

Sustainable Tourism Observatories Framework at National Tourism Strategic Area Development (KSPN) in Indonesia

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ABSTRACT

This study aims to establish a framework that integrates planning and implementation programs for sustainable tourism development in Indonesia, providing a guide for stakeholders to unify understanding and drive policy agreements. The framework emphasizes concise, transparent, measurable, and adjustable principles for monitoring Sustainable Tourism Development (STD) guidelines. Using methodologies including surveys, case studies, comparative studies, time and motion analysis, and documentation analysis, this research identifies key elements and characteristics of sustainable tourism phenomena. The findings highlight the critical role of stakeholders in monitoring sustainable tourism through periodic reporting processes led by the Sustainable Tourism Observatory (STO). Government bodies, academic institutions, and community stakeholders collaboratively develop sustainable travel destinations, fostering accelerated tourism growth and sustainability in Indonesia.

SARI PATI

Studi ini bertujuan untuk membangun kerangka kerja yang mengintegrasikan program perencanaan dan pelaksanaan untuk pengembangan pariwisata berkelanjutan di Indonesia, menyediakan panduan bagi para pemangku kepentingan untuk menyatukan pemahaman dan mendorong kesepakatan kebijakan. Kerangka kerja ini menekankan prinsip-prinsip pemantauan yang ringkas, transparan, terukur, dan dapat disesuaikan terhadap pedoman Pengembangan Pariwisata Berkelanjutan (STD). Dengan menggunakan metode seperti survei, studi kasus, studi komparatif, analisis waktu dan gerak, serta analisis dokumentasi, penelitian ini mengidentifikasi elemen-elemen kunci dan karakteristik fenomena pariwisata berkelanjutan. Temuan penelitian menyoroti peran penting para pemangku kepentingan dalam memantau pariwisata berkelanjutan melalui proses pelaporan periodik yang dipimpin oleh Sustainable Tourism Observatory (STO). Badan pemerintah, institusi akademik, dan komunitas bekerja sama dalam mengembangkan destinasi wisata berkelanjutan, mendorong percepatan pertumbuhan dan keberlanjutan pariwisata di Indonesia.

INTRODUCTION

Tourism is one of the largest industries in the world and is undergoing rapid development. Tourism is an integral part of national development carried out systematically, planned, integrated, sustainable, and responsible while continuously protecting religious values, the culture that lives in society, the sustainability and quality of the living environment, and national interests (Muhamad & Sopjan, Religious, Cultural, and Artistic Tourism in Sustainable Tourism, 2022). The National Tourism Development Master Plan (RIPPNAS) under Government Regulation (PP) 50 of 2015 supports the development of sustainable, community-based tourism and inclusive development.

Tourism has undergone sustained expansion and diversification over the past six decades, becoming one of the world's fastest-growing and largest economic sectors. Tourism accounts for 7% of global exports, contributes 10% of global GDP (Calderon-Vargas et al., 2021) and represents one in every 11 jobs worldwide (Gianie, 2023). In 2016, the number of international tourist visits reached 1.2 billion, an increase of 4.7% from the previous year, the sixth consecutive year of above-average growth since the 2009 economic crisis (Turner, 2017).

In 1992, the United Nations World Tourism Organization (UNWTO) published the indicator as a reference for developing sustainable tourism destinations (Nocca et al., 2023). The indicator was later refined into the UNWTO Guidebook on Indicators of Sustainable Development for Tourism Destinations, published in 2004. It later formed the International Network of Sustainable Tourism Observatories (Scuttari et al., 2020; World Tourism Organization, 2004). By 2030, the UNWTO estimates international tourists' arrival to reach 1.8 billion (UNWTO, 2011). Such exponential growth of tourism presents challenges in terms of increased use of resources, degradation of natural and cultural heritage, and negative social impacts (Jamrozy, 2007; Sandhu & Berse, 2022) requiring an emphasis on the need for a paradigm change. On that basis, efforts at

the international level have emerged to accelerate the shift towards more sustainable practices, both from the consumption and production side, as reflected in the Sustainable Development Goals (SDGs), the post-2015 development agenda, and adopted by the United Nations Conference on Sustainable Development (Rio+20) 2012 of the 10-Year Framework of Programs (10YFP) to speed up patterns of sustainable consumer and production (SCP) (Shettima, 2016; Friberg & Wästerlid, 2022). At the Rio+20 United Nations Conference on Sustainable Development in 2012, heads of state agreed that fundamental changes in our production and consumption patterns were essential to achieving long-term sustainable development (UNEP, 2020).

The ideal development of tourism is in line with the Sustainable Development Goals that are explicitly linked to Objective 8 (Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all), 12 (assure sustainable consumption and production patterns), and 14 (Conserve and sustainably use the oceans, seas and marine resources for sustainable development). (Sutopo et al., 2014; Nelson et al., 2015; Lemy et al., 2019). Furthermore, the importance of tourism as a driver of sustainable development has also been emphasized by United Nations General Assembly resolution A/RES/69/233 of 2014, which underlined the contribution of sustained tourism to poverty eradication, social development, and biodiversity protection. Sustainable tourism development is the process of traveling programs for a specific time in a scheme to meet the needs of tourists and surrounding communities in the present without sacrificing the fulfillment of future generations' needs (Niedziółka, 2012; Widayawati, 2019; Amerta et al., 2018; Samier et al., 2021). The concept is based on the principles of keeping an eye on ecosystems according to their carrying capacity, realizing the interests of local communities, improving the quality of human life in the physical, spiritual, social, and cultural aspects in the long term, and promoting

the efficient and efficient use of natural resources (Fandeli & Muhamad, 2021; Gúčík & Marciš, 2017; Widowati et al., 2019).

Economic, social, cultural, environmental, and aesthetic needs can be met without neglecting the preservation of cultural integrity, ecological processes, biodiversity, and various life-supporting systems that are the capital of the tourism power, which is competitive and sustainable. Thus, tourism is said to have a sustainable nature when tourism purposes refer to environmental, economic, and socio-cultural (Muhamad & Prima, 2016). The complexity of facilities, activities, and services is intended to fully consider the economic, socio-cultural, and environmental impacts of the present to the future without neglecting the needs of tourists, industry, environment, and communities at local destinations (Niedziółka, 2012). This concept and approach are most appropriate in developing tourist destinations amidst the rapid development of the tourism industry, as its implementation still takes into account the environmental, social, and cultural impact holistically alongside the economic sector (Hautamäki, 2021; Scuttari et al., 2020).

The commitment to sustainable development is in line with the efforts of the UNWTO to accelerate the achievement of the sustainability development goals by encouraging Member States to build and implement sustainable tourism development through the Sustainable Tourism Monitoring Centre (MCSTO), which is a collaboration between academic institutions or research institutes, local governments, and central governments (GSTC, 2022). Several areas of work include identifying, planning, monitoring, and evaluating the implementation of sustainable tourism at tourist destinations that are the focus of observation and monitoring (Bertocchi et al., 2020; Cuesta et al., 2020). INSTO (International Network of Sustainable Tourism Observatories), launched in 2004, is an international network that serves as a platform for the mechanism of the Monitoring Centre for the Observatory for sustainable tourism to monitor

and evaluate economic, environmental, and social-cultural impacts through the use of systematic applications and information management techniques (INSTO, n.d.; Cuesta et al., 2020). This network is suitable as a medium for formulating and implementing policies, strategies, plans, and processes for sustainable tourism management at the destination level. The network comprises countries actively monitoring the Sustainable Tourism Observatory (STO).

Sustainable tourism development in Indonesia has undergone developments beginning in 1992 when the United Nations World Tourism Organization (UNWTO) published indicators as a benchmark for sustainable tourist destination development programs. Accelerating the implementation of Indonesian national sustainable tourism development was initiated under Tourism Minister's Regulation No. 14 of 2016, which has now been updated to Ministry of Tourism Regulations No. 9 of 2021 on Guidelines for Sustainable Tourism Destinations, which is a benchmark for the Regional Government and other stakeholders in the development of sustainable travel destinations (JDIH Kemenparekraf). The indicator was later refined into the "UNWTO Guidebook on Indicators of Sustainable Development for Tourism Destinations," published in 2004. It was later formed by the International Network of Sustainable Tourism Observatories (INSTO, n.d.).

The programs applied to INSTO and MCSTO promoted by UNWTO have been ratified/adopted by the Indonesian Ministry of Tourism as they are considered positive to accelerate the development of quality tourist destinations. Furthermore, the Ministry of Tourism, through the concept of WINSTO and STO at the local or regional level as a network of implementation of the Sustainable Tourism Development (STD) and sustainable tourism Council (STC) programs are synergizing various parties in the tourism ecosystem at the destination to jointly implement the sustainable development of tourism, especially the role, functions, and

contributions of academics or research institutions competent in tourism destinations in cooperation with the Government of the Region and the Tourism Ministry. One of the most critical objectives of knowing the road map of the Sustainable Tourism Observatory is to provide comparative guidance to local governments and Monitoring Centers (academics or research institutions) in planning, organizing, managing, implementing, and evaluating the Monitoring Centre for Sustained Tourism Observations to attractive, competitive and sustainable tourist destination implementation.

However, despite the progress achieved so far, the need for more reliable data at the target level continues to be one of the significant challenges to be addressed by implementing INSTO and MCSTO in Indonesia. In achieving sustainable development goals, obtaining reliable, relevant, and timely data is crucial to reaching the three dimensions of sustainability. Studies have shown that using different databases for Sustainable Development Goals (SDGs) can produce remarkable findings (Warchold, et al., 2022). Data-based technologies can contribute to achieving SDGs by generating reliable information, supporting better-informed decision-making, implementing data-driven policies, prioritizing actions, and optimizing resource allocation (Bachmann et al., 2022). Moreover, high data performance can support destination stakeholders to take focused and coherent action to accelerate the shift towards the SCP pattern, thus reaching the goals set by the international community well. In addition, the need for more public awareness of the importance of sustainable tourism is still occurring in some tourist destinations, followed by an abundance of environmentally damaging tourism practices, making it challenging for Indonesia to promote sustainable travel. Then point back from the description in the background, there are questions:

1. How did Indonesia become a member of the INSTO network?
2. How does the involvement of stakeholders in

the monitoring process at the STO site relate to issues related to sustainable tourism?

3. How is the periodic monitoring and reporting process carried out by the Sustainable Tourism Observatory (STO) and the approach of the Monitoring Centre of the Sustainable Tourism Observatories?

METHODS

This study employs a naturalistic investigative strategy, utilizing an in-depth qualitative methodology. The approach focuses on examining subjects in their authentic settings, with the investigator serving as the primary tool for data collection and analysis. The exploratory nature of this research allows for a comprehensive understanding of the phenomena under scrutiny. Explorative research is research that digs into the causes of something happening. Explorative descriptive research does not aim to describe a phenomenon, variable, symptom, or condition contextually but can dig up data comprehensively through observations, surveys, interviews, policy studies, and documentation studies.

RESULTS AND DISCUSSION

International Network of Sustainable Tourism Observatories (INSTO)

In 2004, the UNWTO International Sustainable Tourism Observatory Network (INSTO) was established to support improving sustainability and sustainable resilience in the tourism sector. INSTO aims to monitor the performance and impact of tourism systematically, in a timely and regular manner, and to link specific destinations. Its goal is to understand the use of resources across destinations and encourage responsible tourism management (INSTO, n.d.; Cuesta et al., 2020). This learning can be a case study of tourist destinations in other countries or an effective and efficient methodology for implementing sustainable tourism. The Sustainable Tourism Observatory is an international and national network that serves as a container for the Monitoring Centre to connect, communicate, and share experiences on

implementing sustainable tourism at the monitoring site (INSTO, n.d.). This learning can be a case study of tourist destinations in other countries or an effective and efficient methodology for implementing sustainable tourism. The Sustainable Tourism Observatory is an international and national network that serves as a container for the Monitoring Centre to connect, communicate, and share experiences on implementing sustainable tourism at the monitoring site.

Through systematic monitoring, evaluation, and information management techniques, the initiative provides policymakers, planners, tourism managers, and stakeholders at destinations with

key instruments to strengthen institutional capacity to support the formulation and implementation of policies, strategies, plans, and sustainable tourism management. The inter-country connectivity initiative of the observatory is a UNWTO initiative to implement the principles and indicators of sustainable tourism destinations. Even the INSTO framework over the last few years has been continuously refined to formulate the ideal form for tourist destinations. Several inputs and adjustments from existing initiatives, such as the European Tourism Indicator System (ETIS) and the Global Sustainable Tourism Council (GSTC), have also helped the INSTO's formation pattern towards a more structured and better

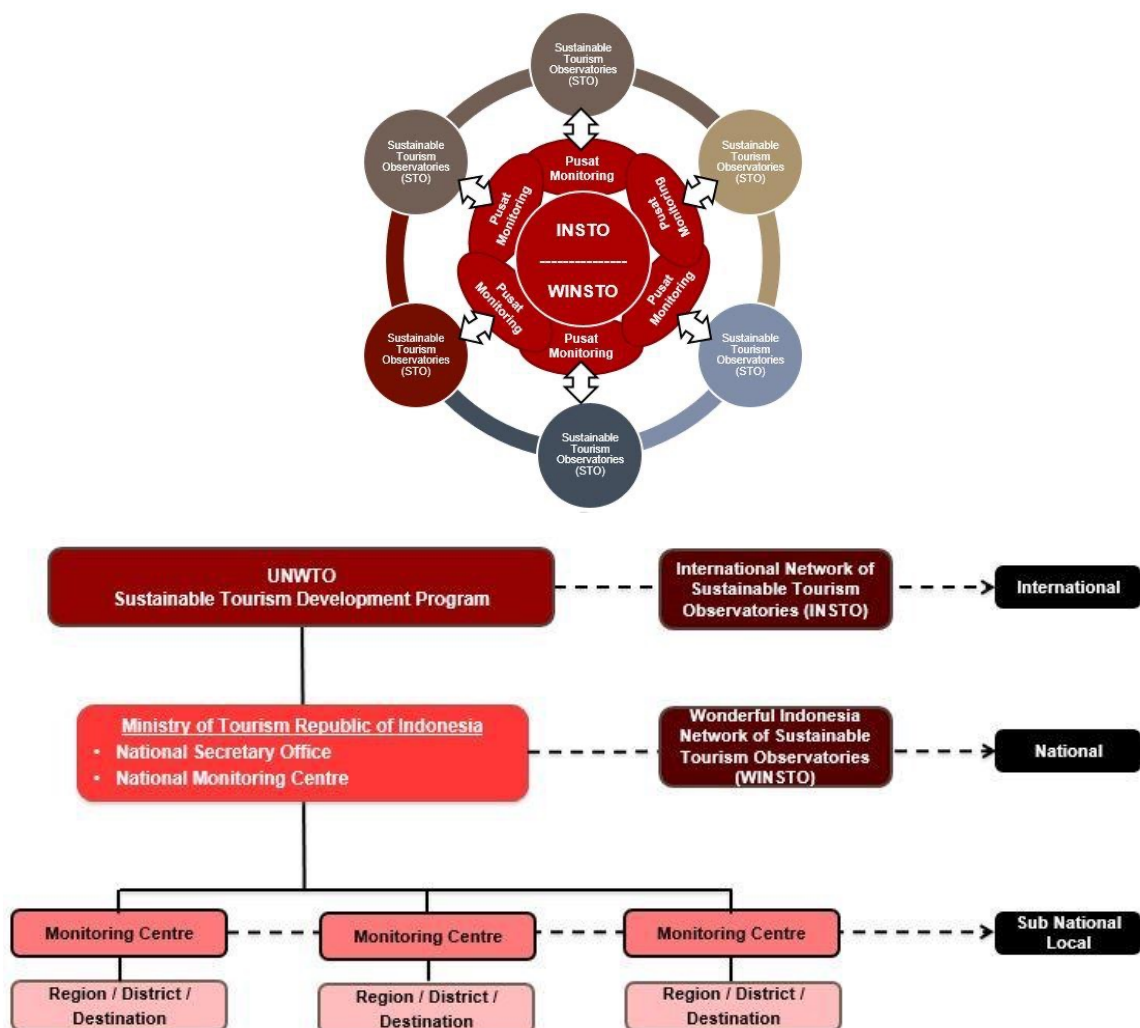


Figure 1. The relationship between INSTO, WINSTO, and the Monitoring Centre and STO in the scheme and networking and the position of Monitoring Center in Indonesia.

Source: research analysis, 2023

direction. In the detailed context of the Sustainable Tourism Observatory, the context explains the international and national networks serving as the Monitoring Center's container. This network aims to connect, communicate, and share experiences on implementing sustainable tourism at each monitoring site.

Figure 1 shows three significant levels of coverage: international, national, and local. At the international level, the World Tourism Organization (UNWTO) is an organization that recognizes the monitoring centers in the Member States that have met the established requirements. In addition, UNWTO manages and coordinates the network of Sustainable Tourism Monitoring Centers in member countries through the International Network of sustainable tourism observatories. (INSTO). We note that 11 key issues need to be monitored to certain limits, among others: 1) tourism seasonality; 2) employment; 3) destinations' economic benefit; 4) governance; 5) local satisfaction; 6) energy management; 7) water management; 8) water waste (sewage) management; 9) solid waste management; 10) accessibility; and 11) climate action (INSTO, n.d.). In Figure 1, the International Network of Sustainable Tourism Observatories (INSTO) provides a framework for the systematic, regular, timely, and sustainable monitoring of resources at tourist

destinations that are used to understand the impact of tourism better. In addition to building and providing a solid foundation of accurate and utilized information for decision-making at future tourism destinations, there are several other important purposes, such as in Table 1.

Sustainable Tourism Observatory (STO) Through the INSTO

Since 2004, the UNWTO INSTO Network has successfully attracted 38 observatories to join, as shown in Table 2. The observatory consists of eight in China, one in Greece, two in Brazil, five in Indonesia, one in Croatia, a single in the United States, a second in Guatemala, a fourth in Italy, a fifth in Argentina, a third in Australia, three in Portugal, six in Spain, two to Canada, one to Colombia, three to Mexico, and the latest to join from Batanes, Philippines (INSTO, n.d.). The Sustainable Tourism Observatory (STO) concept refers to specific tourist destinations that are the main focus in monitoring the implementation of sustainable tourism by the Monitoring Centre.

In this context, the Monitoring Centre needs to understand the meaning and crucial value of sustainable tourism-based destination development from the outset. It became a fundamental basis in the formation of the Monitoring Centre because by

Table 1. Respondent Profile

No.	The main goals	Explanations
1	Involvement of Stakeholders	Actively engage local stakeholders in measuring risks, costs, impacts, limits, and opportunities through an inclusive and participatory approach to tourist destinations.
2	Engagement and Networking	Networking and exchange of information to enhance cooperation, communication, and greater public accountability at tourist destinations.
3	Measurement of Performance	Measuring Performance aims to monitor the implementation of sustainable development plans, policies, and management measures at tourist destinations.
4	Continuity	Encourages long-term commitment to periodic monitoring, thus contributing to the sustainable growth of this sector at the level of tourist destinations.
5	Building Knowledge	Aim to summarize and share authentic experiences at tourist destinations.

Table 2. Sustainable Tourism Observatory (STO) through INSTO in Asia, Europe, Latin America in the period 2016-2023 (Source: Insto. N.d)

No	Country	Monitoring Center Sustainable Tourism Observatory (MCSTO)	Monitoring Area
1	China	School of Tourism Management, Sun Yat-sen University	Kaiping City, Guangdong Province, China (2012)
			Yang Suo (2006)
			Huangshang Xidi Hongcun (2011)
			Zhangjiajie City, Hunan (2012)
			Kanas (2012)
			Huangshang Xidi Hongcun (2011)
			Xishuangbanna (2015)
			Changshu City, Jiangsu Province (2015)
2	Indonesia	Universitas Gadjah Mada	Pulesari, Sleman (2016)
		Institut Teknologi Bandung	Pangandaran (2016)
		Universitas Mataram	Lombok (2016)
		Universitas Sumatera	Toba Lake (2017)
		Universitas Udayana	Sanur, Bali (2017)
3	Greece	University of the Aegean	Aegean Islands (2013)
4	Mexico	Secretariat of Tourism of the State of Tlaxcala	Tlaxcala (2023)
		Secretariat of Tourism of Yucatan (SEFOTUR)	Yucatan (2023)
		Secretary of Tourism of Guanajuato	State of Guanajato (2015)
5	Brazil	São Paulo State Travel and Tourism Secretariat	State of São Paulo, Brazil (9 cities: Olympia; Brotas; Ribeirao Preto; Campos do Jordao; Aparecida; Ilhabela; Santos; dan Eldorado) (2022)
		São Paulo Tourism Authority (SPTuris)	City of São Paulo (2016)
6	Croatia	The Institute for Tourism Zagreb, Croatia	Adriatic Sea (2016)
7	United States	Coalition to Observe and Advance Sustainable Tourism (COAST)	Sonoma, California (2017)
8	Guatemala	Guatemalan Tourism Institute	Antigua Guatemala (2019)
9	Philippine	University of the Philippines Diliman	Batanes (2023)
10	Spain	Directorate-General for Territorial Competitiveness and Tourism of Biscay	Biscay (2022)
		Málaga City Council	Malaga (2022)
		Observatory del Turisme a Barcelona: ciutat i regió (OTB)	Barcelona City; Barcelona Region; Destination Barcelona (2022)
		Fundación Mallorca Turismo	Mallorca (2021)
		Ministry of Tourism, Industry and Commerce of the Canary Islands	Canary Archipelago (2022)
		Directorate General of Tourism and Trade Government of Navarre	Navarre (2019)
11	Colombia	Bogotá's Tourism Office	Bogota (2022)
12	Canada	The Government of Yukon	Yukon (2022)
		Thompson Okanagan Tourism Association (TOTA)	Thompson Okanagan region (2019)
13	Portugal	Algarve Tourism Board Portugal	Azores Archipelago (2020)
			Algarve region (2020)
		University of Évora Portugal	Alentejan Region (2018)
14	Australia	Curtin University (Tourism Research Cluster)	Margaret River Region (2019)
15	Argentina	Buenos Aires City Tourism Board	Buenos Aires (2019)
16	Italy	Eurac Research –Center for Advanced Studies	South Tyrol (2018)

having a standard foundation, the vision, mission, program, direction, and purpose of the activities of the monitoring center became clearer. In addition, enforcing norms, transparency, and implementing inclusive values are also very important and should not be ignored. The value of inclusiveness in developing tourist destinations has become crucial given the nature of tourism, which involves various sectors and disciplines. This understanding teaches a positive view of the existing differences, thus reducing the potential for misunderstandings. By paying attention to inclusiveness, the Monitoring Centre can ensure that all parties involved in developing tourist destinations can participate fairly and feel appreciated. Thus, a strong understanding of sustainable destination development and the values of inclusiveness will help the Monitoring Centre to carry out its tasks more effectively and efficiently and ensure that tourism development is carried out sustainably.

Monitoring Centre for Sustainable Tourism Observatory in Indonesia

In Indonesia, at the national level, the Ministry of Tourism is the Secretary, and the National Monitoring Centre manages the network of regional monitoring centers. The Ministry of Tourism is authorized to issue recognition of the Monitoring Centre for the Sustainable Tourism Observatory, which has met the requirements through the Minister of Tourist Affairs Decision. At the subnational/local level, the Monitoring Centre may be established on the initiative and cooperation between a college or research institution and the local government of the STO location (provincial, district, or city government) and or the central government's initiatives with various considerations. The Monitoring Centre performs the assigned tasks, reports outcomes, and shares experiences.

The Monitoring Centre for the Sustainable Tourism Observatory refers to a university or a research institution. They monitor economic, environmental, and socio-cultural impacts through systematic applications and evaluate tourist destinations

through sustainable tourism indicators and information management techniques as critical tools for formulating and implementing policies, strategies, plans, and processes for sustainable travel management at the tourist destination level. Indonesia's Monitoring Centre for Sustainable Tourism Observatory (MCSTO) is currently under the Ministry of Tourism and Creative Economy. Its essential role is as the National Secretary Office for Sustainable Tourism Observatory (STO) in Indonesia. WINSTON forms the national level, and the international level is under UNWTO, with INSTO as its primary network.

Indonesia joined the UNWTO International Network of Sustainable Tourism Observatories (INSTO) in 2016 with the opening of 4 continuous tourism observatories located in the Tourism Village, Senggigi Lombok, Pangandaran Area, and Sleman District, implemented by three colleges, the Bandung Institute of Technology, Mataram University, and Gadjah Mada University (INSTO, n.d.). These institutions are expected to be able to monitor and ensure that the sustainability practices of the tourism sector are kept awake and well implemented at these tourist destinations. They monitor economic, environmental, and socio-cultural impacts through systematic applications and evaluate tourist destinations through sustainable tourism indicators and information management techniques as critical tools for formulating and implementing policies, strategies, plans, and processes for sustainable travel management at the tourist destination level. The Monitoring Centre for Sustainable Tourism Observatory (MCSTO) in Indonesia is currently under the Ministry of Tourism and Creative Economy. Its essential role is as the National Secretary Office for Sustainable Tourism Observatory (STO) in Indonesia. WINSTON forms the national level, and the international level is under UNWTO, with INSTO as its primary network.

Evidence of Indonesia's seriousness over sustainable tourism is the growth of the sustained tourism observatory to 5 to date: 1) Sleman working with

UGM; 2) Pangandaran working with ITB; 3) Sanur working with Udayana University; 4) Pangururan Samosir working with USU; and 5) Sesaot Tourism Village working with Mataram University (Ika, 2021). The designated institutions will monitor and ensure the sustainable practices of the tourism sector in their territory. They will look for examples of evidence-based decision-making, timely measurement, and resource and activity management, each essential factor in developing sustainable tourism.

Wonderful Indonesia Network of Sustainable Tourism Observatory (WINSTO)

WINSTON is a national network of Monitoring Centers for Sustainable Tourism Observatories that performs monitoring and evaluation of economic, environmental, and social-cultural impacts through the use of systematic applications and information management techniques in helping formulate and implement policies, strategies, plans, and processes of sustainable tourism management coordinated by the National Secretary Office under the Ministry of Tourism and Creative Economies. In its implementation, WINSTON refers to the goals, schemes, and mechanisms of INSTO as the network of Sustained Tourism Observations on an international scale.

Several initiatives of the Sustainable Tourism Observatory in Indonesia are Bankandaran district established in 2016. The observatory, which has a focused location in Batukaras Village, Cijulang Prefecture, is the result of cooperation between the Ministry of Tourism and Creative Economy, the Government of Bankandaran District, and the Bandung Institute of Technology. (ITB). This monitoring center is precisely under the ITB Tourism Planning and Development Centre. (P2Par ITB). It has officially been a member of the International Network of Sustainable Tourism Observatories (INSTO) since September 2016. Then in Sleman district, the observatory focusing on Pulesari Tourism Village, Wonokerto, Turi district of Sleman is under the Postgraduate School Programme of

Master Studies and Doctorate in Tourism Studies UGM. The monitoring center collaborates with the Ministry of Tourism and Creative Economy, Sleman District Government, and Gadjah Mada University. The Monitoring Centre has officially been a member of INSTO since September 2016. The West Lombok District Observatory, which has two location focuses, Sesaot Village and Senggigi Village, is the result of a collaboration between the Ministry of Tourism and Creative Economy, the Western Lombok Regional Government, and the University of Mataram. The UnRam Tourism Research Centre (Pujita), which became the Monitoring Centre, has officially been a member of INSTO since September 2016, along with two other observatories. The city of Denpasar, the observatory that focuses on the location of the village of Sanur, has been established as a Sustainable Tourism Observatory by the Ministry of Tourism and Creative Economy through the Decision of the Tourism Minister and in cooperation with the University of Udayana (Unud) as a monitoring center. Last, in the Samosir district, this observatory was established by decree of the Minister of Tourism with the four observatories above and in cooperation with the University of North Sumatra (USU) as a monitoring center.

Involving stakeholders in the monitoring process at the STO location.

The Sustainable Tourism Observatory (STO) program was launched to measure the economic, environmental, social, and cultural impact and other global issues on tourist destinations. The Sustainable Tourism Monitoring Centre has extensive capacity in collecting data and information (including big data and deep data) that can be analyzed to maximize the benefits of national tourism development activities wheelieing the principles and indicators of sustainable development.

As explained earlier, Indonesia's Sustainable Tourism Monitoring Centre must be supported by various stakeholders, especially local governments and institutions such as universities or research institutions around the STO site. Local government

involvement is crucial because they are responsible for forming the region's government. At the same time, the university or research institution becomes a strategic choice to be the Monitoring Center because they have research capabilities, objectivity, and integrity and can produce reliable, credible, and implementable analyses and recommendations. The analysis carried out by the Monitoring Centre is reliable and results in the assessment and measurement of primary data as well as projections of destination capacity, which are then used to formulate recommendations, work plans, programs, and research-based regulatory policies as material for consideration in determining strategic decisions to improve the quality of tourist destinations.

The involvement of tourism stakeholders is crucial in implementing sustainable tourism at the Sustainable Tourism Observatory. (STO). It is essential to involve as many stakeholders as possible who have a crucial role, as they can influence or be influenced by the Monitoring Center's activities, actions, objectives, and policies in implementing sustainable tourism. Some crucial things require the active participation of my stakeholders, as seen in the picture below. By involving stakeholders widely, the Monitoring Centre can ensure that the interests of all parties are represented and considered in efforts for sustainable tourism. Collaboration and dialogue among stakeholders can also strengthen mutual understanding, minimize conflict, and

create more holistic and sustainable solutions for managing tourist destinations at STO.

As shown in Table 3, stakeholders and the Monitoring Centre collaborate to discuss findings in studies or initial reports on sustainable tourism applications. This discussion aims to review, identify, formulate, restrict, categorize, solve, and evaluate issues related to the application of sustainable tourism. The involvement of stakeholders in this process is crucial because each stakeholder has a different role and function in achieving the same goal. In this context, the initial commitment of the stakeholder in the tourism ecosystem scheme to implement sustainable tourism becomes crucial as it reflects the steps taken in such activities.

Recognizing needs, data relevance, and data sources are essential factors that should be addressed in implementing sustainable tourism. Data is crucial because it can provide the information necessary to analyze current and future activities so that programs and activities of sustainable tourism implementation can be implemented properly. The role of stakeholders as one of the data sources is the key to success in this regard. Moreover, updating data regularly, continuously, and consistently will help prevent overlaps in future sustainable tourism implementation steps. Therefore, periodic coordination between stakeholders is crucial and decisive because, in such a forum, updates of

Table 3. Involvement of stakeholders in the Sustainable Tourism Observatory (sources: research analysis, 2023)

Step 3: The Involvement of Stakeholders	
Discuss the findings in the initial study/report.	Conference
Reflect and agree on the issue of mandatory and optional indicators at tourist destinations to be monitored.	New Observatory * First workshop in the first year. * Include all parties on related destinations, including local working groups
Identify critical data needs, data suitability, and data sources.	
Clearly define the roles and responsibilities and the frequency of stakeholder meetings in the tourism ecosystem.	New Observatory. * First workshop in the first year. * To discuss implementing the necessary adaptations to align with the INSTO framework. Example: the establishment of local working groups.
Agree on the implementation plan of the STO location.	* Include all relevant stakeholders.

data and subsequent program approval can be considered.

In Indonesia, the Monitoring Centre and stakeholders (table 4) can consider the annual workshop as one of the activities at the Sustainable Tourism Observatory (STO). If the Monitoring Centre is a new institution, it is crucial to involve many tourism stakeholders at the STO site in the first year. However, if the monitoring center already exists, the focus should be on updating existing programs and activities to ensure that they are consistent with the framework for implementing monitoring centers at the regional, national, and international levels. Annual workshops can be an effective platform to strengthen the involvement of stakeholders in implementing sustainable tourism. In addition, these activities can also help the Monitoring Centre and other stakeholders to update their knowledge of the latest trends and practices in implementing sustainable tourism. In this workshop, stakeholders can share experiences, ideas, and suggestions to improve the effectiveness of sustainable tourism programs and implementation activities.

The involvement of tourism stakeholders is crucial in implementing sustainable tourism at the Sustainable Tourism Observatory (STO) site.

According to a study by The Alpine Convention, stakeholder engagement in decision-making processes and knowledge transfer between organizations is vital to promote effective co-evolutionary adaptation to sustainable travel (Cristofaro et al., 2020). The involvement of many key stakeholders is essential as it will directly or indirectly influence or be influenced by the Monitoring Center's activities, actions, purposes, and policies in implementing sustainable tourism.

Sustainable Tourism Monitoring Center and Observatory Approach

The Center for Monitoring and Sustainable Tourism Observatory (STO) in Indonesia was established, considering the needs and commitments of all regional stakeholders, including the Government, academics, industry, and others. It has been done through the Tourism Minister's Decree. The approach used in establishing the Monitoring Centre is to adopt a scheme of national and local initiatives.

In the context of the national initiative approach in Figure 2, establishing a Monitoring Centre in which the Central Government, through various considerations, establishes specific tourist destinations and institutions as Monitoring Centers for the Sustainable Tourism Observatory.

Table 4. Involvement of stakeholders in the Sustainable Tourism Observatory Monitoring Process

No	Stakeholder	Stake holder Explanation
1	Tourism and Creative Economy Agency (Dispar)	<ul style="list-style-type: none"> • Formulation of the policy of the development of destinations implementing Government affairs in the field of tourism and culture which is the authority of the region • Formulation of policies in the fields of tourism and culture and the implementation of policy in the sectors of Tourism and Culture • Implementation of evaluation and reporting in the fields of tourism and culture, the administration of services in the area of tourism and culture, and the execution of other functions assigned by the Board in connection with its tasks and functions.
2	Ministry of Public Works and Housing (PUPR)	<ul style="list-style-type: none"> • preparation of a work plan of the Public Employment, Housing, and Residential Areas Services in support of tourist destinations • formulation of the technical policy of government affairs in the field of general employment and other areas and areas including accessibility in support of destination development
3	The Other Fields	The Other fields related to the development of tourist destinations

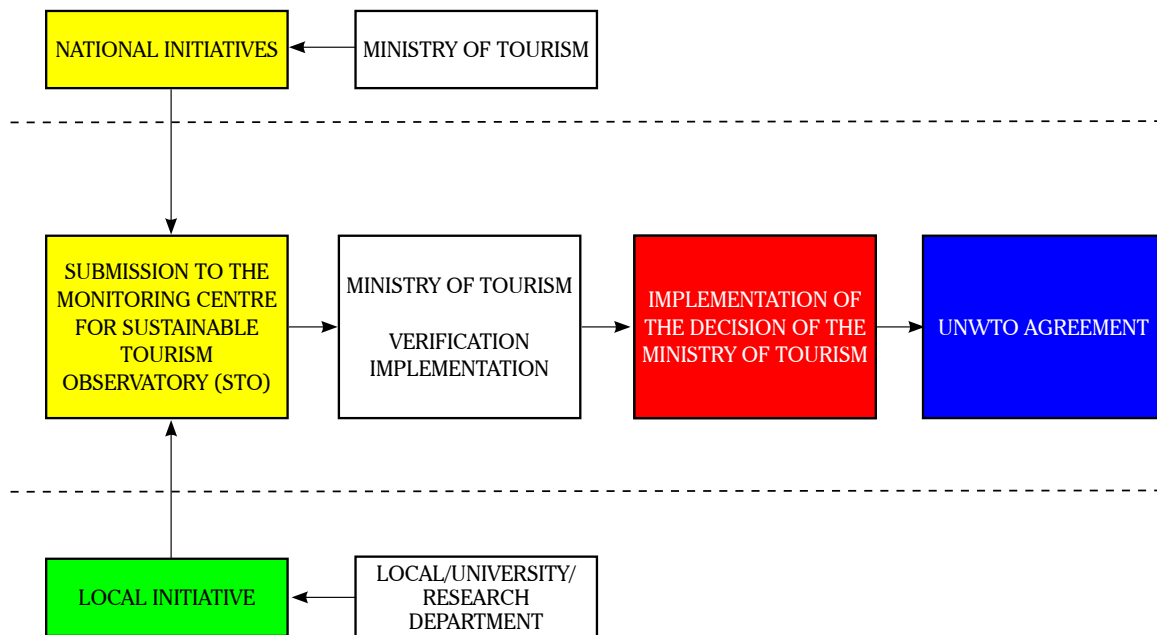


Figure 2. Approach to establishing and setting up a monitoring centre for the Sustainable Tourism Observatory in Indonesia (sources: research analysis, 2016).
Source: research analysis, 2016

Considerations are based on the conditions of the tourist destination as well as the readiness of the institution (university/research institute) around the destination that is the focus of the application of the monitoring area. The Sustainable Tourism Observatory (STO) is a local initiative of the regional government or institutions (universities/research institutions) that have agreed to cooperate in proposing a tourist destination to the Ministry of Tourism to be used as a Sustained Tourism observatory site. (STO). A variety of complete requirements-forming documents must support the administrative scheme and have passed the verification phase by the Ministry of Tourism. Nevertheless, all institutions on both approaches must: 1) have a commitment to research and application of sustainable tourism; 2) have research and analysis capabilities; 3) have a willingness to share information and disseminate results; and 4) are willing to undertake scientific research and publication.

Implementation of the monitoring center could change or add the Sustainable Tourism Observatory

(STO) location to be the monitoring focus. It is based on various logical reasons; for example, if a tourist destination has achieved a high level of sustainability, shifting the focus of monitoring to other areas with different challenges and potential can help broaden the positive impact of sustainable tourism applications. In addition, considering the urgency and needs of other areas not covered by existing STOs is also an essential step in ensuring that sustainable tourism implementation efforts cover various contexts and challenges. The decision to change or add the location of STO should be based on consultation with the parties concerned who have knowledge and authority in this regard. Involving relevant stakeholders, such as governments, academics, and the tourism industry, can help ensure that decisions are based on a comprehensive understanding of each area's conditions and needs. Thus, monitoring and evaluation carried out by the monitoring center can be more effective and relevant in supporting the implementation of sustainable tourism at various locations.

Sustainable Tourism Destination Issues and Indicators

The context of the application of sustainable tourism is compassionate and different in each tourist destination. It is due to various factors depending on the situation and conditions in the field, given the multidimensional nature of tourism. Therefore, the STO, WINSTO, and INSTO Monitoring Centers should focus on the processes that ensure long-term survival, as shown in Figure 3. The monitoring centers should be able to divide and categorize issues according to priority, importance, and urgency to implement sustainable tourism at STO sites promptly. In this case, indicators should be flexible and can be adapted to each tourist destination based on strategic issues dealt with under Ministerial Regulation No. 9 Year 2021. Some critical issues in the Sustainable Tourism Destination Indicators include 1) environmental conservation and biodiversity; 2) efficient water and energy management; 3) waste reduction and good waste management; 4) sustainable local economic development; 5) improving the quality of life of local communities; and 6) increasing public awareness and participation in the implementation of sustainable tourism. By addressing these issues, the Monitoring Centre can help tourist destinations with long-term sustainability and ensure that sustainable tourism can benefit the environment, local communities, and the tourism industry.

Regular and timely measurement of sustainable tourism destination indicators by the Monitoring

Centre will describe the implementation of monitoring at the Sustainable Tourism Observatory site (STO). Measurement results can be positive, constant, or even harmful. The information obtained from the measurement data is crucial because it serves as a basis for the Monitoring Centre to plan and improve future programs related to implementing sustainable tourism destinations. Furthermore, the Monitoring Centre should be willing to share the results of the monitoring with other STOs, stakeholders, governments, and other UNWTO member countries around the world; sharing this report is intended to share experiences on everything that happens at the STO site, such as emerging issues in tourist destinations, programs, activities, methods of data collection, case analysis methods, measurement methods for case-solving strategies and everything related to sustainable tourism implementation. The main objective is to exchange information so that STOs can learn from each other about the most effective and efficient implementation of sustainable tourism.

MANAGERIAL IMPLICATION

The findings of this study provide several practical implications for stakeholders involved in sustainable tourism development within National Tourism Strategic Areas (KSPN) in Indonesia. First, the Sustainable Tourism Observatory (STO) framework offers a structured approach to monitoring and evaluating the progress of Sustainable Tourism Development (STD). This framework equips government bodies with tools

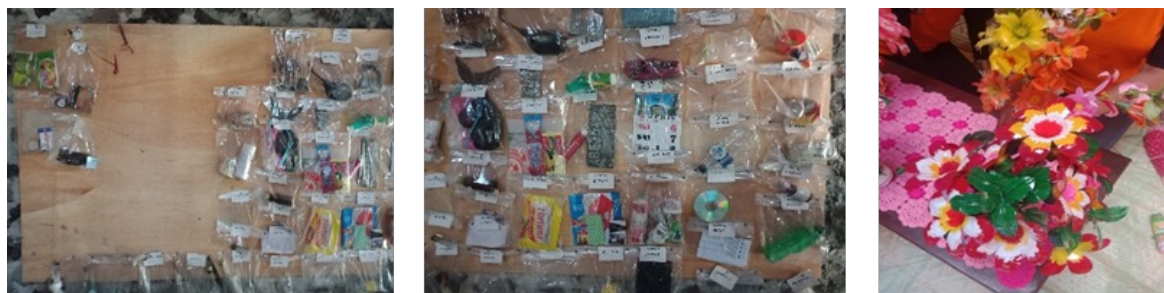


Figure 3. One of the most important issues in treating solid waste at the destination.

Source: researchers' documentation, 2023

to assess policy effectiveness and ensure alignment with sustainability objectives. Second, academic institutions can utilize the framework to conduct periodic studies and provide evidence-based recommendations, fostering a deeper understanding of sustainable tourism dynamics. Collaboration between academics and policymakers ensures that development strategies are informed by reliable data and best practices. Third, local communities are positioned as essential partners in the implementation of sustainable tourism initiatives. By integrating community involvement in planning and decision-making processes, the framework promotes inclusive growth and ensures that tourism development benefits are equitably distributed. Community-based initiatives aligned with STO principles can enhance destination competitiveness and local engagement.

Finally, the emphasis on transparent, measurable, and adjustable monitoring processes supports the development of adaptive policies that respond to emerging challenges and opportunities in the tourism ecosystem. This adaptability is crucial for sustaining growth while preserving natural and cultural resources, ensuring that KSPNs achieve their dual goals of economic development and environmental stewardship.

CONCLUSION

The Sustainable Tourism Observatory refers to specific tourist destinations that are the main focus in monitoring the implementation of sustainable tourism by the Monitoring Centre. The Monitoring Center is responsible for ensuring stakeholders understand and recognize the importance of STO as part of a national and international network. STO is a monitoring hub to communicate and share experiences on sustainable tourism implementation in each member country. This understanding should be integrated with the International Network of Sustainable Tourism Observatories (INSTO), the Monitoring Centre for Sustained Tourism Observation Centers, and the Wonderful Indonesia Network of Sustainable Tourism Observatory (WINSTO).

The process and results of the monitoring with other STOs, stakeholders, governments, and other UNWTO member countries around the world; this report is intended to share experiences about everything that happens at the STO site, such as emerging minor issues in tourist destinations, programs, activities, methods of data collection, case analysis methods, measurement methods for case-solving strategies and everything related to the implementation of sustainable tourism. ■

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