cultural and environmental integrity. The infrastructure elements, including trekking trails, mangrove boardwalks, and contemplative gardens are designed according to nature-based adaptive principles. These principles promote ecological resilience and visitor engagement with the natural environment. Furthermore, homestays and dining facilities—including restaurants and cafés—are intentionally designed to reflect traditional settlement patterns, incorporating features such as cross-ventilation and the use of locally sourced materials. This approach consciously avoids generic architectural styles that could undermine the unique character and sense of place inherent to Tanjung Boleng (Figure 6). When evaluated through lens of sustainability and resilience, this zoning and design strategy exemplifies a balanced integration of human activity with ecological systems. The protection of sacred and ecological zones reinforces environmental stewardship and cultural continuity, ensuring that development enhances rather than erodes local values. Nature-based infrastructure promotes adaptive capacity by reducing environmental impact, mitigating climate-related risks, and fostering environmental education among visitors. Similarly, the use of vernacular design principles in homestays and public spaces strengthens both environmental sustainability—through energy efficiency and material circularity—and social resilience by sustaining local craftsmanship, livelihoods, and identity. Collectively, these spatial and architectural decisions demonstrate how resilience is embedded not only in ecological adaptation but also in the enduring relationship between people, place, and cultural meaning.

Figure 6. Design Concept for Restaurant, Souvenir and Ticket Counter Facilities



Source: Tanjung Boleng Tourism Master Plan (2025)



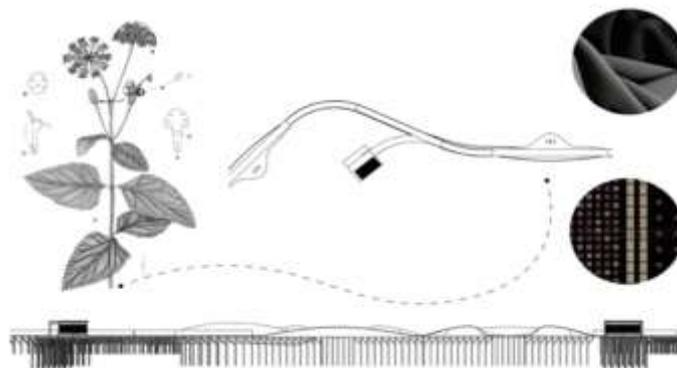
The integration of zoning that acknowledges cultural and ecological significance with context-sensitive architectural and infrastructural design is a key aspect of the Master Plan, aiming to reinforce the village's identity and sustainability objectives. This locality-driven design ethos ensures that tourism development enhances rather than detracts from the community's social and environmental fabric. This step reflects spatial justice, where design not only distributes space, but also respects the symbolic value and socio-ecological function of space.

Contextual Innovation: Resilience as Social-Spatial Transformation

The community's approach in Tanjung Boleng is not characterized by the utilization of advanced technology, but rather by its capacity to revitalize traditional knowledge and spaces through adaptive reuse and multifunctional transformation. This process reflects a form of social-spatial resilience, wherein existing cultural assets and built environments are repurposed to address contemporary needs while preserving their intrinsic values. For instance, underutilized residential properties have been repurposed as community cafés and craft centers, thereby fostering social cohesion and economic diversification. A similar approach has been adopted in the development of mangrove sidewalks, which have been implemented as mangrove walks and interpretive trails surrounding Rangko Cave. These sidewalks have been designed to serve as educational and contemplative spaces, aiming to foster ecological awareness and cultural engagement.

As illustrated in Figure 7, the design approach for the Nanga Lumut mangrove forest area prioritizes minimal concrete construction. Conversely, the design employs local materials and traditional construction techniques, thereby reducing environmental impact and reinforcing the connection between built forms and natural surroundings. From a sustainability and resilience perspective, this approach exemplifies ecological sensitivity and adaptive design. The utilization of local, low-impact materials has been demonstrated to reduce the carbon footprint and preserve the integrity of mangrove ecosystems, which are critical for coastal protection, carbon sequestration, and biodiversity. Traditional construction techniques enhance structural adaptability to tidal fluctuations and storm events, reflecting community knowledge in managing environmental risks. By aligning built interventions with natural systems, the design not only sustains ecosystem health but also strengthens social-ecological resilience, ensuring that the forest area continues to support both local livelihoods and ecological functions over time.

Figure 7. Nangalumut Design Concept



Source: Tanjung Boleng Tourism Master Plan (2025)

This contextual innovation underscores resilience as a dynamic process of social-spatial transformation, where the revitalization of local knowledge and culturally embedded practices enables sustainable tourism development. By valuing intangible heritage alongside physical spaces, Tanjung Boleng fosters adaptive strategies that enhance community agency and ecological stewardship.

The infrastructure within the designated area of Tanjung Boleng has been meticulously engineered to bolster disaster resilience, incorporating both vertical and horizontal evacuation routes, early warning signage, and bio-filtration toilets as ecological adaptation measures. In line with nature-based solutions, vegetative drainage systems have been implemented to replace conventional concrete trenches, thereby promoting sustainable water management and reducing environmental impact.

Beyond the tangible infrastructure, social innovation constitutes a central pillar of community adaptive capacity in Tanjung Boleng. Initiatives such as youth-led cultural tours that highlight local civilizations and oral histories, alongside digital marketing training for women's groups, illustrate innovation not merely as a technical intervention but as a process of social transformation and empowerment. This perspective aligns with the growing recognition that innovation in tourism operates through social networks, shared learning, and empowerment processes, rather than through externally imposed technologies or top-down programs (Nair & Hussain, 2021; Păunescu et al., 2022). In this sense, innovation becomes a participatory and relational practice that redistributes agency and reconfigures power within communities (Haxeltine et al., 2020).

However, scholars caution against overly idealized views of social innovation. Critics contend that participatory innovation can inadvertently reinforce existing hierarchies, privileging already empowered groups and marginalizing others under the guise of inclusivity (Bock & Gasser, 2021). Similarly, while locally driven initiatives often generate enthusiasm, their sustainability may be undermined by limited institutional support, dependency on short-term funding, and the absence of formal integration into regional planning systems (Richards & Duif, 2020). These tensions underscore the necessity of institutionally embedding and structurally supporting social innovation to sustain its transformative potential.

To monitor and evaluate these complex processes, a multidimensional performance framework is employed, capturing interlinked dimensions of sustainability, resilience, dynamic conservation, locality, and community empowerment. This approach draws upon and adapts existing frameworks (GSTC, 2020; Al-Ansi & Han, 2019; Scheyvens, 2020) to the socio-ecological realities of rural Indonesia. Proponents argue that such multidimensional assessment systems offer a holistic understanding of tourism impacts, balancing quantitative and qualitative indicators (Wondirad et al., 2021). Yet, others have warned that evaluation tools often privilege measurable outcomes over intangible social values, such as cultural vitality and identity (Carneiro et al., 2022).

The incorporation of disaster-resilient infrastructure, socially innovative practices, and context-specific evaluation systems in Tanjung Boleng model exemplifies the potential for a comprehensive, community-centered approach to sustainable tourism development. Nevertheless, the case also reveals enduring tensions between participatory ideals and institutional realities, reminding policymakers that the sustainability of rural destinations depends as much on governance structures and long-term support as on community creativity and innovation.



Rural Tourism Planning Model Based on Sustainability, Resilience, and Dynamic Conservation: Integration of Value, Space, and Participation

The Rural Tourism Planning Model developed in Tanjung Boleng Village signifies a transformative shift in rural governance, situating local communities as primary agents rather than passive beneficiaries in tourism development. The concept is founded on the interconnection of ethical values (justice and participation), aesthetics (contextual beauty), and economics (equitable welfare), reflecting the growing recognition of multidimensional sustainability in rural development (Teguh, 2021; Dangi & Gribb, 2021). Similar integrative approaches have been advocated to reconcile cultural authenticity with economic vitality (Lew, 2020). However, recent studies have cautioned that the ideal of holistic tourism frequently obscures underlying structural inequalities and market dependencies that have the potential to compromise community welfare. For instance, research in rural areas indicates that ethical and aesthetic discourses can obscure asymmetrical benefit-sharing and cultural commodification. Consequently, the efficacy of Tanjung Boleng's model hinges on the ongoing dialogue between local empowerment and external economic forces, thereby striving to align value-driven and market-oriented logics.

The model's four interrelated pillars—sustainability and locality, community participation, resilience and dynamic conservation, and collaborative governance—embody a comprehensive framework for adaptive rural tourism governance. The extant literature supports such pluralistic designs that integrate ecological stewardship with participatory mechanisms (Sterling et al., 2017; Becken & Kaur, 2021). However, empirical studies highlight persistent tensions between participatory ideals and governance realities. For instance, Hall et al. (2023) observe that local participation frequently manifests as tokenism when institutional capacity is deficient or when power asymmetries favor external investors. Similarly, while collaborative governance is lauded for fostering inclusion and shared accountability, it may falter in practice due to fragmented authority and inconsistent policy frameworks. In this context, Tanjung Boleng's emphasis on co-creation and indigenous institutions represents both innovation and challenge—its long-term viability depends on its ability to institutionalize trust, transparency, and deliberation amid shifting socio-political dynamics.

Operationalizing the model through five strategic dimensions—contextual spatial design, vernacular adaptive infrastructure, cultural narratives, social innovation, and multidimensional monitoring—translates abstract values into tangible community practices. Such integration resonates with recent frameworks emphasizing spatial storytelling, participatory design, and inclusive entrepreneurship as drivers of rural resilience (Hall et al., 2018; UN Tourism, 2021; Hockings et al., 2020). Nonetheless, contrasting research points to enduring barriers in implementing community-based innovation. Studies from Southeast Asia reveal that digital divides, limited entrepreneurial literacy, and weak institutional coordination often constrain the effectiveness of local tourism enterprises. Furthermore, the evaluation systems employed in numerous community-based tourism initiatives are predominantly externally driven, with a myopic focus narrowly on economic performance, neglecting social justice and cultural continuity. Consequently, while the Tanjung Boleng framework demonstrates notable strengths in terms of operational breadth, it is imperative that its monitoring processes undergo



continuous refinement to ensure the principles of reflexivity and community ownership are upheld.

By embedding sustainability, resilience, and cultural identity into governance and practice, the Tanjung Boleng model advances a community-centered paradigm for rural tourism that aspires to be scalable and replicable. Recent evidence, however, tempers such optimism: replication without contextual adaptation risks reinforcing dependency, environmental degradation, and social stratification. Comparative analyses of rural tourism demonstrate that models succeed when they are sensitive to local histories, informal institutions, and ecological thresholds. Accordingly, the model of Tanjung Boleng should not be regarded as a universal blueprint; rather, it should be regarded as a context-sensitive heuristic—a living framework that must remain adaptive to local values, environmental uncertainty, and market fluidity. This reflexive approach situates the model within broader academic debates on inclusive and adaptive rural transformation, positioning it as both an empirical case and a conceptual contribution to the future of participatory tourism governance in Southeast Asia.

Collaborative Local Governance as a Catalyst for Rural Tourism Transformation

The governance model developed in Tanjung Boleng Village places significant emphasis on collaborative local governance as a fundamental catalyst for transformative rural tourism development. This governance framework integrates multiple coordination and participation dimensions, including horizontal coordination (among diverse ethnic, inter-religious, gender and generational groups), vertical coordination (linkages between local communities, village governments, academia, NGOs and the private sector), participatory institutions (village tourism consultative forums, cooperatives and regional management organizations) and inclusive role distribution (active involvement of women and youth in planning, storytelling and governance). Such practices transcend conventional administrative functions, embodying relational and ethical principles grounded in local cosmologies and cultural norms (Teguh, 2021). Indeed, recent empirical research on Indonesian village tourism affirms the value of trust, stakeholder role-mapping and institutional commitment in fostering collaborative governance. However, the literature also points to significant caveats: collaborative governance is seldom seamless. In a study of a coastal tourism project in East Java, Fatmawati (2023) observed that stakeholder dialogues were infrequent, strategic trust weak and shared vision lacking — leading to sub-optimal collaboration. Therefore, in the Tanjung Boleng model, while the theoretical coordination architecture is strong, its efficacy will depend on processes of institutionalisation, sustained trust-building and the mitigation of power imbalances among actors.

The model posits a multifaceted indicator system as a means to assess and oversee destination performance, encompassing four core dimensions: sustainability (e.g., waste-management efficacy, energy conservation, local economic impact); resilience (e.g., disaster preparedness, adaptive design, institutional sustainability); dynamic conservation (e.g., heritage revitalization, community participation, biodiversity preservation); and locality (e.g., community satisfaction, cultural harmony, local identity representation). This evaluative framework aligns with established standards, including the Global Sustainable Tourism Council (GSTC) Goal-Criteria (2020), the Village Sustainable Development Goals (SDGs), and inclusive, resilient, place-based planning principles (UN Tourism,

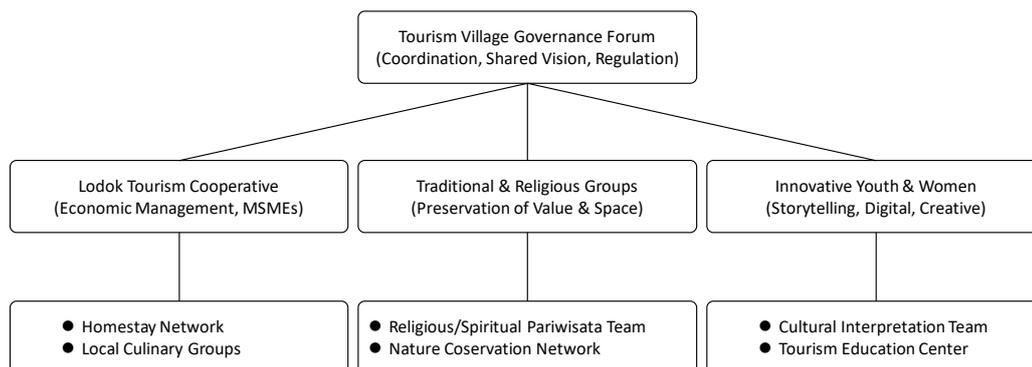


2021). Yet, critical literature raises doubts about the practical adoption of comprehensive M&E systems in rural tourism. For instance, Ginting et al. (2024) highlight that many governance frameworks in tourism remain under-resourced, with evaluation systems that are externally driven and lack community ownership. Moreover, the recent SF-MST report (UN Tourism, 2024) notes that while global measurement frameworks are advancing, they often inadequately incorporate host-community well-being and localised values. Therefore, while Tanjung Boleng's indicator system is methodologically ambitious and contextually relevant, its long-term effectiveness will require local capacity building, reflexive governance and alignment with global standards without overlooking local priorities.

Importantly, the Tanjung Boleng model is not pitched as a rigid blueprint but rather as a flexible, contextualized framework that can be adapted according to local cosmologies and social structures. Key guiding principles include flexibility (tailoring to unique social-cultural configurations), evolutionary development (gradual, iterative processes rather than instantaneous transformation), locality mapping (prioritising identification and understanding of local meanings before intervention), multilevel coordination (ensuring cross-sectoral collaboration) and sustainable minimum infrastructure (low-impact, affordable and community-manageable). This locality-based rural tourism model thus represents a paradigm shift: value-driven tourism that brings local narratives and cultural identities to life rather than commodifying scenery; quality over quantity, emphasising ecological and social connections rather than just visitor numbers; and culturally-rooted innovation resisting externally imposed modernisation. Such framing is consistent with current scholarship that argues rural tourism governance must be adaptive, context-sensitive and resilient. At the same time, comparative research from China demonstrates that multi-level governance remains deeply embedded in state hierarchies and resource differentials, and that replicability across contexts is far from assured (Hu et al., 2025). In light of this, the Tanjung Boleng approach offers a valuable reference for national and regional rural tourism strategies — but its replication elsewhere must be accompanied by careful adaptation to local contexts, power structures and resource realities.

Finally, the governance structure (Figure 8) provides a structured operationalization of the model: aligning governance elements, objectives, guiding principles, design approaches and performance indicators facilitates participatory planning, data-informed decision-making and adaptive management. Yet again, the academic literature urges caution: sustainable tourism governance frameworks often struggle to translate from design to practice due to institutional fragmentation, weak accountability and limited community empowerment. To be effective, the Tanjung Boleng governance model must therefore incorporate iterative feedback loops, transparent stakeholder accountability, capacity building for local institutions, and mechanisms to manage the inevitable tensions between tourism growth, cultural preservation and socio-economic equity. In so doing, the model not only advances a context-sensitive governance architecture for rural tourism but also engages the broader framework on inclusive, adaptive and participatory tourism governance in rural contexts.

Figure 8. Proposed Tanjung Boleng Tourism Governance Structure



Source: Author Analysis, 2025

The case study of Tanjung Boleng demonstrates that successful rural tourism development depends fundamentally on locality, community participation, and sensitivity to the socio-ecological context. This model effectively integrates sustainability, resilience, and dynamic conservation as operational principles in both spatial planning and destination governance, moving beyond rhetoric towards professional, adaptive, and community-centered tourism management and governance.

CONCLUSIONS AND IMPLICATIONS

This study finds that an integrative tourism governance model—anchored in sustainability, resilience, and dynamic conservation—effectively guides rural coastal tourism development. The study further posits that locality serves as both a setting and a source of knowledge that strengthens the connection between place, culture, and development. The concept of sustainability is achieved by aligning ecological and social capacities, resilience is supported through adaptive systems, and dynamic conservation embeds cultural and ecological practices into daily life, maintaining relevance amidst change.

Theoretical Implication: The triadic framework expands governance theory by operationalizing abstract concepts in rural contexts, demonstrating how communities can transition from passive participants to active co-creators through inclusive, participatory governance. It also reframes dynamic conservation as a context- and time-specific practice, linking theoretical constructs to the lived realities of rural communities and enriching understanding of space production, locality, and adaptive governance.

Practical Implication: For regional tourism authorities, the model provides a flexible, replicable framework for implementing adaptive, community-led tourism governance. By harmonizing community empowerment, environmentally sensitive infrastructure, and evidence-based decision-making, it offers a practical tool for sustainable development, participatory conservation, and culturally grounded tourism planning, with applicability in rural coastal and similar contexts worldwide.

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