

## Stakeholder Collaboration in Sustainable Tourism: An Analysis of the Ansell and Gash Model at Sunrise Land Lombok

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### Abstract

*The development of the Sunrise Land Lombok tourist attraction requires collaboration among stakeholders to support sustainable tourism. However, its development still faces challenges such as suboptimal coordination between stakeholders, limited local government involvement, low private sector participation, and challenges in destination and environmental development. This study aims to analyze how stakeholder participation contributes to the success of collaboration in the development of the Sunrise Land Lombok tourist attraction. The study used a descriptive qualitative approach. Data were collected through observation, interviews, and documentation, then analyzed through data reduction, data presentation, and conclusion drawing. The results show that stakeholder participation influences the success of collaborative tourism development. The management acts as the main coordinator, the community supports through socio-economic participation, the local government plays a role in regulation, academics through research and empowerment, the media in promotion, and the private sector as a development accelerator. However, collaboration is not optimal due to limited coordination and active involvement of several stakeholders, especially the local government and the private sector. This study concludes that increasing stakeholder participation, coordination, and synergy are important factors in realizing sustainable tourism development in Sunrise Land Lombok.*

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## 1. INTRODUCTION

Sustainable tourism development is becoming an important approach in managing tourist destinations amidst increasing demands for a balance between economic growth, environmental preservation, and social welfare of the community. (Rahayu et al., 2022) Sustainable tourism is not only oriented towards increasing the number of tourists, but also emphasizes the wise use of natural resources, preservation of local culture, and equitable distribution of economic benefits to the surrounding community. (Komalasari & Herwangi, 2023) In its implementation, the success of sustainable tourism development requires the involvement of various parties because the management of tourist destinations is a complex matter that cannot be resolved partially by one actor alone to ensure the environmental, social, and economic sustainability of the tourist area. (Dewi Kamariani et al., 2025; Yuniar Bahhri et al., 2023; Harsono et al., 2025).

The complexity of tourism management demands synergy between the government, tourism managers, local communities, business actors, academics, and

communities in creating effective governance (Wulandjani et al., 2025). The active involvement of the government, community, and other stakeholders can create inclusive tourism governance that impacts shared prosperity. (Yuniar Bahhri et al., 2023) multi-stakeholder involvement is crucial because each actor has different resources, authority, and interests in supporting the sustainability of tourism destinations (Andani, 2025). When collaboration between actors is optimal, tourism development can not only increase economic growth but also maintain environmental sustainability and strengthen local community participation (Hasan et al., 2025). Conversely, weak coordination between actors has the potential to lead to conflicts of interest, low management effectiveness, and even the failure to achieve sustainable tourism development goals (Wahyudin et al., 2024).

In this context, the Collaborative Governance approach is a relevant governance model in addressing the challenges of sustainable tourism development. Collaborative Governance is understood as a collective decision-making process involving government institutions with non-government stakeholders through formal, deliberative, and consensus-oriented cooperation forums (Ansell & Gash, 2008). The collaborative governance model developed by Ansell and Gash emphasizes that the effectiveness of collaboration is influenced by the quality of interactions between actors, especially through stakeholder participation, communication, dialogue, trust-building, shared commitment, and understanding of shared goals (Ansell & Gash, 2008; Angela, 2024). However, this study focuses the analysis on three main indicators, namely stakeholder participation, dialogue and communication, and trust, because they are considered the most dominant in the context of tourism development in Sunrise Land Lombok. 1) Stakeholder Participation in tourism destination development governance is the involvement of stakeholders in a structured decision-making process and emphasizes achieving consensus. Stakeholder involvement is a key element in sustainable planning and development. 2) Face-to-face relationships between actors involved in collaboration play a crucial role as a foundation for building effective communication, minimizing potential conflict, and fostering shared understanding among stakeholders. Therefore, inclusive destination management requires good dialogue and communication between actors. 3) Trust is defined as a state that is gradually formed through sustained interaction, openness in dialogue, and consistency among actors in fulfilling collaborative commitments. Trust built through integrity, transparency, and consistent leadership can create a psychologically safe work climate, foster loyalty, and strengthen the collective spirit of the team. Trust is essential for building effective cooperation and collaboration.

Sunrise Land Lombok is a coastal tourist destination located in Montong Meong Hamlet, Labuhan Haji Village, Labuhan Haji District, East Lombok Regency. This tourist destination has great potential to be developed as a sustainable tourism area because it is supported by coastal natural panoramas, the attraction of the sunrise (Sunrise view), and the potential for local community involvement in tourism economic activities. In addition, increased tourism activity also poses a risk to the sustainability of the coastal environment if not managed sustainably. This condition indicates that the development of Sunrise Land Lombok requires a more effective collaboration pattern between actors to ensure the sustainability of the tourist area.

Various previous studies have shown that the implementation of *collaborative governance* in tourism development has not yet been fully implemented optimally. Rahman's (2023) research found that collaborative governance in tourism development in the Senggigi area has not shown optimal results due to weak coordination between actors. Ariandi's (2024) research also showed that collaboration in marine tourism development still faces communication issues and low trust between stakeholders. Meanwhile, Angela's (2024) research found that collaborative governance-based tourism village development has

not been optimal due to the lack of intensive stakeholder involvement. The difference between these studies lies in the focus of the analysis, which is directed at actor collaboration in sustainable tourism development based on the Ansell and Gash model at Sunrise Land Lombok, which specifically emphasizes stakeholder participation in the governance of the Sunrise Land Lombok tourist attraction development.

Based on this description, this research is important to analyze how actors collaborate in developing sustainable tourism in Sunrise Land, Lombok, through a model perspective of *collaborative governance* (Ansell and Gash). This research is expected to provide academic contributions to the development of collaborative governance studies in the tourism sector and serve as a consideration for stakeholders in strengthening sustainable tourism governance in Sunrise Land, Lombok.

## 2. RESEARCH METHODS

This research uses a qualitative approach with a descriptive type. A qualitative approach is an attempt to describe a phenomenon systematically and in-depth based on non-numerical data obtained through interviews, observations, and documentation of facts and conditions at the research location. (Tegalwaru et al., 2024). The focus of this research is how actors collaborate in developing sustainable tourism in Sunrise Land, Lombok, analyzed using the Ansell and Gash model theory in Angela (2024). To see the form of collaboration carried out between the actors involved, this study explores aspects, namely stakeholder participation in the governance of tourism object development, because it is considered the most dominant in the context of tourism development in Sunrise Land, Lombok. The Ansell and Gash model theory (2008) in Angela (2024) is used to analyze the stages of actor collaboration that include initial conditions, facilitative leadership, institutional design, and the collaboration process. In addition, the role of stakeholders refers to the view of Nugroho (2014), which includes the role of policymakers, coordinators, facilitators, implementers, and accelerators.

## 3. RESULTS AND DISCUSSION

### **Stakeholder participation in the governance of the development of the Sunrise Land Lombok tourist attraction**

In the collaborative process of developing tourist attractions in Sunrise Land Lombok, it is influenced by internal stakeholders, namely key or primary stakeholders who have roles as executors, coordinators, implementers, companions, and facilitators.

1. **Sunrise Land Lombok Tourist Attraction Manager** is one of the main actors with major responsibilities in coordinating, implementing, facilitating, and accelerating tourism development at the location. As coordinator, the Sunrise Land Lombok Tourism Object Manager coordinates meetings with various elements, including academics, the community, government, and other private sectors, as an effort to align work programs and joint decision-making. The Sunrise Land Lombok tourism object manager has coordinated with academics, which is marked by collaboration with several universities such as UGM, UNRAM, and Hamzanwadi. In addition to academics, the manager also coordinates with the local community, which is marked by local community participation in maintaining security around the tourist area. Coordination with local and national media such as TVRI, Selaparang TV, SCTV, Lombok Post, TribunLombok, detikcom, and other local media is carried out through a partnership system. Coordination with the local government has been carried out, considering that the area is an asset owned by the local government managed through a contract mechanism. However, coordination related to the development and progress of the tourist attraction is still limited, because the interaction is more focused on

discussing the management contract, which is carried out once a year. On the other hand, coordination with the private sector has not been optimally implemented, thus becoming one of the challenges in the development of the Sunrise Land Lombok tourist attraction. This is reflected in the still-limited support and participation of the private sector in tourism destination development efforts. Limited coordination and support from stakeholders indicate that, in its implementation, tourism attraction managers still face a number of challenges, including suboptimal development of tourism destinations, environmental degradation, and limited active involvement of local governments in tourism area development efforts. As a facilitator, the Sunrise Land tourist attraction manager provides infrastructure such as toilets, prayer rooms, and traditional gazebos (berugak in the Sasak language), as well as includes a workforce to maintain the cleanliness of the tourist attraction.

2. **The community around the Sunrise Land Lombok tourist attraction acts as implementers** in supporting tourism activities through participation in various supporting activities, such as participating in outreach and training. Furthermore, the community contributes to maintaining the security and conduciveness of the tourist area. Community participation is also reflected in utilizing economic opportunities by opening small businesses, such as selling goods around the coastal area of the Sunrise Land Lombok tourist attraction.
3. **Regional Government, through the East Lombok Regency Tourism Office, acts as a *policy creator and* facilitator** in the development of the Sunrise Land Lombok tourist attraction through policy formulation, granting legal management, and supporting the development of the regional tourism sector. This role is realized through supervision of the management of the tourist area, which is a regional government asset, and coordination of administrative aspects of management through a contract mechanism. However, the active involvement of the regional government in tourism development is still suboptimal, as demonstrated by limited coordination regarding destination development, tourism promotion, and ongoing management assistance.
4. **The Academy acts as a facilitator and supporter of knowledge-based development (*knowledge support*)** through research activities, community service, education, and providing strategic input in the development of tourist destinations. The involvement of academics at Sunrise Land Lombok is demonstrated through collaboration with several universities, such as Gadjah Mada University, Mataram University, and Hamzanwadi University. This collaboration is realized in the form of research, community service activities, outreach, and community empowerment that support the development of tourist villages and environmental conservation training. The collaboration provides benefits for both parties. The management of tourist attractions is open to students for internships while supporting tourism development through the involvement of young people who are ready to enter the world of work.
5. **Private Sector: It is expected to act as an accelerator** in supporting the accelerated development of tourism destinations through investment, business partnerships, promotional support, and strengthening tourism facilities. However, research shows that private sector involvement in the Sunrise Land Lombok tourist attraction is still not optimal. This is demonstrated by the limited support, cooperation, and active participation of the private sector in facility development, promotion, and strengthening the attractiveness of the tourist destination.
6. **The media acts as both an accelerator and a promotional tool** to broaden the reach of information about the Sunrise Land Lombok tourist attraction to the wider public. Media involvement is realized through partnerships with various local and national

media outlets, such as TVRI, SCTV, Lombok Post, and detikcom, which contribute to increasing exposure and promotion of the tourist destination.

Thus, stakeholder participation has a significant influence on the success of collaboration in the development of the Sunrise Land Lombok tourist attraction. The involvement of various actors, such as tourist attraction managers, the community, local government, academics, the private sector, and the media, demonstrates a form of multi-stakeholder collaboration that complements each other according to their respective roles and capacities. Tourist attraction managers act as the main actors who initiate coordination, facilitate basic tourism needs, and build partnerships with various parties. On the other hand, the community contributes through social and economic participation, the local government plays a role in regulatory and legal aspects, academics support through strengthening knowledge and empowerment, the media helps promote the destination, while the private sector is expected to act as an accelerator of development.

However, the collaboration has not been fully successful due to the uneven level of stakeholder participation. Several actors, such as managers, the community, academics, and the media, have demonstrated active involvement, while the role of local governments in sustainable development and the involvement of the private sector remain relatively limited. This situation has resulted in suboptimal tourism destination development, marked by persistent challenges such as limited facility development, environmental degradation, and suboptimal investment support and management assistance.

#### 4. CONCLUSION

Thus, it can be concluded that the higher the level of stakeholder participation, coordination, and commitment in carrying out their roles, the greater the opportunity for effective and sustainable collaboration in tourism development. Conversely, limited involvement of any one stakeholder can impact the overall effectiveness of the collaboration. Therefore, strengthening synergy, increasing the intensity of coordination, and providing a shared commitment among stakeholders is necessary to ensure optimal and sustainable development of the Sunrise Land Lombok tourist attraction.

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