

Collaborative Governance in the Development of Salatiga as a Creative City of Gastronomy

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Abstract. *Gastronomy is not only related to food, but also encompasses cultural values, history, local identity, and community creativity. In the context of creative city development, gastronomy is considered a strategic sector as it can stimulate local economic growth, strengthen regional identity, and support sustainable tourism. Salatiga, a small city known as a "mini city," has a diverse range of legendary culinary traditions, including ten locally recognized culinary heritage items. This research aims to analyze the processes and mechanisms of collaborative governance in promoting Salatiga's culinary sector as a sustainable tourist attraction. The research method used is qualitative with a descriptive approach. Data were collected through observation, interviews, and literature studies related to creative city development policies and programs. The results indicate that the development of the gastronomic sector in Salatiga is supported by collaboration among government bodies, academics, business actors, communities, and the private sector. Several strategic policies have been implemented, such as the recognition of local culinary specialties as intangible cultural heritage, culinary innovation training for business actors, and the integration of gastronomy into the basic education curriculum. However, the implementation of collaborative governance faces several challenges, including suboptimal cross-sector coordination and a limited public understanding of gastronomy. This study concludes that collaborative governance plays a key role in the development of Salatiga as a UNESCO Creative City of Gastronomy. The success of this approach is reflected in the ASEAN Sustainable Tourism Award 2024 and the formal recognition of culinary heritage, which enhances Salatiga's global competitiveness.*

Keywords: *Collaborative Governance, Creative City, Gastronomy, Culinary Industry, Salatiga*

Received: January 24, 2025

Received in Revised: February 19, 2025

Accepted: April, 21 2025

INTRODUCTION

In the era of globalization, cities around the world are competing to improve their economic and tourism competitiveness through creative and innovative strategies. One of the increasingly popular approaches is the concept of the "creative city," which encompasses a wide range of sectors, including art, music, design, and gastronomy (Forleo & Benedetto, 2020). Creative cities in the field of gastronomy rely on local culinary richness as a key asset that not only becomes a tourist attraction but also contributes to community-based economic development (Giampiccoli & Kalis, 2012).

UNESCO has initiated the Creative Cities Network (UCCN), which aims to encourage cities around the world to adopt a creative approach to their economic development. Gastronomy is one of the sectors that has an important role in the development of creative cities, with several

major cities, one of which is Parma in Italy has been recognized as a gastronomic creative city (Zhu & Yasami, 2021).

However, in the Indonesian context, the use of the gastronomic sector as part of the urban development strategy still faces various challenges (Jones, 2017), challenges, especially in the use of the gastronomic sector in the context in Indonesia, namely weak branding and global marketing, this is crucial for the Indonesian gastronomic sector due to the weak adoption of digitalization and the lack of strategies in government collaboration, as evidenced by data Ministry of Tourism and Creative Economy (2023) which shows that only 12% of culinary MSMEs use export platforms in gital.

In the context of Salatiga City, the main challenge, based on the results of interviews with UKSW lecturers (2023), the main challenge faced by the Salatiga City Government in developing the gastronomic sector is the low public understanding of the potential and value of gastronomy as part of cultural identity and local economic drivers. The city has a unique and diverse culinary richness, which comes from a blend of Javanese, Chinese, and Dutch colonial cultures. Despite this potential, the development of the Salatiga culinary industry still experiences obstacles, especially in the aspect of governance involving various stakeholders. In this case, the concept of collaborative governance is a solution that can be used to optimize synergy between the government, academics, business actors, and the community in developing Salatiga as a creative city of gastronomy.

Culinary has become a mainstay in attracting tourism foreign exchange and one of the main attractions for tourists visiting Salatiga City. In this context, food is no longer just a complement to tourist activities, but has turned into the main destination that is deliberately sought after by visitors (Hjalager & Corigliano, 2000). According to Ansell & Gash (2008), the success of a collaboration-based policy depends on the clarity of the role of each actor involved, transparency in communication, and the existence of trust built among stakeholders. If these elements are not met, then collaboration becomes difficult to implement effectively.

The impact of these problems is quite significant for the development of the culinary and tourism sectors in Salatiga. The lack of synergy between actors causes the culinary potential of Salatiga to be utilized to the fullest, so the attraction of culinary tourism in this city is still limited. In addition, the lack of support in the form of regulations and policies that support the development of culinary businesses has led to stagnation of innovation in this sector. In more detail, collaborative governance refers to governance that involves various parties in the formulation of policies and the implementation of development programs.

In the context of the development of Salatiga as a creative city of gastronomy, collaborative governance involves interaction between the government as a regulator, academics as research and innovation providers, the private sector as business actors, and the community as consumers and agents of preserving local culinary culture. This governance model can be an effective strategy in overcoming existing challenges, as well as providing a clearer direction in the development of gastronomy-based creative cities (Galarraga & Martinez, 2025).

This research will examine collaborative governance for the development of a gastronomic creative city in Salatiga City. Most previous research has focused on the role of the government in the development of the creative economy, but few have specifically examined the role of non-government actors, such as academia and the private sector, in supporting the development of a gastronomic creative city in the city of Salatiga. Thus, this research will analyze collaborative governance with the contribution of academia and the private sector in the cross-sectoral cooperation mechanism to encourage the development of Salatiga City into a gastronomic creative city.

The urgency of this research lies in the urgent need to optimize the culinary potential of Salatiga as a driving tool for the creative economy. As a city that has gained recognition from

UNESCO as part of a network of creative cities, Salatiga has a great opportunity to develop its gastronomic sector to be more competitive. However, without good governance, this achievement will not be maximized. Therefore, this study will identify the factors that support and hinder the implementation of collaborative governance in the development of gastronomic creative cities in Salatiga, as well as formulate strategies that can be applied to increase the effectiveness of collaboration between the actors involved.

METHODS

This research uses a qualitative approach with a descriptive method that aims to understand in depth the process Collaborative Governance in the development of Salatiga as a creative city of gastronomy (Polit & Beck, 2009). Through a qualitative approach, this research focuses on understanding the social, economic, and cultural context behind the development of the culinary industry in Salatiga. Thus, this research not only explains the phenomenon that occurs, but also explores the meaning behind each interaction and the policies implemented. This research was conducted in the city of Salatiga, Central Java, which has been recognized as a creative city of gastronomy. The selection of this location is based on the culinary potential of Salatiga which is rich in cultural and historical value, as well as the government's initiative in developing the gastronomic industry as part of the city's development strategy. This research lasted over a specific period that allowed researchers to observe the dynamics of policy and the implementation of collaborative governance in the development of the gastronomic sector. With a sufficient time span, this research can capture policy changes, inter-stakeholder interaction patterns, and the impact of various programs that have been implemented. This research involves various stakeholders who play a role in the development of Salatiga as a gastronomic creative city. This includes representatives from local governments, academics from educational institutions focusing on the creative and culinary industries, business actors in the culinary sector, and communities that are active in promoting culinary tourism in Salatiga. The sample of this study was selected purposively, taking into account the active involvement of individuals or groups in related policies and programs. With this approach, research can obtain more relevant and in-depth information about the process Collaborative Governance in the development of a gastronomic creative city. The research instruments used in this study include in-depth interviews, direct observations, and document analysis. In-depth interviews have been conducted such as the Salatiga City Culture and Tourism Office, UKSW Lecturers, and Business Actors to explore understanding of cooperation in the development of a gastronomic creative city. Direct observation is carried out to observe the implementation of policies and interactions between the actors involved. Meanwhile, document analysis includes studies of regulations, policy reports, and academic publications relevant to the research topic. The combination of these three instruments allows research to obtain accurate, comprehensive, and in-depth data. The data analysis techniques used in this study use content analysis and conceptual analysis. Content analysis is used to analyze and interpret the content of data such as written documents, interview transcripts, and other forms of communication (Forman & Damschroder, 2007). Conceptual analysis is used to understand, describe, and interpret the concepts or ideas that underlie a phenomenon or research topic, this conceptual analysis explains the relationship between concepts in the literature collected in research (Subagiya, 2023).

RESULTS AND DISCUSSION

The Dynamics of Salatiga as a Creative City of Gastronomy

The development of the concept of Creative Cities is inseparable from the UNESCO initiative launched in 2004 under the name of the UNESCO Creative Cities Network (UCCN). The program is also an integral part of the Sustainable Development Goals (SDGs), especially points related to sustainable cities and communities. The main objective of the UCCN is to strengthen cooperation with and between cities that have recognized creativity as a strategic factor in sustainable development, covering economic, social, cultural, and environmental aspects. Thus, there is a

conceptual difference between the creative economy and the creative city, even though both were developed by UNESCO. In UNESCO's official document, a creative city is defined as "the main forum for the emergence and development of the cultural and creative industries.

Creative Cities within the framework of UCCN aims to build cooperation between cities in the world that are committed to developing sustainable development through a cultural approach. The network is designed to create collaboration in promoting creativity and creative industries, as well as strengthening cultural elements in sustainable urban development. In UCCN, there are seven recognized creative fields, one of which is the gastronomic creative city. Gastronomy is defined as into an understanding that is often associated with food and drink about how to turn a delicious meal into a work of art (Hegarty & O'Mahony, 2001). With this, this definition is strengthened by Gillespie, "Gastronomy is about the recognition of variety of factors relevant to the foods and beverages ate and consumed by a group, in locality, region or even nation".

This definition also includes the place where food is served. When discussing factors related to food and drink, this can be interpreted as the characteristics of the ingredients used, the way the food is prepared, the cooking method or process, the history, and the cultural elements behind the food. In addition, these factors also involve the way in which the food is served and how the food is consumed (Mintz & Du, 2002). Salatiga is known for its various culinary, it has a lot of culinary, this is caused because it has become the oldest city, so it is not surprising that Salatiga has a lot of culinary heritage by establishing 10 historical culinary dishes that have a long history in Salatiga, namely tripe meatballs, taman sari, ronde skoteng jago, kopi babah kacamata, roti tegal, enting-enting gepuk cap Klenteng & 2 Hoolo, getuk kethek, soto esto, soto kesambi gladangan, tumpang koyor mbah Rakinem, sambal tumpang koyor Bu Kori.

This encourages the Salatiga government to take the initiative to propose the City of Salatiga to the UNESCO Creative Cities Network (UCCN) in 2021, this is also supported by the Minister of Tourism and Creative Economy, Sandiaga Salahudin Uno. Gastronomy can serve as a tool of cultural diplomacy or soft power diplomacy. Through its distinctive cuisine, a city can attract tourists, strengthen its creative economy, and enhance its image on the global stage. Soft power diplomacy refers to the ability of a country or city to influence others through culture, values, and policies without using military or economic force (Zamorano, 2016). In this context, culinary is an effective tool in forming a positive perception of a place. With the inclusion of Salatiga in the UNESCO Creative Cities Network, several stages have been carried out by the government that have been differentiated into 4 periods to join the UNESCO Creative Cities Network.

2021 is an important moment for the City of Salatiga in developing the culinary and tourism sectors. The local government issued various decisions and regulations to designate Salatiga as a Creative City of Gastronomy. This effort not only aims to preserve regional cuisine, but also to improve the local economy through tourism and innovation in the culinary field. With various initiatives carried out, Salatiga is trying to gain recognition as part of the UNESCO Creative Cities Network (UCCN) in the gastronomy sub-sector. The following is a summary of the developments and results achieved during 2021.

Table 1. Stages of Development of Salatiga City as a Gastronomic Creative City 2021

Year 2021	Development	Result
February 18, 2021	Decree of the Head of the Salatiga Culture and Tourism Office: 556/181.A/414 concerning the Determination of Enting-Enting Gepuk as a Typical Culinary of Salatiga City	By designating Enting-Enting Gepuk as a typical culinary of Salatiga City and is an intangible heritage. In addition, it also proposed to the Ministry of Education and Culture of Central Java Province that Enting-Enting Gepuk be designated as an

		intangible cultural heritage of Salatiga City.
13 April 2021	Decree of the Mayor of Salatiga Number 500-50/252/2021 concerning the Salatiga City Creative Culinary Network Development Team	Establishing the Salatiga City Processed Cassava Culinary City Network Development Team consisting of the Steering Team and the Implementation Team.
May 25, 2021	Decree of the Mayor of Salatiga Number 500/335/2021 concerning the City of Salatiga as a Creative City of Gastronomy	Establishing the City of Salatiga as a Gastronomic Creative City. The support of Salatiga City as a Gastronomic Creative City is carried out through: (1) Identify and evaluate problems related to the development of Gastronomic Creative City; (2) Determination of the Gastronomic Creative City development program; (3) Provision of resources and budget for the development program of the Gastronomic Creative City; (4) Coordinating the implementation of programs and activities for the development of the Gastronomic Creative City; (5) Monitoring and evaluation of the implementation of the Gastronomic Creative City development program; (6) Socialization and publication to the public and stakeholders related to the development of Salatiga City as a Gastronomic Creative City; (7) Gastronomic Creative City Network Development Team.
May 25, 2021	Decree of the Mayor of Salatiga Number 500/333/2021 concerning the Location of the Development of the Culinary Area of Salatiga City	Determining the location of the development of the culinary area of Salatiga City as a center for the development of tourism and the creative economy of processed food as well as a place to hold festivals/exhibitions/culinary events, including: (1) Cassava Village; (2) Monginsidi Culinary Village; (3) Kridanggo Culinary Area; (4) Margosari Culinary Region; (5) A Taste of the Wild on Saturdays; (6) GPD as a <i>Gastronomic Meeting, Incentive, Conference, and Exhibition</i> (MICE) room; (7) Food Court lantai 2 Pasar Sayangan; (8) Pasar Sitalang ; (9) Pasar Tegalan; (10) Tourism-Based Agriculture (Niansista) Kecandran.

May 28, 2021	Cooperation Agreement between the Salatiga City Government and UKSW on Research on the development of Salatiga City as a Gastronomic City Number 001/PKS/V/2021; Number 119/PKS/UKSW/5/2021	This research cooperation in the development of Salatiga City as a Gastronomic City (Culinary City) is a form of cooperation between the first and second parties in the context of research to conduct interdisciplinary studies that support the development of Salatiga City into a Gastronomic and sustainable City and accommodate the Independent Learning Program of the Independent Campus from the Ministry of Education and Culture.
May 28, 2021	Circular Letter Number 556/446/417 concerning Support for the City of Salatiga as a Gastronomic Creative City	Socializing Mobilize Salatiga as a Gastronomic Creative City to the community and SME groups or other groups in the Salatiga City area. Encourage the use of Salatiga's culinary specialties as dishes at every banquet, banquet, meeting, training, ceremony and in various other daily activities. Encouraging the use of the manufacture of lokak food products by prioritizing creativity and innovation. Incorporating knowledge about Creative Cities of Gastronomy into the school curriculum. Promoting Salatiga as a Gastronomic Creative City through various Hexahelic pillars, namely Academics, Business Actors, Communities, Government, Media, and Banking Leaders. Making strategic planning policies for 4 (four) years starting FY 2022 related to Salatiga as a Creative City of Gastronomy
May 30, 2021	Compilation of Gastronomic Dossier	The preparation is used as the UCCN national selection material
June 21, 2021	Nomination (Unesco <i>Creative Cities Network</i>) UCCN at the National Level as a Creative City in the Gastronomy Sub-Sector	Salatiga City passes the top 2 of the UCCN national selection
December 2, 2021	Determination of 10 Legendary Culinary Artists	Determination of 10 legendary culinary of Salatiga City consisting of: (1) Bakso Babat Taman Sari; (2) Ronde Sekoteng Jago; (3) Coffee Babah Kacamata; (4) Tegal Bread; (5) Enting-Enting Gepuk Cap Klêng and 2 Hoolo; (6) Getuk Kethek; (7) Soto Esto; (8) Soto Kesambi Gladagan; (9)

		Tumpang Koyor Mbah Rakinem ; (10) Sambel Tumpang Koyor Bu Kori
December 13, 2021	Regulation of the Mayor of Salatiga Number 97 of 2021 concerning the Action Plan for the Implementation of the Gastronomic Creative City in Basic Education Units	The purpose of this Mayor's Regulation is as a legal basis in the action plan for the implementation of a gastronomic creative city in the Basic Education Unit in the Region. The purpose of this Mayor's Regulation is the formation of the character of students who have attitudes and behaviors that love local products through the implementation of Gastronomy Education in the Basic Education Unit. Creative Gastronomy Education in the Basic Education Unit is held based on the following principles: (1) Educating the residents of the Education Unit related to the Salatiga Movement as a Gastronomic Creative City; (2) Encourage the use of Salatiga's culinary specialties as a dish at every banquet, banquet, meeting, training activities, food and beverage provisions; (3) It takes place through habituation all the time in everyday life.

Source: Dinas Kebudayaan dan Pariwisata Kota Salatiga, 2024

Throughout 2021, the City of Salatiga has taken various decisions and initiatives that show its commitment to becoming a creative and sustainable gastronomic center. The designation of distinctive and legendary culinary, the formation of development teams, and cooperation with educational institutions reflect collaborative efforts in advancing the culinary sector. In addition, the success of Salatiga as one of the top two in the UCCN national selection shows that the city is on the right track to achieve international recognition. With these steps, it is hoped that Salatiga can continue to develop as an attractive culinary destination and make a positive contribution to the local economy.

The year 2022 is an important moment for Salatiga City in developing the culinary and tourism sectors, especially in an effort to improve the quality and competitiveness of local culinary products. Various trainings and certifications are held to support creative economy actors, especially in the culinary sector. This activity focuses on increasing innovation, maintaining hygiene, and utilizing digital technology for branding and marketing. In addition, the recording of intellectual property for Salatigan's culinary specialties is also a strategic step taken to protect and promote the region's culinary cultural heritage. The following is a summary of the developments and results achieved during 2022.

Table 2. Training and Registration Activities for Traditional Culinary IPR 2022

Year 2022	Development	Result
September 1-3, 2022	Training on Improving Innovation and Hygiene of Culinary Dishes in Tourism Destinations	Facilitating Training on Improving Innovation and Hygiene of Culinary Dishes in Tourism Destinations for creative economy actors in the culinary sub-sector held at the Le Beringin Hotel Salatiga with 40 participants.
October 17-19, 2022	Digitalization Training in Photography, Marketing and Sales	Facilitating Digitalization Training on Branding, Marketing and Sales in Photography for the creative economy of the culinary sub-sector at the Grand Wahid Hotel Salatiga with 40 participants.
December 14, 2022	Registration Letter for Inventory of Intellectual Property Communal Traditional Knowledge (Enting-Enting Gepuk)	The Intellectual Property Registration Certificate is officially issued by the Ministry of Law and Human Rights through the Directorate General of Intellectual Property.
December 14, 2022	Registration Letter for Inventory of Traditional Knowledge Communal Intellectual Property (Sambel Tumpang Koyor)	The Intellectual Property Registration Certificate is officially issued by the Ministry of Law and Human Rights through the Directorate General of Intellectual Property.

Source: Dinas Kebudayaan dan Pariwisata Kota Salatiga, 2024

Through various activities carried out throughout 2022, the City of Salatiga has shown its commitment to continue to develop the culinary and tourism sector. The training held not only aims to improve the skills of creative economy actors, but also to encourage innovation and the application of hygienic practices in culinary presentation. In addition, the recording of intellectual property for culinary specialties such as Enting-Enting Gepuk and Sambel Tumpang Koyor is an important step in protecting and promoting Salatiga's culinary cultural heritage. With these efforts, it is hoped that Salatiga can be increasingly known as a quality and sustainable culinary destination.

2023 is an important moment for the City of Salatiga in strengthening its position as a Gastronomic Creative City. Various activities and initiatives were carried out to support Salatiga's candidacy in the UNESCO Creative Cities Network (UCCN) as well as to increase recognition of regional culinary specialties. The preparation of gastronomic dossiers, discussion forums, and workshops is part of the strategy to encourage creativity and innovation in the creative economy sector. In addition, the designation of Enting-Enting Gepuk as Indonesia's Intangible Cultural Heritage shows the government's commitment to preserving and promoting local culinary. The following is a summary of the developments and results achieved during 2023.

Table 3. Stages of Candidacy for Salatiga City as a UNESCO Creative City in the Field of Gastronomy 2023

Year 2023	Development	Result
21 January- 5 June 2023	Preparation of Gastronomic Dossiers	Dossier is used as the UCCN national selection material in 2023

February 14, 2023	FGD Assistance for Nominations for the 2023 UNESCO Creative City Network	The FGD was attended by Regencies/Cities that were nominated for the 2023 UNESCO Creative City Network and the Ministry of Tourism and Creative Economy in Jakarta.
May 26, 2023	UCCN Dossier Filling Plenary Meeting	The Plano meeting was attended by the Acting Mayor of Salatiga and was held at the Sapta Pesona Building of the Ministry of Tourism and Creative Economy
May 26, 2023	Presentation and Nomination of Salatiga City as a Gastronomic Creative City to UCCN	The presentation was attended by the Acting Mayor of Salatiga and was held at the SaptaPesona Building of the Ministry of Tourism and Creative Economy as one of the rarities and commitment of the Salatiga City Government to realize the city of Salatiga worldwide through Gastronomy
September 14, 2023	Creative Word Workshop 2023	The Ministry of Tourism and Creative Economy of the Republic of Indonesia held the 2023 Creative Word Workshop which aims to increase creativity, innovation, and entrepreneurial spirit, especially in the field of creative economy
October 25, 2023	Decree of the Minister of Education, Culture, Research and Technology Number: 2350/Dit.PK/Certificate/2023	Determination of Enting-Enting Gepuk Salatiga as an Intangible Cultural Heritage of Indonesia by the Minister of Education, Culture, Research and Technology
October 27, 2023	Letter from the Ministry of Tourism and Creative Economy of Indonesia Deputy for Destination Development and Infrastructure Number: B/ND/56/DI.00/D.3/2023	Salatiga City's Nomination as an Urban City at the ASEAN Sustainable Tourism Award 2024 with the theme Urban City of Gastronomes

Source: Dinas Kebudayaan dan Pariwisata Kota Salatiga, 2024

Through various activities carried out throughout 2023, Salatiga City has further strengthened its position as a recognized culinary destination both at the national and international levels. The preparation of the gastronomic dossier and participation in the discussion forum reflect the commitment of local governments to work with various parties in an effort to achieve recognition from UNESCO. In addition, the designation of Enting-Enting Gepuk as Indonesia's Intangible Cultural Heritage emphasizes the importance of preserving local culinary as part of cultural identity. With the nomination as an Urban City at the ASEAN Sustainable Tourism Award 2024, Salatiga seeks to attract wider attention and increase the attractiveness of gastronomy-based tourism. All of these steps are expected to bring Salatiga to greater recognition in the international arena.

The year 2024 will be a very meaningful moment for Salatiga City, where this city has won prestigious awards in the field of tourism. The 2024 ASEAN Tourism Award for the Urban City

category given to Saskong Village reflects recognition of Salatiga's efforts in developing sustainable tourism and preserving local cultural heritage. The focus on the development of community-based and culinary tourism, especially related to cassava, is one of the main attractions that supports this achievement. The following is a summary of the developments and results that have been achieved during 2024.

Table 4. Salatiga City Award at the ASEAN Sustainable Tourism Award 2024

Year 2024	Development	Result
27 January 2024	ASEAN Tourism Award 2024 in the category "Cassava Village, Salatiga (Winning Urban Category)"	Salatiga City won an award in the Urban City category at the ASEAN Sustainable Tourism Award

Source: Dinas Kebudayaan dan Pariwisata Kota Salatiga, 2024

The award won by the City of Salatiga in 2024 is not only a pride for the local community, but also reflects a strong commitment to developing sustainable tourism. By highlighting local potential, especially in culinary and cultural aspects, Salatiga proves that tourism development can go hand in hand with efforts to preserve the environment and cultural heritage. It is hoped that this award will encourage more initiatives and investments in the tourism sector, as well as increase the attractiveness of Salatiga as a unique and sustainable tourist destination. The inclusion of the City of Salatiga in the UNESCO Creative Cities Network, the UNESCO Creative Cities Network (UCCN) has a close relationship with the vision and mission of city development. Based on the presentation report of the Salatiga City Government (2021) related to Salatiga's vision, which generally aims to create a prosperous, advanced, and sustainable society, in line with the principles of UCCN that encourage the development of creativity as the basis for development. This membership strengthens Salatiga's mission in developing the creative economy, preserving culture, and improving the city's competitiveness at the global level.

By being part of UCCN, Salatiga gains access to an international network that allows for knowledge exchange, collaboration, and innovation with other creative cities in the world. This not only encourages the growth of creative sectors such as art, culture, design, or culinary, but also opens up new opportunities for tourism, investment, and local community empowerment (Rose, 2014). In addition, UCCN emphasizes sustainable development, which is in line with Salatiga's vision to create an environmentally friendly and inclusive city. The positive impact can be seen in improving the quality of life of the community through the creation of jobs in the creative sector, improving the image of the city, and preserving cultural heritage combined with modern innovations. Thus, Salatiga's membership in UCCN not only supports its development vision and mission, but also brings concrete benefits to the city's economic, social, and cultural growth.

Collaborative Governance of the Salatiga City Gastronomic Creative City Network

According to Brinkerhoff & Brinkerhoff (2011), governance is defined as a system, values, and institutions that handle economic, social, and political issues through interaction between the community, government, and the private sector. Therefore, this governance institution consists of three main domains, namely the state (government), the private sector (business), and society, which are interrelated and carry out their respective roles. A collaborative governance model that requires stakeholders to actively engage in dialogue, where those stakeholders become their representatives in expressing interests. Basically, the focus of a Collaborative Governance is on public policies and issues, especially public institutions that have a great interest in making policies, goals, and collaborative processes to achieve goals among stakeholders (Ansell & Gash, 2007).

According to Gazalin et al. (2025), the definition of collaborative governance is not only limited to stakeholders consisting of government and non-government but is also formed by the

existence of multi-partner governance which includes the private/private sector, society and civil society and is built on the synergy of stakeholder roles and the preparation of hybrid plans such as public-private-social cooperation. The collaboration carried out by the Salatiga government by working with 3 sectors, namely the Salatiga City Tourism and Culture Office, academics, and business actors. Through public policies and various initiatives, several efforts have been made by the government in facilitating various strategic steps to mobilize communities, encourage innovation, and increase the culinary appeal of Salatiga in the eyes of the world. Programs implemented by the Salatiga government include annual culinary festivals, training programs for business actors, and policy formulation.

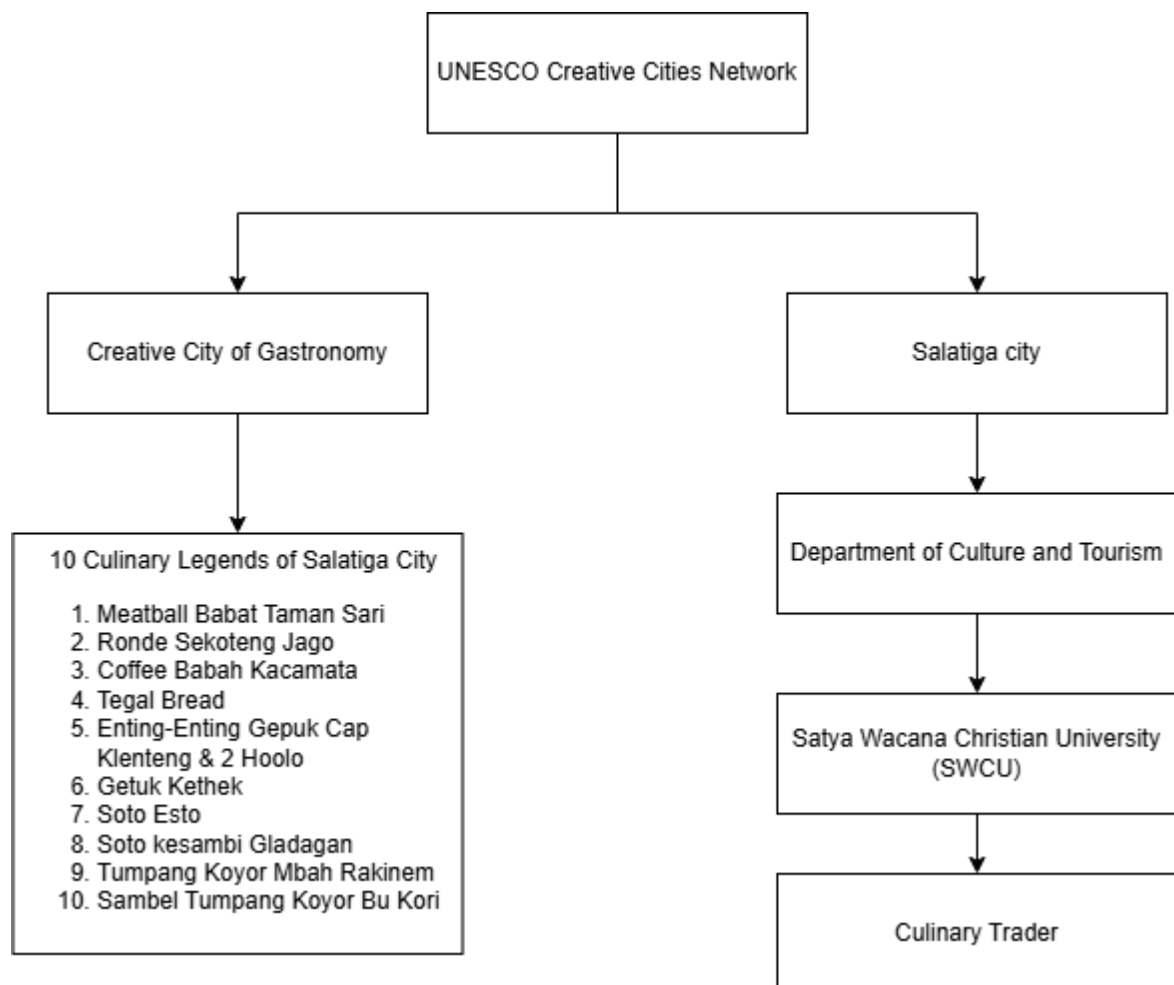


Figure 1. Collaborative Governance of the Gastonomi Creative City Network, Salatiga City

The UNESCO Creative Cities Network (UCCN) has encouraged international and inter-city cooperation that makes culture and creativity the drivers of sustainable city development. In supporting and strengthening creativity efforts as the main element of urban development, of course, it is based on the existence of Collaborative such as government, the private sector, and civil society (Ashman, 2001). According to UNESCO, there are nine criteria for a gastronomic creative city, including: the existence of one or more culinary industries; the contribution of the culinary industry to economic growth and labor absorption in the city; public understanding of the history of the culinary industry in the city; the organization of festivals or major events related to the culinary industry; the existence of vocational schools or courses in the culinary field; the availability of supporting facilities for the development of the culinary industry; policies,

programs, and cooperation undertaken by the city to develop and promote the culinary industry; the activeness of community groups in the development and promotion of the culinary industry; as well as ease in utilizing local raw materials.

This discussion looks at the process of implementing collaborative governance in the development of Salatiga as a creative city of gastronomy, a city known for its rich culinary heritage and multiethnicity. Collaborative governance, which emphasizes collaboration between various stakeholders such as governments, academics, and business people, is considered an effective approach to dealing with complexities and challenges in local development. In the context of Salatiga, this collaboration aims to strengthen the gastronomic sector as part of the creative city development strategy. According to Ansell & Gash, there are four elements that are factors in influencing the formation of collaborative governance, while the fourth element is the collaborative process itself. The following are the four elements of face to face dialogue, trust building, commitment to the process, and shared understanding (Jameson et al., 2006).

Face to Face Dialogue

The process of first collaboration is to start with face-to-face or face to face dialogue. Collaboration here begins with face-to-face between actors, because consensus oriented collaboration requires identification in order to achieve common goals (Reilly, 2001). First, the collaboration process began with the determination of the City of Salatiga in 2021 to be designated as Creative City of Gastronomy UNSECO Creative City Network (UNCCN). With the designation of Salatiga City as a Gastronomic Creative City, the government and local culinary industry players take advantage of this opportunity by continuing to coordinate and collaborate to create innovations in the culinary sector. This collaboration process involves several parties other than the government of the Salatiga Tourism and Culture Office, cooperation began to be formed between the Salatiga city government and UKSW on research on the development of the city of Salatiga as a gastronomic city. The cooperation with UKSW is contained in the cooperation agreement between the Salatiga City Government and Satya Wacana Christian University on Research on the Development of the city of Salatiga as a Gastronomic City Number: 001/PKS/V/2021, Number: 119/PKS/UKSW/5/2021

Trust Building

The next process is to build trust or Trust Building in the implementation of collaborative governance for the development of Salatiga as a creative city of gastronomy, Trust Building is the process of building trust between various stakeholders involved in collaboration (Satiani & Hadiwijoyo, 2024). This trust is essential to ensure that all parties feel comfortable, motivated, and have a high commitment to a common goal. Trust building In the development of Salatiga as a creative city of gastronomy has been carried out through various trainings aimed at business actors in the culinary sector. This training plays an important role in building trust between business actors, the government, academics, and the creative community, so that solid collaboration is created in developing the city's gastronomic ecosystem. Through the training program, business actors not only gain improved skills in product innovation, marketing, and business management, but also gain a deeper understanding of the vision and development strategy of Salatiga as a gastronomic creative city. In addition, this training encourages transparency, openness, and synergy between various parties, which is key in strengthening trust and building a shared commitment in supporting the development of the local culinary sector. Thus, the trust building built through this training contributes to the formation of a sustainable, creative, and highly competitive gastronomic ecosystem.

Commitmen to Process

In the context of collaborative governance for the development of Salatiga as a creative city of gastronomy, commitment to process is an agreement made by several parties to carry out a certain process to achieve a common goal. This commitment emphasizes the importance of active

engagement, consistency, and a willingness to follow established procedures. The commitment to process in efforts to develop gastronomy in Salatiga is reflected in the cooperation between the government and the Education and Culture Office in including gastronomy-related subjects into the curriculum at the elementary level. This commitment shows the seriousness of various parties in carrying out the process that has been designed to introduce and instill an understanding of local culinary richness to the young generation from an early age, this implementation plan has been made in the Mayor of Salatiga Regulation Number 97 of 2021 concerning the Action Plan for the Implementation of Gastronomic Creative Cities in Basic Education Units.

With the stipulation of this Mayor's Regulation, it is to form the character of students who have attitudes and behaviors that love local products through the implementation of Gastronomy Education in the Basic Education Unit. Through this collaboration, the government and the Education and Culture Office not only focus on the final results, but also actively ensure that the curriculum formulation, implementation, and evaluation process runs in accordance with the goals that have been set.

Shared Understanding

In the development of Salatiga as a creative city of gastronomy, shared understanding is created between various parties in a policy or cooperation process. This concept emphasizes that each actor involved has a coherent understanding of the goals, problems, and steps that need to be taken to achieve the desired outcome. In the context of government, shared understanding is very important to ensure that the policies made can be accepted, supported, and implemented effectively by all parties involved, including the community. In an effort to create shared understanding, the Salatiga City Government implements various information disclosure policies as a tangible form of transparency and public participation. One of them is the establishment of an Information and Documentation Management Officer (PPID) which is responsible for providing access to information related to government policies and programs. In addition, the implementation of e-government, as stipulated in Regional Regulation Number 11 of 2018, is a strategic step in ensuring that people can easily obtain the information they need.

Through this information disclosure, the government not only conveys policies to the community, but also builds a common understanding of the goals and directions of city development. Thus, the community can be more active in providing input and participating in the decision-making process, so that the policies implemented are more inclusive and in accordance with the needs of Salatiga residents. First, collaboration between the Government and the Government. The Salatiga City Tourism Office acts as a coordinator, namely individuals or parties who function to coordinate various actors as well as become a liaison between actors in efforts to develop a gastronomy-based creative city. Based on the results of the research in an interview with Moch Lukman from the Culture and Tourism Office of Salatiga is committed to not only promoting our culinary richness but also to involving the community in efforts to preserve culture through food. Collaboration with the private sector and educational initiatives is key in achieving our goal of becoming an internationally recognized Gastronomic Creative City.

The second collaboration carried out by the government and academics has also been carried out in supporting the development of Salatiga as a creative city of gastronomy, the role of academics cannot be ignored. Academics, especially from higher education institutions, make significant contributions in various aspects, ranging from research to mentoring MSMEs (Micro, Small, and Medium Enterprises). In a research interview with Dr. Lasti Nur Satiani, a lecturer at Satya Wacana Christian University (UKSW), explained the important role of academics in capacity building through training and workshops, in improving their skills and knowledge in the fields of culinary, business management, and marketing. The collaboration between the Government and the Private Sector of Salatiga City in developing Salatiga as a Gastronomic Creative City has a significant impact not only at the local level, but can also play a role in strengthening Salatiga's

position in the context of international relations. In an increasingly connected world, this cross-sector collaboration is not only about improving the local economy, but also opening the door for Salatiga to be better known in the international world, both in terms of tourism and cultural diplomacy.

One of the key aspects of this cooperation is the promotion of Salatiga's local cuisine, which is not only an attraction for domestic tourists, but also for international tourists. Through digital sites such as salatigatourism.com, the Salatiga City government is trying to introduce its distinctive culinary richness such as enting-enting gepuk, cassava cheese, and wedang ronde as part of a cultural identity that can attract visitors from abroad. In the framework of International Relations, this can be seen as a cultural diplomacy strategy, where Salatiga uses gastronomy as a tool to build positive influence and relations with the international community. Culinary is a medium that introduces the richness of local culture, opening up opportunities for Salatiga to expand its influence and introduce itself as part of a global network of creative cities.

This cooperation between the government and the private sector also plays an important role in building Salatiga's soft power in the international world. Through coordinated promotions and collaborations with hotels, restaurants, and travel agencies, Salatiga not only sells culinary products, but also offers cultural experiences that build deeper relationships with visitors. In this context, culinary functions not only as a local product, but also as a tool of international influence. Salatiga's signature food, which is introduced to tourists, can serve as a meeting point between local and international cultures, strengthening ties between countries through a deeper understanding of culture. Furthermore, this collaboration opens up opportunities for Salatiga to strengthen its position as a subnational actor in a global context. In the study of international relations, this is known as paradiplomacy, which is diplomacy carried out by actors at the regional or city level.

Salatiga, through cooperation with the private sector, can develop direct relationships with other cities in the world that have similar goals in the field of creative and gastronomic city development. This can create new opportunities for cultural exchange programs or international tourism cooperation, which not only bring in tourists but also open the door to foreign investment. It is also important to look at how this cooperation between the government and the private sector can drive regional economic integration. Salatiga, as a gastronomic center, not only benefits itself, but can also strengthen the position of the Central Java region on the international tourism map. By creating a wider and more interesting tourist experience, Salatiga can build closer connectivity with cities around Central Java, and even Indonesia as a whole. This shows the importance of regional cooperation in building collective strength to compete at the international level. Ultimately, the cooperation between the government and the private sector in Salatiga shows how a city can leverage international connections for local progress.

Through planned collaborations, Salatiga can introduce itself as a city that is not only rich in culture, but also as a city that is open and connected to the outside world. This collaboration is not only about increasing local economic income, but also creating a bridge between Salatiga culture and the global community, which in turn strengthens Salatiga's global identity. However, in efforts to develop Salatiga as a creative city of gastronomy, the implementation of collaborative governance plays a very crucial role. While this approach offers many benefits, such as increased participation of various stakeholders and better synergy between the public and private sectors, various challenges still face in practice. Data analysis obtained from in-depth interviews with government representatives, culinary business actors, and academics revealed a number of obstacles that need to be overcome to achieve optimal success.

One of the main challenges identified is the lack of effective coordination between the various parties involved. Communication that is not always smooth and misunderstandings often hinder the collaboration process. In addition, complex and convoluted bureaucracy is also a significant obstacle, making it difficult for small business actors to take care of licensing and

comply with applicable regulations, not only that challenges also occur in the field related to the community or business actors who until now the lack of knowledge about gastronomy hinders the collaboration process to run well, the process runs very slowly because there must be improvements from the government to Make a strategy so that the community knows about gastronomy and its support for the development of the city and various sustainable fields. These challenges show that while collaborative governance has great potential in fostering the development of creative cities, continuous efforts are needed to improve coordination and communication mechanisms and simplify bureaucratic processes.

Then several government strategies in increasing the effectiveness of collaborative governance that have been successfully implemented include strengthening communication forums, simplifying bureaucratic processes, and increasing support and training for business actors, then not only that, the government also seeks to educate the public about gastronomy through education that is currently in the city of Salatiga, the government, the tourism and culture office in collaboration with the official culture and education of Salatiga to include a curriculum about gastronomy at the elementary level, it is hoped that this curriculum will provide an understanding from an early age to the community to better understand the importance of gastronomic development in a city. Through this approach, the Salatiga government seeks to create an environment conducive to collaboration and innovation in the gastronomic sector. These strategies not only help to address existing challenges, but also increase the active participation and engagement of various stakeholders. For example, regular communication forums held by the government provide a platform for local businesses and communities to share ideas and solve problems together. In addition, simplifying the licensing process and reducing bureaucracy have accelerated the implementation of creative initiatives in the city.

The Collaborative Governance Process in the Development of Salatiga as a Gastronomic Creative City

There are several important things that are the criteria for the success of a network or collaboration in Governancenext: Network Structure, Commitment to a Common Purpose, Trust Among the Participants, Governance (Pu & Zou, 2019).

Network Structure

The network structure in the development of Salatiga as a gastronomic creative city has been done well. With the formation of a network structure, collaboration is not absolute which is carried out during large events or at certain events. The government has conducted a discussion forum with several stakeholders involved in the development of Salatiga as a creative city of gastronomy.



In the Network Structure, the government collaborates with various stakeholders including the Culture and Tourism Office which has the responsibility of encouraging local communities to always support the development of tourism in their area (motivator), allocate facilities and supporting infrastructure (facilitators), and synergistic collaboration with various existing tourism stakeholders (dynamisators). Government cooperation with Satya Wacana Christian University as stipulated in the cooperation agreement such as research, gastronomy, Supply Chain Management (SCM), Independent learning, Independent Campus.

This research collaboration aims to develop the city of Salatiga as a gastronomic city in order to conduct interdisciplinary studies in supporting the development of Salatiga City into a

sustainable gastronomic city and becoming a forum for the Independent Belajaar Program of the Independent Campus from the Ministry of Education and Culture. The government can work with business actors to identify, develop, and promote Salatiga's typical culinary products. For example, through training and mentoring programs to improve product quality and innovation. Business actors are a factor in creating unique and quality culinary products, which not only attract tourists but also increase the value of the local economy. These products can be widely marketed, both offline and online, thus expanding the market reach.

Commitment to a Common Purpose

In the commitment to achieve the goals of various stakeholders responsible for the development efforts of Salatiga as a creative city of gastronomy, the power holder is based on the Salatiga city government and the Salatiga City Culture and Tourism Office. The commitment of stakeholders who play a role in the development of Salatiga as a gastronomic creative city can be said to be quite strong. The actors who are part of the development of this gastronomic creative city are of particular concern to the government because they are still not optimal in their commitment to implementation in the field. The achievement of this commitment can be seen in several collaborations with the Salatiga government through several regulations in the Decree of the Mayor of Salatiga Number 500-05/252/2021 concerning the Salatiga City Processed Cassava Culinary Creative City Development Team, then the Decree of the Mayor of Salatiga Number 500/335/2021 concerning the City of Salatiga as a Gastronomic Creative City, the Cooperation Agreement between the Salatiga City Government and Satya Wacana Christian University on Salatiga City Development Research As a Gastronomic City Number: 001/PKS/2021 Number 119/PKS/UKSW/5/2021, Decree of the Mayor of Salatiga Number 500/233/2021 Tnetang the Location of the Development of the Salatiga Culinary Area, and the Regulation of the Mayor of Salatiga Number 97 of 2021 concerning the Action Plan for the Implementation of the Gastronomic Creative City in the Basic Education Unit.

Trust Among the Participants

The Salatiga city government is trying to build trust in supporting Salatiga as a creative city of gastronomy by being selected as one of the nominees for the 2024 ASEAN Sustainable Tourism Award (ASTA) in the "Urban" Categoror



Figure 2. Tourism Salatiga Award Winning Urban Category

Source: Kementerian Pariwisata dan Ekonomi Kreatif, 2024

Salatiga won the ASEAN Award in the Winning Urban category, a prestigious achievement that recognizes its success in sustainable, innovative, and competitive urban development at the Southeast Asian level. This award affirms Salatiga's commitment to creating an inclusive, creative urban environment, and supporting economic growth and the welfare of its people. This award is a form of the government's commitment to the development of Salatiga as a Gastronomic

Creative City which is given to the community in order to build trust and seriousness of the government.

Governance

Governance in Salatiga's activities as a gastronomic creative city has been carried out with several stakeholders such as private actors, academics, and the community. Activities carried out by the Salatiga City Culture and Tourism Office are training and mentoring such as culinary business development, digital marketing, and marketing innovation. Assistance is carried out by the City or Regency Government to motivate the community to be able to use city human resources properly and sustainably.

Neoliberalism Approach in the Development of the Gastronomic Creative City of Salatiga

In the perspective of neoliberalism, which departs from an underlying understanding that market transactions between humans are one of the models that are based on all human activities and non-human activities. On this basis, it gives an understanding that neoliberalism abolishes the public interest and replaces it with the interests of individual individuals that can be fulfilled in the demand of the free market (Connell, 2010). Neoliberalism emerged by adapting the values of liberalism through various adjustments, because liberalism was considered too utopian on the assumption that human beings are inherently good and interdependent. Neoliberalism recognizes that human nature tends to be greedy, aggressive, and ambitious for power. However, according to neoliberalism, peace can still be realized if the interacting individuals are able to work together, given the nature of human beings to be interdependent and inclined to collaborate.

Neoliberalism has several basic assumptions, among which is a positive view of three things: human nature, human progress, and cooperation (Castree, 2010). While recognizing that humans are inherently aggressive and greedy, neoliberalism believes that humans will not be constantly involved in conflicts or wars. To overcome this aggressive nature, neoliberalism emphasizes the importance of cooperation and collaboration in regulating the behavior of each individual, so as to create a more harmonious order. Collaborative governance in the development of Salatiga as a gastronomic creative city with a neoliberalism approach, a city known for its rich culinary heritage and multiethnicity. Collaborative governance, which emphasizes collaboration between various stakeholders such as governments, academics, and business people, is considered an effective approach to dealing with complexities and challenges in local development. In the context of Salatiga, this collaboration aims to strengthen the gastronomic sector as part of the creative city development strategy.

In previous research, it focused more on the role of each interest where the previous research discussed the role of the Culture and Tourism Office as a motivator, facilitator, and dynamistor in tourism development and provided some assistance for culinary creative economy business actors. And tourism through culinary culture can be a potential to improve tools in improving the economy of a city. In this study, the researcher focuses on collaborative governance towards the development of Salatiga City as a Gastronomic Creative City by taking a neoliberal approach. Neoliberalism emphasizes the importance of the role of the private sector and the free market in economic development, with the principle that economic freedom and market competition are the keys to achieving efficiency and growth. In the context of Salatiga as a creative city of gastronomy, this principle is reflected through collaboration between the government, the private sector, academics, and the community in developing local culinary potential. Collaborative governance, as an approach involving various stakeholders, is in line with the principles of neoliberalism that emphasizes the lack of state intervention and the importance of private participation.

The Salatiga government acts as a facilitator that enables the private sector, such as restaurants and culinary businesses, to innovate and compete in a healthy manner, while still ensuring that the policies made support local economic growth (Ansell & Gash, 2018). For

example, the government collaborates with Satya Wacana Christian University (UKSW) to conduct research and development of gastronomy, while culinary business actors innovate in creating attractive products (Suharti et al., 2023). Neoliberalism also encourages innovation and creativity as a result of healthy market competition (Yani, 2017). In the context of Salatiga, innovations in the culinary sector, such as the development of new menus or creative marketing techniques, are key to attracting tourists and increasing the competitiveness of the city. Collaborative governance supports this innovation by creating a platform for business actors to collaborate with academia and the government. For example, academics provide training and research to improve the quality of culinary products, while the government provides policy and infrastructure support (Emerson et al., 2011).

In addition, neoliberalism is often associated with globalization, where cities compete at the global level to attract investment and tourists. Salatiga, as a creative city of gastronomy, needs to compete with other cities in Indonesia and the world. Collaborative governance helps Salatiga improve its competitiveness by involving various stakeholders in creating effective promotion and development strategies, such as culinary festivals that attract international tourists. Although neoliberalism is often criticized for its lack of attention to social and environmental aspects, collaborative governance can compensate for this by involving society and academia in the decision-making process (Ansell & Gash, 2018). In the context of Salatiga, this collaboration ensures that gastronomic development is not only economically profitable, but also preserves local culture and supports environmental sustainability. For example, the Salatiga government is working with the education office to include a gastronomy curriculum at the elementary level, which aims to foster awareness and interest in gastronomy from an early age. Thus, collaborative governance in the perspective of neoliberalism not only encourages economic growth through private participation and innovation, but also ensures that the development of gastronomic creative cities runs in an inclusive and sustainable manner (Chorianopoulos & Tselepi, 2019).

CONCLUSION

The development of Salatiga City as a Gastronomic Creative City within the framework of the UNESCO Creative Cities Network (UCCN) is a strategic effort that is in line with the vision and mission of city development to create a prosperous, advanced, and sustainable society. Through membership in UCCN, Salatiga not only strengthens the creative economy sector, especially gastronomy, but also increases the city's competitiveness at the global level. Collaboration between the government, the private sector, academia, and the community is the main key in realizing this goal. Collaborative governance is an effective approach in developing Salatiga as a creative city of gastronomy. Through face-to-face dialogue, trust building, shared commitment, and harmonized understanding, various stakeholders have succeeded in creating synergies that drive innovation and growth in the culinary sector. The Salatiga government, as a facilitator, has initiated various policies and programs, such as the establishment of distinctive culinary, training for business actors, and the integration of gastronomy into the educational curriculum. Collaborations with academics, such as Satya Wacana Christian University (UKSW), also make significant contributions through gastronomic research and development. The neoliberal approach in the development of the gastronomic creative city of Salatiga is reflected in the empowerment of the private sector and the free market as the driving force of the economy. The principles of healthy competition and innovation encourage businesses to create unique and quality culinary products, while the government ensures policies that support local economic growth. Although neoliberalism is often criticized for not paying attention to social aspects, collaborative governance manages to compensate by involving the community and academics in the decision-making process, so that gastronomic development remains inclusive and sustainable. Salatiga's success in winning the 2024 ASEAN Sustainable Tourism Award (ASTA) in the "Urban" category is concrete evidence of the effectiveness of this collaboration. In addition, the designation of Enting-Enting Gepuk as an intangible cultural heritage and the promotion of

Salatiga's culinary specialties through digital platforms have strengthened the city's image as an attractive gastronomic destination for both domestic and international tourists.

SUGGESTION

However, challenges such as lack of coordination, complex bureaucracy, and lack of public understanding of gastronomy still need to be addressed. For this reason, the government continues to strive to improve the effectiveness of collaborative governance through simplifying bureaucracy, strengthening communication forums, and educating the public. Thus, Salatiga will not only become a competitive gastronomic creative city, but also an inclusive, sustainable city that is ready to compete on the global stage.

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