

Multi-Level Governance Collaboration in the Development of Sustainable Tourism in Lebak, Indonesia

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Abstract. This study aims to analyze the collaboration of Multi-Level Governance (MLG) in the development of sustainable tourism in Lebak Regency, Banten Province. The study employs a qualitative descriptive approach supported by quantitative data obtained through observation, in-depth interviews, and documentation studies. The analysis focuses on three main dimensions within the multi-level governance framework, namely vertical coordination among levels of government, horizontal coordination among regional government agencies, and network governance involving government, tourism business actors, and local communities in the management of tourism destinations. The results of the study indicate that tourism development in Lebak Regency requires policy synergy and collaboration among stakeholders at various levels of government. Vertical coordination is reflected through the alignment of policies between the central, provincial, and local governments, while horizontal coordination is carried out through cross-sector cooperation among regional government agencies. In addition, network governance is reflected in the increasing involvement of tourism business actors and local communities in the tourism sector registered through the Online Single Submission–Risk Based Approach (OSS-RBA) system based on the Indonesian Standard Industrial Classification (KBLI). Therefore, the implementation of multi-level governance plays an important role in supporting sustainable tourism development in Lebak Regency.

Keywords: Multi-Level; Governance; Sustainable Tourism

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INTRODUCTION

The development of the tourism sector in Indonesia is an important part of the national development strategy aimed at driving economic growth, creating jobs, and improving the welfare of the community (Nugroho & Jumanah, 2025). In the context of the current government, the national development agenda is also formulated through Asta Cita, which emphasizes strengthening inclusive and sustainable economic development, regional development based on local potential, and improving community welfare through equitable and fair development across all regions of Indonesia. One of the sectors that plays a strategic role in supporting the national development agenda is the tourism sector (Moeis et al., 2024; Ngabalin et al., 2023).

To provide an overview of the development of domestic tourism activities in Indonesia, the following presents a graph of domestic tourist trips during the period from 2017 to 2025. This graph shows the dynamics of the number of domestic tourist trips, reflecting the development of the national tourism sector from year to year. This data is important for observing the trends in

domestic tourism growth in Indonesia and providing an overview of the role of domestic tourists in supporting the growth and recovery of the national tourism sector.

The development of domestic tourist trips in Indonesia for the period 2017-2025 shows that domestic tourism has become one of the important pillars in the recovery and growth of the national tourism sector post-COVID-19 pandemic (Arif Nugroho, Jumanah, 2023). The increase in the number of domestic tourist trips, which reached more than one billion trips in 2024, indicates high domestic tourist mobility that requires integrated policy management and coordination at various levels of government. From the perspective of multi-level governance, this condition demands vertical coordination between the central government through national tourism policies and provincial and regional governments in the implementation of tourism destination development programs. Additionally, horizontal coordination among ministries and agencies at the national level, such as the tourism, transportation, infrastructure, and creative economy sectors, is necessary to support destination development and tourist mobility. On the other hand, strengthening network governance is also important through collaboration between the government, tourism business actors, local communities, and civil society organizations in supporting the sustainable management of tourist destinations. Thus, the increase in the number of domestic tourist trips not only reflects the growth of domestic tourism activities but also highlights the importance of collaboration and coordination among actors in the national tourism governance system (Nadhifatur Rifdah & Kusdiwanggo, 2024; Nasution, 2021; Putri et al., 2020).

Lebak Regency, located in Banten Province, has significant tourism potential that includes natural, cultural, religious, and artificial tourism. Some well-known tourist destinations include Saba Budaya Baduy, Pantai Sawarna, Pantai Bagedur, and Pantai Binuangeun, which attract both domestic and international tourists and have the potential to drive regional economic growth and improve the welfare of the local community. However, the development of the regional tourism sector cannot be carried out by a single government actor alone; it requires the involvement of various stakeholders ranging from the central government, provincial government, district government, village government, to the community and tourism business operators. In this context, a multi-level governance approach becomes important to understand the processes of coordination, collaboration, and role distribution among levels of government, as well as the involvement of non-governmental actors in the sustainable development of regional tourism. Various studies show that effective tourism development requires collaboration across actors and levels of government through integrated and participatory governance. This approach emphasizes the importance of vertical coordination between levels of government, horizontal

coordination between institutions, and network collaboration between the government, community, and private sector in sustainably managing tourist destinations (Erwin, 2021; Ilood & Sinaga, 2022; Kurniati et al., 2023; Syam, 2022).

Various previous studies have shown that effective tourism governance requires the involvement of various actors through mechanisms of collaboration and coordination among stakeholders. Research on tourism governance emphasizes the importance of a governance approach in managing tourist destinations, involving the government, the private sector, and local communities as key actors in sustainable tourism development. Several studies also show that the success of tourism destination development is greatly influenced by the quality of coordination among government agencies and community involvement in the decision-making process. Other studies highlight the importance of network collaboration in tourism management, which enables the exchange of information, resources, and coordination of tourism development programs among the involved actors. Moreover, recent studies also emphasize that sustainable tourism development requires the integration of government policies, community participation, and the role of the private sector in the integrated management of tourist destinations.

Although various studies have discussed the importance of collaborative governance in tourism development, most of the research still focuses on aspects of destination governance or community participation in general, and has not specifically analyzed the dynamics of multi-level governance involving comprehensive coordination relationships between different levels of government, especially in the context of tourism development in developing regions. Moreover, research on tourism governance in Indonesia generally focuses more on national tourist destinations or priority tourism areas, so studies on tourism management in regions based on local potential, such as Lebak Regency, are still relatively limited. Therefore, this research has novelty by analyzing sustainable tourism development through a multi-level governance perspective, which emphasizes interaction and coordination between the central government, provincial government, district government, village government, as well as the involvement of the community and business actors in the management of tourist destinations. This approach is expected to provide conceptual and empirical contributions in understanding how collaboration between different levels of government and non-governmental actors can support the development of sustainable tourism in Lebak Regency (Trisniati et al., 2022).

Based on the aforementioned background, the problem formulation in this research is how multi-level governance collaboration in sustainable tourism development in Lebak Regency, Banten Province, particularly related to the forms of vertical coordination between the central

government, provincial government, regency government, and village government, how horizontal coordination between regional apparatus organizations and related institutions, as well as how network collaboration between the government, community, and tourism business actors in managing tourist destinations. In line with this problem formulation, the objective of this research is to analyze and describe the roles and patterns of coordination and collaboration between government levels and the involvement of various stakeholders in sustainable tourism development in Lebak Regency, so as to provide an overview of an effective tourism governance model in supporting the development of tourist destinations and improving the welfare of the local community (Fauziyah et al., 2020; Handayani & Sari, 2020; Moeis et al., 2024)..

METHODS

This research uses a descriptive qualitative approach as proposed by Steven J. Taylor and Robert Bogdan (2016), supported by quantitative data to analyze multi-level governance collaboration in the development of sustainable tourism in Lebak Regency, Banten Province. This approach was chosen because the research aims to comprehensively understand the dynamics of coordination and collaboration between levels of government, as well as the involvement of various stakeholders in the management and development of regional tourist destinations. The research analysis focuses on the multi-level governance dimension, which includes vertical coordination between levels of government (central government, provincial government, district government, and village government), horizontal coordination among regional government organizations related to the tourism sector, and network collaboration between the government, tourism business actors, and the community in supporting sustainable tourism development.

The data collection techniques in this study were conducted through field observations, in-depth interviews, and documentation studies. Observation was conducted to obtain a direct picture of the management and activities of tourism in several tourist destinations in Lebak Regency. In-depth interviews were conducted with key informants, including officials from the Lebak Regency Tourism and Culture Office, relevant regional device organizations, village governments in the tourist destination areas, tourism awareness groups (Pokdarwis), tourism business operators, as well as community leaders and local communities involved in tourism management. Meanwhile, documentation studies were conducted to complement the research data through policy documents, legislation, regional development planning documents, tourism development program reports, tourist visit statistics, as well as official publications from the local government, relevant ministries, and institutions related to the tourism sector.

The analysis process will be conducted iteratively through three main components: data condensation, data display, and conclusion formulation and verification. Data validation must be carried out using data, method, and temporal triangulation techniques to ensure the authenticity and consistency of information obtained from various informants and data sources. This approach is essential to achieving investigation results that provide a comprehensive picture of the collaborative patterns among various levels of government and stakeholders interested in sustainable tourism development in Lebak, Banten Province (Miles & Huberman, 2014).

RESULTS AND DISCUSSION

Within the framework of Multi-Level Governance collaboration in the development of sustainable tourism in Lebak Regency, policy synergy between the central government, provincial government, regency government, and village government becomes an important factor in supporting the success of regional tourism sector development. The vision for the development of Banten Province in the RPJMD 2025-2029 is directed toward achieving a Progressive, Just, Equitable, Non-Corrupt, and Competitive Banten, realized through strengthening economic development, improving the quality of human resources, and sustainable development that considers environmental aspects and community welfare. To achieve this vision, the Banten Provincial Government has set several development missions, including strengthening clean and professional bureaucratic reforms, encouraging inclusive economic growth through the strengthening of regional leading sectors, realizing equitable regional development, and developing sustainable and disaster-resilient development. In the context of sustainable tourism development in Lebak Regency, this policy direction is realized thru priority programs that focus on the development of the tourism sector, improvement of infrastructure and regional connectivity, empowerment of local communities, and preservation of the environment and local culture as tourist attractions. This approach positions the tourism sector as one of the regional economic drivers developed sustainably, taking into account the balance between economic growth, environmental preservation, and the welfare of local communities (Ansell, Chris, and Gash, 2008).

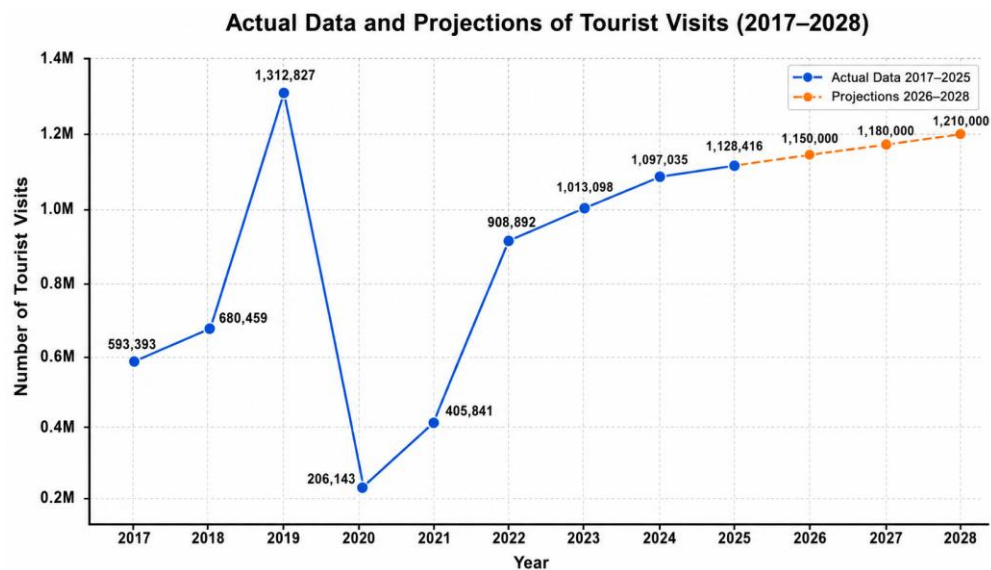
The vision for regional development in Lebak Regency, as outlined in the RPJMD document for Lebak Regency for the years 2025-2029, is directed toward achieving sustainable and competitive regional development, as well as enhancing community welfare through the optimal utilization of regional potential. To achieve this vision, the local government has set several development missions focused on improving the quality of human resources, strengthening the regional economy based on local potential, developing infrastructure and

regional connectivity, and enhancing effective and accountable governance. In the context of sustainable tourism development in Lebak Regency, the direction of development is realized through priority programs that emphasize the development of tourist destinations based on local natural and cultural potential, the improvement of accessibility and supporting tourism infrastructure, as well as the empowerment of communities and tourist villages as part of strengthening the local economy. This policy shows that the tourism sector is positioned as one of the driving forces of regional development, developed sustainably by considering the balance between economic growth, environmental preservation, and the welfare of the local community (Ansell, Chris and Gash, 2008).

Based on the direction of village development policies outlined in the RPJMDes documents in several villages in Lebak Regency, the overall vision of village development is aimed at achieving advanced, independent, prosperous, and sustainable villages through the strengthening of local potential and the improvement of service quality to the community. This vision is elaborated in the mission, which includes enhancing the quality of human resources, strengthening the village economy based on local potential, developing and equitably distributing village infrastructure, improving transparent and accountable village governance, as well as community empowerment and environmental preservation. The implementation of this vision and mission is reflected in various village development activities such as the construction and improvement of village road infrastructure, the development of the agriculture and fisheries sectors, the empowerment of MSMEs and BUMDes, the development of tourist villages, the improvement of education and health services for the community, and the preservation of culture and the environment. This direction of development is also evident in several villages such as Sukamanah Village (Malingping District), Rangkasbitung Barat Village (Rangkasbitung District), Gunungwangun Village (Cibeber District), Maja Village (Maja District), Cilangkap Village (Kalanganyar District), Cipedang Village (Wanasalam District), Sajira Village (Sajira District), Kanekes Village (Leuwidamar District), and Sawarna Village (Bayah District), which have potential for natural, cultural, and artificial tourism. Therefore, the village development programs are also directed toward strengthening community-based tourism destination management as part of efforts to encourage local economic growth and support sustainable tourism development in Lebak Regency (Irawati, 2026; Nugroho et al., 2026; Nugroho & Jumanah, 2025; Ratu Niken, 2026).

To provide an overview of the potential development of the tourism sector in Lebak Regency, a trend graph and projections of tourist visits for the period from 2025 to 2028 are

presented. This graph shows the trend of increasing tourist visits based on growth trends in previous years following the recovery phase of the tourism sector post-COVID-19 pandemic. The projections indicate that the tourism sector in Lebak Regency has a fairly positive growth opportunity in the coming years. Therefore, this information is important as a basis for formulating sustainable regional tourism development strategies through strengthening destination management, improving tourism infrastructure, and collaboration among stakeholders within a multi-level governance framework.

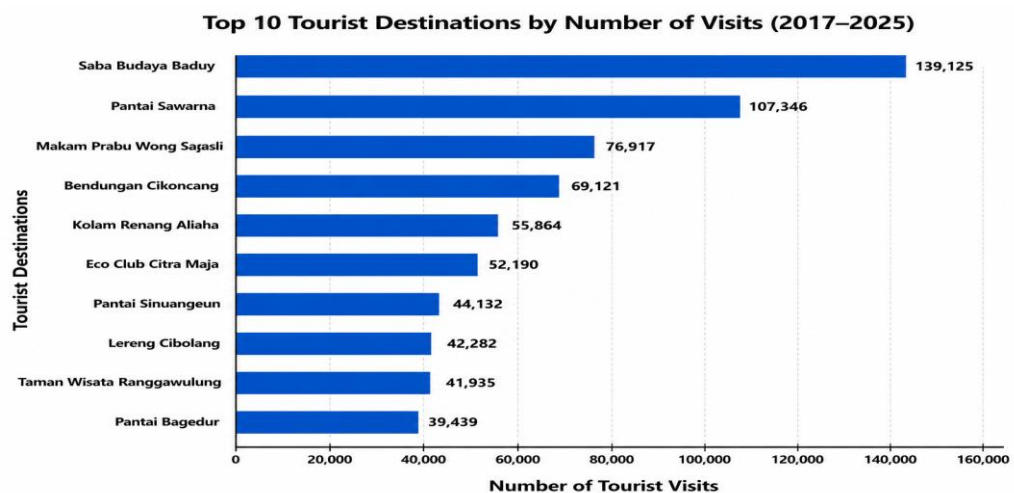


Graph 1: Trend Data and Projections of Tourist Visits to Lebak Regency (2017-2028)

Source: Lebak Regency Tourism Office, 2026

Analysis of trend data and projections of tourist visits to Lebak Regency from 2017 to 2028 shows that the regional tourism sector has experienced significant development dynamics but overall shows a positive growth trend. During the period 2017-2019, there was a sharp increase in the number of tourist visits, indicating the growing appeal of tourist destinations in Lebak Regency. However, in 2020, there was a drastic decline due to the impact of the COVID-19 pandemic, which restricted tourist mobility. From 2021 until 2025, the tourism sector has begun to show a stable recovery phase with an increase in the number of tourist visits each year, reaching over one million visits by 2025. Based on this trend, projections for 2026-2028 indicate a potential gradual increase in the number of tourists, reaching approximately 1.21 million visits by 2028. This condition indicates that the tourism sector in Lebak Regency has a strong growth prospect, thus requiring the strengthening of destination management, improvement of tourism infrastructure, and collaboration among stakeholders through a multi-level governance approach to support sustainable tourism development in the region (Khairul Basri, 2023; Podungge et al., 2023; Sasmita et al., 2022).

To provide an overview of the distribution of tourist visits to various tourist destinations in Lebak Regency, the following graph presents the ten tourist destinations with the highest number of visits in 2025. This graph shows the popularity level of each tourist attraction based on the number of tourist visits recorded by the Lebak Regency Tourism Office. This information provides an overview of the tourist destinations that are the main attractions for visitors and can be used as a basis for analyzing the potential development of regional tourist destinations to support sustainable tourism development.



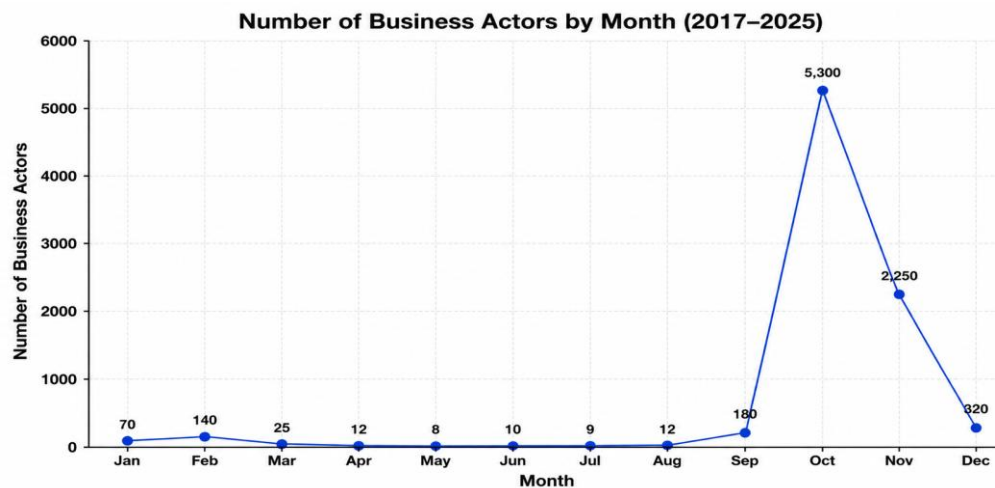
Graph 2. The Ten Highest Tourist Visit Destinations in Lebak Regency in 2025

Source: Lebak Regency Tourism Office

The graph shows the ten tourist destinations with the highest number of visitor arrivals in Lebak Regency in 2025. Based on the data, Saba Budaya Baduy ranks first with a total of 139,125 tourist visits, followed by Pantai Sawarna with 107,346 visits. Meanwhile, other destinations such as the Tomb of Prabu Wong Sagati, Cikoncang Dam, Alisha Swimming Pool, and Eco Club Citra Maja also show a quite significant level of visits. In addition, several natural tourist destinations such as Binuangeun Beach, Cibolang Slope, Ranggawulung Tourism Park, and Bagedur Beach also contribute to the number of tourist visits in the area. This data shows that the tourism potential of Lebak Regency is quite diverse, including cultural tourism, natural tourism, religious tourism, and artificial tourism. Therefore, the development of tourist destinations needs to be carried out in an integrated manner thru the strengthening of destination management and collaboration among stakeholders within the framework of multi-level governance to support sustainable tourism development (Fernández-Morales et al., 2023; Syahza & Suarman, 2013).

Graph 3 shows the development of the number of tourism entrepreneurs based on the scope of the Indonesian Standard Classification of Business Fields (KBLI) and business licensing

data through the Online Single Submission – Risk-Based Approach (OSS-RBA) system during the year 2025. This graph illustrates the trend of registration or recording of tourism entrepreneurs each month, thereby providing an overview of the dynamics of tourism business growth throughout the year. Based on the graph, there is a fluctuation in the number of entrepreneurs, with a significant increase in the last quarter of the year, especially in October.



Graph 3. Data on Tourism Business Actors Based on KBLI and OSS Coverage in 2025

Source: Lebak Regency Tourism Office

Based on Graph 3, which displays the development of the number of tourism business actors according to the scope of the Indonesian Standard Classification of Business Fields (KBLI) and licensing data through the Online Single Submission-Risk Based Approach (OSS-RBA) system in 2025, it is evident that the number of registered business actors fluctuated throughout the year. At the beginning of the year, from January to August, the number of business registrations was relatively low and tended to be stable. However, starting in September, there was an increase in the number of registered businesses, which then peaked in October with a very significant number. This condition indicates a surge in business registrations or legalization during that period, likely influenced by business data collection programs, expedited licensing, or increased awareness among business operators to register their businesses through the OSS-RBA system. After the peak in October, the number of registrations declined again in November and December, although it was still higher compared to the beginning of the year. Overall, the graph shows that the growth of tourism entrepreneurs in 2025 is more concentrated in the last quarter of the year.

1. Vertical Coordination

Based on Graph 2 regarding the trends and projections of tourist visits to Lebak Regency from 2017 to 2028, the increase in tourist visits after the post-pandemic recovery phase indicates

that the regional tourism sector has significant growth potential. These conditions necessitate vertical coordination within the framework of Multi-Level Governance (MLG) collaboration among the central government, provincial government, district government, and village government to support sustainable tourism development in Lebak Regency. This vertical coordination is reflected in the alignment of national tourism development policies, Banten Province regional development policies, and the implementation of tourism destination development programs by the Lebak Regency Government and village governments in tourism destination areas. With the projected increase in tourist visits reaching approximately 1.21 million visits by 2028, policy synergy among government levels is required in the form of strengthening tourism infrastructure, improving accessibility to tourism areas, developing tourist villages, and empowering local communities. Through this vertical coordination mechanism, various tourism development programs can be effectively integrated, thereby supporting the sustainable management of tourist destinations and enhancing the contribution of the tourism sector to the economic growth of Lebak Regency.

The research findings on the importance of vertical coordination in the development of sustainable tourism in Lebak Regency align with several previous studies that emphasize the importance of policy integration across government levels in tourism governance. The research conducted by Jamal and Camargo (2021) shows that the success of destination management is greatly influenced by the effectiveness of policy coordination between the central government and local governments within a multi-level governance system. Similar findings were also presented by Rasoolimanesh (2022), who explained that policy synchronization between government levels is an important factor in promoting the development of sustainable and community-based tourist destinations. Additionally, the research by Nunkoo and Smith (2022) shows that integrated tourism policies between the central government and local governments can enhance the effectiveness of destination management and encourage the growth of tourist visits. Another study by Farmaki (2023) also emphasizes that coordinative relationships between levels of government play an important role in ensuring the consistency of tourism development planning with regional needs. The similarity between these studies and the results of this research lies in the emphasis on the importance of policy synergy and vertical coordination between levels of government in supporting the success of sustainable tourism development (Latif et al., 2023; Yuni Ratna Sari, 2016).

However, this research also has several differences from previous studies. Most previous research has focused more on the analysis of tourism policies at the national level or large-scale

tourist destinations, whereas this study specifically examines the implementation of vertical coordination in regional tourism development in the context of Lebak Regency, which has characteristics of nature-based, cultural, and local community tourist destinations. Additionally, the research by Dredge and Jamal (2022) and Hall (2023) highlights vertical coordination in the context of global tourism destination governance and international tourism policies, while this study emphasizes the dynamics of coordination between provincial governments, district governments, and village governments in the management of local tourism destinations. Several other studies also indicate that research on tourism governance still largely focuses on the management of large-scale tourist destinations and international tourism areas, resulting in relatively limited studies on policy coordination at the regional. In addition, research on tourism governance also shows that the development of community-based destinations requires a more contextual policy approach in accordance with the characteristics of the region and the local institutional structure. Thus, the main difference of this research lies in the more contextual empirical approach at the regional level and the integration of tourist visit trend data as the basis for policy coordination analysis, thereby providing a new contribution in understanding how vertical coordination mechanisms within the multi-level governance framework can support sustainable tourism development in developing regions such as Lebak Regency.

2. Horizontal Coordination

Based on data analyzed about the ten highest tourist visit destinations in Lebak Regency in 2025, the diversity of tourist destination types, including cultural tourism such as Saba Budaya Baduy, natural tourism such as Sawarna Beach, Binuangeun Beach, and Bagedur Beach, religious tourism such as the Tomb of Prabu Wong Sagati, and artificial tourism such as Eco Club Citra Maja and Alisha Swimming Pool, indicates that regional tourism development requires horizontal coordination among agencies at the same level of government within the framework of Multi-Level Governance (MLG) collaboration. The horizontal coordination involves various regional government organizations in Lebak Regency, such as the Tourism Office, the Public Works and Spatial Planning Office, the Transportation Office, the Environmental Office, and other related agencies in supporting the integrated management of tourist destinations. Through this cross-sector coordination, various development programs such as improving accessibility to tourist areas, providing supporting infrastructure, managing the environmental aspects of tourist areas, and promoting destinations can be carried out in an integrated manner, thereby enhancing the quality of tourist destinations and supporting the growth in the number of tourist visits. Thus, horizontal coordination among regional government agencies becomes an important factor in

strengthening the management of diverse tourist destinations in Lebak Regency and supporting sustainable tourism development (Geng et al., 2021; Muhlis et al., 2023; Purwanto et al., 2023; Sahari et al., 2023).

The research findings on the importance of horizontal coordination in the development of sustainable tourism in Lebak Regency align with several previous studies that emphasize the importance of cross-sector collaboration in tourism governance. The research by Jamal and Camargo (2021) shows that the success of tourism destination development is greatly influenced by the local government's ability to build inter-agency and cross-sector coordination within the tourism governance system. These findings are in line with the research by Rasoolimanesh (2022), which explains that coordination among government agencies, the private sector, and local communities is an important factor in enhancing the effectiveness of destination management and strengthening the sustainability of regional tourism. Furthermore, the research by Nunkoo and Smith (2022) emphasizes that the integration of policies across sectors such as tourism, transportation, environment, and infrastructure can enhance the quality of tourist destinations and strengthen the region's tourism appeal. Farmaki's (2023) research also shows that horizontal coordination among local government organizations is a key factor in the development of tourism destinations based on local potential. The similarity between these studies and the results of this research lies in the emphasis on the importance of synergy among local government agencies and the integration of cross-sector policies in supporting the integrated management of tourist destinations (Supriyanto, 2022).

3. Network Governance (Network Collaboration)

Network governance (network collaboration) within the framework of Multi-Level Governance (MLG) in sustainable tourism development refers to a governance pattern that emphasizes partnerships and cooperation among various actors involved in the management of tourist destinations, including the government, private sector, local communities, and civil society organizations. This approach positions collaborative networks as an important mechanism in integrating resources, knowledge, and the interests of various stakeholders to achieve sustainable tourism development goals. According to Bill Bramwell and Bernard Lane, network governance in tourism is a form of collaborative governance that involves various actors in a partnership network to manage tourist destinations in a participatory and sustainable manner (Bramwell & Lane, 2015). explains that network collaboration in tourism development enables policy integration and coordination among stakeholders to support destination management (Hall, 2016). Meanwhile, Riad Nunkoo emphasizes that the success of sustainable tourism

development is greatly influenced by the level of trust, participation, and the quality of relationships among stakeholders within the collaborative network. Furthermore, Seyed Mohammad Rasoolimanesh explains that local community involvement and actor collaboration within governance networks are crucial factors in ensuring that tourism development provides economic, social, and environmental benefits to local communities) (Li & Terason, 2023).

However, there are some differences with the findings of other studies that highlight the local context and the dynamics of network governance implementation in each region. Research by Riad Nunkoo (2024) shows that the success of network collaboration is greatly influenced by the level of trust among actors and the capacity of local institutions in managing partnership relationships. Meanwhile, research by Seyed Mohammad Rasoolimanesh (2025) emphasizes that local community involvement and transparency in decision-making are important factors in maintaining tourism sustainability. Studies on collaborative governance also show that the success of collaboration among actors in public policy management is greatly influenced by trust, commitment, and coordination mechanisms that can connect the interests of various stakeholders (Ansell & Gash, 2008). Furthermore, research on collaborative governance emphasizes that the success of collaborative networks heavily relies on institutional capacity and the actors' ability to build participatory and transparent decision-making processes (Emerson & Nabatchi, 2015). In the context of tourism destination management, research also shows that collaboration networks between the government, private sector, and local communities are important factors in strengthening sustainable tourism destination governance (Beritelli, Bieger, & Laesser, 2007). The difference with this research lies in the implementation context in Lebak Regency, which still shows the dominance of the local government in the coordination process and management of business actors' data through the OSS-RBA system, while the involvement of the private sector and the community in the collaboration network still needs to be strengthened. Nevertheless, the findings of this study still indicate that strengthening the collaborative network among actors is a key factor in promoting sustainable tourism development through a Multi-Level Governance approach (Perry, 2006).

CONCLUSION

Multi-Level Governance collaboration in the development of sustainable tourism in Lebak Regency, Banten Province, it can be concluded that the development of the regional tourism sector requires policy synergy and coordination among various levels of government as well as the involvement of non-governmental actors. In the dimension of vertical coordination, there is an integrated policy relationship between the central government, provincial government, district

government, and village government thru the alignment of tourism development programs outlined in various planning documents such as the National Medium-Term Development Plan (RPJMN), the Provincial Medium-Term Development Plan (RPJMD) of Banten, the District Medium-Term Development Plan (RPJMD) of Lebak, and the Village Medium-Term Development Plan (RPJMDes) in tourist destination areas. The integration of these policies serves as a foundation for supporting the development of tourism infrastructure, improving destination accessibility, and empowering local communities in the management of the regional tourism sector. Next, in the dimension of horizontal coordination and network governance, the research results show that tourism development in Lebak Regency involves cross-sector cooperation among regional government organizations as well as collaboration between the government, business actors, and the community in managing tourist destinations. The diversity of tourist destinations such as cultural tourism, nature tourism, religious tourism, and artificial tourism, requires the integration of policies across sectors such as tourism, infrastructure, transportation, and the environment. In addition, data on tourism business operators registered through the OSS-RBA system based on KBLI classification shows an increase in the legality of tourism businesses, reflecting the involvement of non-government actors in the tourism governance network. Thus, the implementation of the Multi-Level Governance approach through vertical coordination, horizontal coordination, and network governance becomes an important factor in supporting sustainable tourism development and enhancing the contribution of the tourism sector to economic growth and community welfare in Lebak Regency.

Theoretical suggestion, this research contributes to the development of Multi-Level Governance (MLG) studies in the context of sustainable tourism development at the regional level. Therefore, future research is expected to expand the study of MLG implementation by integrating other theoretical approaches, such as collaborative governance, destination governance, and sustainable tourism governance, to provide a more comprehensive understanding of the dynamics of actor relationships in destination management. Additionally, future research can also examine in more depth how the roles of each actor in the collaboration network influence the effectiveness of tourism policies, especially in the context of local potential-based regional development.

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