



# Review of Stakeholder Engagement In Sustainable Tourism Development In Tegal Regency

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**Abstract.** Sustainable tourism has grown significantly and has emerged as a new trend in the tourism industry. According to many literatures, the concept of sustainable tourism necessitates the participation of various stakeholders, particularly the community. According to data, Tegal Regency has a relatively high level of tourist quality and absorption when compared to other regencies/cities in Central Java Province. The purpose of this study is to examine the process of stakeholder engagement in the development of sustainable tourism in Tegal Regency via the lens of sustainable tourism and the public participation spectrum. This study is descriptive qualitative, with data collected through interviews and literature reviews. Qualitative data analysis methodologies began with data sorting, reduction, and formulating research-relevant findings. The findings revealed that there were regulations in Tegal Regency that fostered the involvement of diverse stakeholders in tourism development. As a facilitator and driver of tourism development, the private sector played a significant role in job creation. However, because the regulation does not explain in depth the operational involvement of stakeholders, it cannot stimulate the participation of other stakeholders. In addition, there are many barriers to tourism growth in Tegal Regency, such as the lack of high-quality human resources, limited government budget, and lack of connectivity among tourism actors. Therefore, this study suggests that the Tegal Regency Youth, Sports, and Tourism Office should conduct community-based strategies, stakeholder mapping and collaboration in the development of tourism in Tegal Regency.

**Keywords:** Stakeholder Engagement, Sustainable Tourism, Public Participation.

## 1 Introduction

Tourism is one of the world's fastest-expanding businesses, providing a significant source of foreign cash and jobs while also being strongly tied to the social, economic, and environmental well-being of many countries, particularly developing countries [1] [2]. Sustainable tourism, according to the World Tourism Organization, is tourism

that takes full account of current and future economic, social, and environmental impacts, meeting the needs of visitors, industry, the environment, and host communities.

SDG objective 8.9 of the 2030 Sustainable Development Agenda intends to establish and execute policies by 2030 to foster sustainable tourism that creates jobs and promotes local cultures and goods. SDG objective 12.b emphasizes the importance of sustainable tourism by aiming to develop and implement instruments to monitor the impact of sustainable development for sustainable tourism that creates jobs and promotes local cultures and goods.

Sustainable tourism has arisen as a new tourist trend, with tourist becoming more conscious of their influence on the environment and local communities. The advent of sustainable tourism has resulted in the emergence of various sustainable travel trends in recent years, such as eco-friendly lodging, ecotourism, responsible wildlife tourism, sustainable transportation, and off-season travel. 69% of tourist plan to travel sustainably by 2023, according to Avantio's 2023 research [3].

The concept of sustainable tourism necessitates the engagement of numerous stakeholders, particularly the community. Stakeholder participation is critical to ensuring that tourist growth is sustainable and helpful to the local community. The sustainable tourist development, according to Dangi and Jamal (2016) [4], necessitates informed participation from all important stakeholders, as well as strong political leadership to ensure broad participation and commitment. Stakeholder engagement can help to avoid possible conflicts between visitors and local communities by incorporating local communities in the development of tourism.

The development of tourism in Tegal Regency is comparable to other regencies/cities in Central Java Province because the tourism potential is very large and sustainable. However, in terms of tourism destinations, Tegal Regency was still far behind other regencies/cities in Central Java Province such as Batang, Blora, Pekalongan Regency, Pemalang, Rembang, Temanggung and Wonosobo. Compared to these other regions, according to data from the Central Java Province Tourism Office, Tegal Regency has a relatively high rank in terms of tourism quality and absorption.

Nevertheless, in the process of sustainable tourism management in Tegal Regency, there are still several problems, including the low quality of human resources (HR), budget constraints, ineffective collaboration between the Tegal Regency Government and other stakeholders, lack of promotion and connectivity between tourist destinations, and facilities and infrastructure at tourist destination locations, such as unstable internet networks and limited parking lots. Tegal Regency offers sustainable tourism potential, which must be managed by multiple stakeholders in order to preserve and build a sustainable tourism sector. The goal of this research was to identify the process of stakeholder involvement in the development of sustainable tourism in the Tegal Regency via the lens of community-based tourism and the spectrum of public participation.

## **2 Approach and Methods**

### **2.1 The Concept of Sustainable Tourism**

The notion of sustainable tourism is based on the concept of sustainable development, which was initially articulated in 1987 by the World Commission on Environment and Development (WCED) in the Brundtland Report. By embracing the concept, the World Tourism Organization (UNWTO) defines sustainable tourism as a type of tourism that is in harmony with nature and the socio-cultural values of the community, in which both parties, namely hosts and guests, enjoy each other and share new experiences.

Contained in a study entitled Sustainable Tourism Development, there are three components that must be satisfied in sustainable tourist development: environmentally, economically, and socioculturally. Environmental sustainability is achieved through making the best use of available resources, preserving ecological processes, and ensuring the preservation and existence of natural heritage and biodiversity in tourism sites. Economic sustainability is achieved by poverty reduction, economic growth, and job creation [5]. Meanwhile, socio-cultural sustainability is achieved by conserving the socio-cultural authenticity of the local community through mutually agreed-upon laws and regulations, protecting the value of cultural history and local practices, and fostering cultural tolerance and understanding [6].

Sustainable tourism development is possible if the amount of exploitation of diverse resources does not exceed the capacity of those resources to regenerate [7]. Furthermore, it is stated that the principles of sustainable tourism development are (1) maintaining environmental quality, (2) providing benefits to local communities and tourists, (3) maintaining links between tourism and the environment, (4) maintaining harmony among local people and the environment, (5) creating dynamic conditions tailored to carrying capacity, and (6) all stakeholders must work together on the same mission to realize sustainable development.

### **2.2 The Spectrum of Public Participation**

The International Association of Public Participation (IAP2) created the Public Participation Spectrum to help clarify the role of the public (or community) in planning and decision-making, as well as how much influence the public has in the planning and decision-making process. The map categorizes public participation (or community engagement) into five tiers. The greater the community's influence over decisions, the further to the right on the Spectrum, and each degree can be suitable depending on the situation. It should be noted that these are levels, not steps. It articulates the goals of community engagement and the promise to the community at each stage [8].

The IAP2 Public Participation Spectrum is intended to assist in determining the level of participation that defines the role of the public in any public engagement program. The Spectrum demonstrates that various levels of participation are appropriate based on the objectives, timing, resources, and amount of concern in the decisions to be made. The Spectrum, however, and most significantly, outlines the commit-

ments given to the public at each level of engagement. The Spectrum is extensively referenced in community involvement manuals. The Spectrum of Participation describes five stages of involvement: inform, consult, involve, collaborate, and empower.

**Table 1.** IAP2 Public Participation Spectrum

Spectrum	Objectives of Public Participation	Promises for the Public
Inform	Provide balanced and objective information to the public to help them understand a problem, alternative, opportunity or solution	We will keep you informed
Consult	To obtain feedback from the public on an analysis, alternative, or decision	We will keep you informed, listen, and acknowledge concerns and aspirations, and provide feedback on how public input influences decisions
Involve	Work directly with communities throughout the process to ensure that community concerns and aspirations are consistently understood and taken into consideration.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how community input influences decisions
Collaborate	Partner with the community in every aspect of the decision, including developing alternatives and identifying desired solutions	We will seek your suggestions and innovations in formulating solutions and incorporate your suggestions and recommendations into decisions to the greatest extent possible
Empower	Putting the final decision-making in the hands of the public	We will implement what you decide

### 2.3 Methodology

This research is descriptive qualitative, with data collected through primary sources conducted through in-depth interviews with Drs. Akhmad Uwes Qoroni, M.T as Head of the Department of Youth, Sports, and Tourism (Disporapar) Tegal Regency and Elizabeth Ratih Dewi as Chairman of the Indonesian Hotel and Restaurant Association (PHRI) Tegal Regency as well as secondary sources from literature studies. The results of in-depth interviews as a way for researchers to identify stakeholders involved in the implementation of sustainable tourism. Meanwhile, the literature study as a way for researchers to explore the role and level of involvement in the implementation of sustainable tourism. Qualitative data analysis methodology begins with data sorting, data reduction, and formulating findings relevant to the research. The limitation of this research is that there are only 2 resource persons in in-depth interviews.

### 3 Result and Discussion

#### 3.1 Tourist Attractions in Tegal Regency

Tegal Regency is a regency in Central Java Province, with Slawi as its capital. Tegal Regency is located on the northern coast of the western part of Central Java Province, in a strategic position on the development path of the Semarang-Tegal-Cirebon and Semarang-Tegal-Purwokerto-Cilacap highways, as well as the northern coastal waters of the Java Sea, with port facilities in Tegal City. Tegal Regency has an area of 87,879 hectares, mostly in the form of rice fields and dry land, with food crop agriculture being the source of income for the large majority of the population.

As a necessary component of tourism, lodging and infrastructure are critical. Rural transportation; train transportation with two stations, the first in Prupuk, Margasari sub-district, serving Jakarta-Tegal-Purwakerto-Yogyakarta trains and a train station in Slawi sub-district; and a truck base and inter-city terminal (type C) located in Slawi sub-district, which is scheduled to be relocated to Dukusalam due to the construction of the ring road. Slawi and Bojong sub-districts each have two sub-terminals. Hotels along the Semarang-Tegal-Purwokerto highway, as well as hotels and villas around Guci Tourism Object and Purwahamba Indah Beach, are among the lodging or housing facilities in Tegal Regency. The Tourism Information Center (TIC) in Slawi District, hotels, restaurants, post offices and telecoms, retail centers, hospitals, health centers, places of worship, public restrooms, landfills, handicraft shops, and other supporting amenities are also available.

According to data on the distribution of tourist villages in Central Java, there are five tourist villages in Tegal Regency. Tegal Regency attempted to enhance tourism by releasing Local Regulation No. 1 of 2016 Concerning Tourism Implementation. The potential of natural resources is particularly attractive in the south of Tegal Regency, so the Regional Government and other stakeholders have built various tourist attractions in this region. The Guci Hot Springs tourist attraction, located at an elevation of 1,224 meters above sea level, meets the requirements of being extremely intriguing, which means that it is quite attractive, unusual, distinctive, and well-maintained. The pure, odorless, and colorless character of the hot water is the main draw. According to the Central Java Province statistics book in 2022, the income from the Guci tourism attraction amounted to IDR1,44 billion in a year with 147,800 local tourists [9].

Purwahamba Indah Beach, located at an altitude of 18 meters above sea level, is a lovely sea region in the northern portion of Tegal Regency with lush nyiur plants and waves that are not too big and the color of the water is clear blue. This location is great for enjoyment and relaxation, especially for people traveling long distances through the traffic lane connecting Jakarta and Surabaya via the north shore. Tourists can enjoy the beauty of the beach, an international quality swimming pool, a children's toy arena, a little zoo, and other attractions. The profits from the Purwahamba Indah Beach tourist attraction reached IDR177 million in the same year, according to the Central Java Province statistics book, with 72,793 local tourists [9].

Tirta Cacaban Reservoir, the first reservoir established by the Indonesian government after independence in 1952, is another tourist attraction in Tegal Regency. Lawet/Lawa Cave, located in Harjowinangun village, Balapulung sub-district, the southern part of Tegal regency, and Santri Cave, located at an altitude of 398 meters above sea level, are two caverns that can be explored. Tegal Regency also features two lakes, Telaga Putri in Bumijawa village, Bumijawa District, and Cenggini Water Lake in Cenggini village, Bojong District, both of which are located at an elevation of 208 meters above sea level. Mount Tanjung, with an elevation of 159 meters above sea level, is likewise located in Lebaksiu village, Lebaksiu sub-district, in the southern portion of Tegal regency. Gunung Tanjung is a majestic mountainous object with various tombs that attracts many tourists during the Rebo Wekasan event.

### 3.2 Sustainable Tourism in Tegal Regency

Prior to the COVID-19 outbreak, the tourism industry had become one of the key economic drivers in Central Java Province. Tourism contributed 7.92% to the Central Java GDP in 2017. Two years later, in 2019, the figure had risen to 8.14%. However, due to the COVID-19 pandemic, it will fall to 7.8% in 2020. Tourists, both domestic and foreign, have also declined dramatically. In line with this, regional income was directly affected. In 2018, there were 49,620,775 visitors who produced IDR301,6 billion in income. The next year, it grew to 58,592,562 persons, generating IDR314,7 billion. Despite an increase in tourist locations, the number of tourists and local earnings from the tourism industry fell by half [9].

**Table 2.** The number of tourists visiting Tegal Regency

Year	Total Tourist Destinations	Number of Tourists		Revenues (IDR)
		Domestic	Foreign	
2022	5	220.593	0	1.619.966.600
2021	5	431.523	0	3.942.847.800
2019	4	1.100.997	2.720	5.752.526.330

Tegal Regency experienced the same event that happened at the provincial level. Tegal Regency's tourism revenue has continued to fall since the COVID-19 pandemic. The Tegal Regency tourism sector generated IDR5,75 billion in revenue in 2019. This sum continued to fall by nearly 50%, reaching IDR1,61 billion in 2022 [9]. The tourism industry has suffered significant difficulties as a result of the COVID-19 pandemic. On the other side, the disruption should offer Tegal Regency with an opportunity to reorganize the tourism business in order to move forward on a more quality and robust path.

Tegal Regency Government has contributed to the growth of quality tourism. The Tegal Regency government facilitates, encourages investment, tourism development, manages tourism, and allocates budgets to increase tourism potential through Tegal Regency Tourism, Youth and Sports Agency, in accordance with Tegal Regency Re-

gional Regulation No. 1 of 2016 concerning Tourism Implementation. This law became the legal foundation for the growth of tourism in Tegal Regency.

The tourism business in Tegal Regency is built on the premise of giving benefits for the welfare of the people and improving human resources, according to this law. The Regional Government is required to give open information, maintain, and promote tourism, monitor, and organize tourism human resource training, and empower communities surrounding tourist attractions while planning tourism. While every town is obligated to protect and preserve the ecology of tourism areas.

The Head of Disporapar explained in the implementation of Technical Guidance with the theme "Efforts to Explore the Potential of Business Tourism in Tegal Regency, Central Java Province" that the trend of sustainable tourism is the latest trend in the world of tourism and Tegal Regency is exploring the potential of sustainable tourism. Furthermore, sustainable tourism is defined as tourism with four pillars: sustainable management, sustainable economy, cultural sustainability, and environmental sustainability. As a result, Disporapar has a 3G approach to support the concept of sustainable tourism: Move Fast (*Gercep*), Move Together (*Geber*), and Optimising All Potentials Online (*Gaspol*) [10].

### 3.3 Spectrum

The International Association of Public Participation (IAP2) created the Spectrum of Public Participation to help understand the role of the public (or community) in planning and decision-making, as well as how much influence the community has over planning or decision-making processes. It categorizes public participation (or community engagement) into five degrees. The greater the community's influence over decisions, the further to the right on the Spectrum, and each degree can be suitable depending on the situation. It is critical to understand that these are levels, not steps. It articulates the public involvement goal and the promise to the public at each level [8]. The findings of Disporapar's stakeholder involvement in the development of sustainable tourism in Tegal Regency utilizing the IAP2 Public Participation Spectrum are as follows.

**Table 3.** Findings from Disporapar's Stakeholder Involvement in the Development of Sustainable Tourism in Tegal Regency

Level of Engagement	Inform	Consult	Involve	Collaborate	Empower
Intense and sustainable engagement	<ul style="list-style-type: none"> <li>• Government Agency</li> <li>• Private</li> <li>• Mass Media</li> <li>• CSO's</li> <li>• NGO's</li> <li>• Scholars</li> <li>• Legislative</li> </ul>	<ul style="list-style-type: none"> <li>• Government Agency</li> <li>• Private</li> </ul>	<ul style="list-style-type: none"> <li>• Government Agency</li> <li>• Private</li> </ul>	<ul style="list-style-type: none"> <li>• Government Agency</li> <li>• Private</li> </ul>	<ul style="list-style-type: none"> <li>• Private</li> </ul>

Level of En-gagement	Inform	Consult	Involve	Collaborate	Empower
Eventual participation or only a specific event			<ul style="list-style-type: none"> <li>• Mass Media</li> </ul>	<ul style="list-style-type: none"> <li>• Mass Media</li> <li>• CSO's</li> <li>• Scholars</li> <li>• Legislative</li> </ul>	<ul style="list-style-type: none"> <li>• CSO's</li> <li>• NGO's</li> </ul>
The is no en-gagement		<ul style="list-style-type: none"> <li>• Mass Media</li> <li>• CSO's</li> <li>• NGO's</li> <li>• Scholars</li> <li>• Legislative</li> </ul>	<ul style="list-style-type: none"> <li>• CSO's</li> <li>• NGO's</li> <li>• Scholars</li> <li>• Legislative</li> </ul>	<ul style="list-style-type: none"> <li>• Scholars</li> <li>• Legislative</li> </ul>	<ul style="list-style-type: none"> <li>• Government Agency</li> <li>• NGO's</li> <li>• Scholars</li> <li>• Legislative</li> </ul>

**Inform.** The Tegal Regency Government's jurisdiction and the status of financial resources are used to prioritize sustainable tourist development. The Tegal Regency Disporapar's goal as an agency in charge is to realize the 3rd Mission of the Regent and Deputy Regent of Tegal, namely "Realizing a strong people's economy based on agriculture, processing industry, and tourism," based on the Tegal Regency Regional Regulation 2/2021 concerning Amendments to Regional Regulation 3/2019 concerning the 2019-2024 Regional Medium-Term Development Plan (RPJMD).

In order to carry out Mission 3, Disporapar has made several efforts, one of which is the dissemination of information about tourism development in Tegal Regency. Disporapar has a website that provides tourism-related information to the general public. When visiting Disporapar's official website at <https://disporapar.tegalkab.go.id/category/pariwisata/>, it was apparent that there was no information on the number or complete description of tourist attractions in Tegal Regency. The website only offers information about Disporapar activities and events that have taken place. According to research conducted by Hamdani and Suharnawi (2018) [11], the Disporapar website still has issues managing content since it does not meet the website's needs.

**Consult.** Disporapar's efforts that demonstrated consultations were through direct dialogues with students about the potential, annual events, and the influence of the tourist sector on Tegal Regency [12]. Furthermore, Disporapar has engaged in public dialogues with business and private actors around the issuance and implementation of the Tegal Regency Regional Regulation 12/2021 on Regional Retribution [13]. In this activity, Disporapar received various kinds of input such as suggestions, criticisms, and input from the community.

Disporapar, together with the Regional Development Planning Agency and Development Research (Bappedalitbang) and the Communication and Information Service (Diskominfo), have also been present to accompany the implementation of the "Kantor Staf Presiden (KSP) Mendengar" activities aimed at the aspirations of tourist activities in the district of Tegal. This activity is also a way for the government of Indo-



nesia to accelerate the recovery of the tourism sector throughout Indonesia [14]. In these activities, the entire agency digs into all the opinions and aspirations of various tourists.

Disporapar offers a Call Center Care for Waste Service in order to preserve the sanitation of tourism objects. This service is a straightforward and innovative development to urge travelers to worry about hygiene. The primary goal of this service is to influence the habits of both tourist facility management and tourists. Furthermore, this service assists authorities in preventing the accumulation of waste in tourism objects. The implementation of this service indicates the Disporapar District of Tegal's dedication to achieving sustainable tourism [15].

**Involve.** According to Regional Regulation No. 1 of 2016, tourist development in Tegal district is built on sustainability and participatory ideals. The community's efforts in the development of sustainable tourism in the Tegal district have always attempted to begin with the community, but there are still many obstacles and challenges. This explanation comes from the Head of Disporapar [16] this explains why public awareness and enthusiasm for expanding tourism's possibilities are still quite low. In keeping with the prior judgment, PHRI Chairman [17] explained that public participation in the development of the green tourism sector is still limited, owing to a lack of human resources with adequate knowledge and skills.

Notwithstanding the fact that the main obstacle to tourism growth in Tegal Regency is the lack of community preparation and the lack of high-quality human resources, another obstacle is strict community rules. Articles 27 and 28 of the Tegal Regency Regional Regulation No. 7/2018 outline development directions and strategies, as well as community capabilities and participation in tourism development. However, the regulation does not explain in detail about community involvement operationally.

The Cacaban Ekraf Fest, a creative economy event that fostered the creation of creative economy products by MSMEs in Tegal Regency, was also organized with community involvement. There was also an innovation of Tegal Go Digital MSME in that activity, which was used as a platform for Youth Entrepreneurs as a medium for promotion in the digital market. As a result, MSME players can boost economic growth through the tourist sector [18]. However, there are few explanations for the operational involvement of MSME players.

Disporapar has also created a competition called "mBah Photlot: Lomba Hunting Photo dan Video Blog Kabupaten Tegal" to encourage community participation in uncovering the potential and charm of tourism in the form of local wisdom, culture, and culinary delicacies in Tegal Regency. Disporapar's deployment of this competition is also a place to increase engagement and as a promotional medium. Disporapar recruited a variety of media and promotion practitioners, including Wisnu as a director and Yossa as a professional photographer, to help with the implementation of many tourism development activities. This media involvement is in the framework of the Ekraf Committee's activities [19].

Community involvement is not the only way to develop sustainable tourism. Disporapar also works with various cross-sector organizations, such as the Pemali Juana River Basin Center (Balai Besar Wilayah Sungai/BBWS), to carry out Remedial

Physical Works on the Cababan Reservoir, which has become a tourist attraction with amenities such as a playground, musholah, toilets, a food court, and a jogging track [20]. Then, Disporapar collaborated with the Ministry of Public Works and Public Housing (PUPR) and BBWS to create a 12-episode Mini Series dubbed "Bendung Cacaban" to promote tourist spots in Tegal Regency [21]. The Dispopar also focused on the human resource (HR) quality of Cacaban Reservoir personnel. By sponsoring Service Excellence Training activities, Disporapar attempted to strengthen the officers' skills. The objective is that this training would boost visitors' sense of security and comfort while also educating Cacaban Reservoir officers on the value of teamwork and offering the best service possible [22].

**Collaborate.** The significance of tourism development in Tegal Regency is reflected in the adoption of Tegal Regency Regional Regulation Number 7 of 2018, which aims to be a tool for improving the quality and quantity of local and foreign tourist attractions, communicating tourist attractions through effective and efficient media, and realizing a tourism industry capable of driving the regional economy. Sustainable tourism is one of the sectors of tourist development.

The development of sustainable tourism in Tegal Regency is made possible with the involvement of numerous stakeholders. The Creative Economy Committee (Ekraf) is a non-structural organization that strives to help Tegal Regency adopt the creative economy. Furthermore, the Ekraf Committee is a means of encouraging a creative and innovative economic culture that prioritizes the community. Disporapar collaborates with different stakeholders, including tourist actors, academics, practitioners, and the media, through the Ekraf Committee [23]. Furthermore, Disporapar always collaborates with the communities of Guci Village and Rembul Village when preparing the yearly Ruwat Bumi Guci festival.

Disporapar also collaborates with government agencies at various levels, including the Central Java Province Natural Resources Conservation Agency (BKSDA), West Pekalongan Forest Management Unit (KPH), Guci Village Government, and Rembul Village Government, in structuring and exploiting tourism areas. This collaboration aims to ensure the long-term viability of the Guci priority tourism region [21]. This agreement will also set limits on each agency's obligations and authority in administering the tourism sector.

Disporapar collaborated with various agencies, such as the Tegal Regency Environment Office (DLH), the Central Java Waste Bank Nusantara Association (Perbanusa), the Forensi Team, the Indonesia Waste Bank Association, Karang Taruna Guci, Rembul Village Head, Tuwel Village Head, and waste management business actors, to maintain the sustainable environment of tourist sites in Tegal Regency. This alliance attempts to solve the garbage problem while also preserving the tourist region. This collaboration also highlights the significance of initiatives to raise public awareness and concern about trash management. Regular meetings are held as a monitoring and evaluation phase for the implementation of partnerships to overcome trash concerns in Tegal Regency's tourism zones [25].

According to the findings of the interview with the Head of Disporapar, Disporapar has created numerous partnerships with academics. One example comes from Tegal

Regency's Pancasila University. Disporapar has convened discussions and coordinated tourist development on several occasions, but there has been no intervention or follow-up [16]. Furthermore, Disporapar developed collaborations with Politeknik Harapan Bersama Tegal's Informatics Engineering Study, the Tourism Promotion Agency, and the Tourism Village Facilitator in order to build a virtual tour. This collaboration intends to promote all tourism sites in Tegal Regency by leveraging technology in the form of three-dimensional photographs and films [26]. This collaboration demonstrates Disporapar's capacity to anticipate the future by using technology in the development of sustainable tourism.

Collaboration in tourist development is carried out not only with local government agencies but also with the Ministry of Tourism and Creative Economy and Commission X DPR RI to revitalize the tourism sector in Tegal Regency. Collaboration takes the form of tourism players receiving Technical Guidance on the Application of Cleanliness, Health, Safety, and Environmental Sustainability (CHSE). Implementing these activities is also a means to revitalize the tourism industry sector following COVID-19 [27].

Restiyani and Saraswati (2021) [28], We found another type of collaboration, namely collaboration between the local government and the Tourism Awareness Group (Pokdarwis) in transforming natural potential into a tourist destination attraction in Cempaka Village, Bumijawa Sub-district. The main potential of Cempaka Village is its natural potential, which includes Bulak Cempaka Hill and Slumpring Market. This collaboration is in accordance with Tegal Regent Regulation No. 28/2019 on the Development of Tourism Villages Based on Youth Entrepreneurship. However, the development of the Tourism Village is still hampered by various challenges, especially the lack of funding. This shows that collaboration alone is not enough to remove barriers to sustainable tourism growth.

**Empower.** The interview with the Head of Disporapar [16] illustrates that the role and involvement of the Indonesian Hotel and Restaurant Association (PHRI) of Tegal Regency is very strong in the implementation of sustainable tourism development in Tegal Regency. PHRI Tegal Regency is always involved with Disporapar in planning and implementing tourism programs. PHRI Tegal Regency also often provides employment opportunities for the community. The head of PHRI Tegal Regency himself explained that PHRI Tegal Regency and Disporapar often collaborate in conducting professional trainings for business people. In addition, PHRI Tegal Regency also organizes and prioritizes local people in the process of recruiting employees in a series of hotels and restaurants.

Another example of empowering multi-stakeholder involvement is through full community involvement. On the 422nd Anniversary of Tegal Regency, there was a Slawi Expo 2023 People's Party from May 24-28, 2023. This event was an opportunity to raise the spirit of the community to be proud of Tegal Regency. The implementation of this event involved various superior products by MSMEs in Tegal Regency and became a means of business interaction and cooperation between business people, buyers, and investors to increase trade in superior products. The agenda of the event included the Barista Battle, Fashion Show Batik Tegal, Kuntulan Parade, Final

Nembang Tegalan, and Aerobic Competition [29]. The implementation of the event shows full empowerment for the community.

Disporapar, together with several business actors, established a partnership relationship in organizing the Tour De Semedo event without the support of the Regional Budget (APBD) from the Tegal Regency Government. The organization of this event aims to revive the tourism and economic activities of the Semedo community after COVID-19 [30]. In addition, the implementation of this event also shows the full involvement of the business in financing and planning the event. This event is also a promotional event for Semedo Village because it has a variety of tourism potentials, one of which is the existence of the Semedo Museum Site.

On the 421th Anniversary of Tegal Regency, Disporapar organized the Tourism and Creative Economy Business Development Service Provision (PLPU) Exhibition. This exhibition is a place for young entrepreneurs to showcase their work to the wider community. The participants of this exhibition consisted of 28 young entrepreneurs. This exhibition is also a way for Disporapar to encourage innovation and the creation of new jobs in Tegal Regency through the tourism sector [31]. Some examples of community involvement carried out by Disporapar are in accordance with the mandate of Regent Regulation 28/2019 concerning the Development of Tourism Villages Based on Youth Entrepreneurship in Tegal Regency. The regulation regulates the objectives of developing tourism resource management by making the community the subject. However, various stakeholder involvement by Disporapar was only eventual and not sustainable.

The interview with the Head of Disporapar [16] explained that Disporapar has created various tourism initiatives, including programs to improve the attractiveness of tourism destinations, tourism marketing, tourism human resource development, and the creative economy. There are four main players in the implementation of these programs: (1) tourists, who are visitors to tourism destinations; (2) the host community, or people living around tourism destinations; (3) the tourism industry, such as hotels and restaurants; and (4) the government, namely Disporapar, which spearheads the implementation of tourism development. In addition to these main participants, there are two other groups that play an indirect but no less important role, namely non-governmental organizations (NGOs) and the media.

## 4 Conclusion

This study revealed that Tegal Regency has significant potential for sustainable tourism, including beaches, forests, hot springs, and culinary experiences. Disporapar, the agency responsible for the sector, has been promoting tourism based on adaptive, inclusive, and optimizing values. Disporapar has also engaged various stakeholders, including the community, private sector, government, and the general public, to improve the quality of tourist destinations, promote them, and improve the human resources of officials at tourist sites. Disporapar also collaborates with various stakeholders, such as mass media, government, academics, legislators, and civil society organizations, through the Creative Economy Committee, to improve human re-

sources and encourage innovative values. The agency also empowers CSOs and the private sector in annual tourism events, collaborating with NGOs and the media to support sustainable tourism development. However, the empowerment of various stakeholders by Disporapar is only eventual or at specific activities and not yet on a sustainable basis.

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