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## Fostering collaborative approaches for sustainable tourism development on Bawean Island

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### ABSTRACT

This research focuses on the role and collaboration of stakeholders in developing sustainable tourism on Bawean Island, an area with very high natural and cultural potential. Sustainable tourism is defined as efforts that support a balance between environmental preservation, socio-cultural development, and economic benefits. This paper investigates the role of stakeholder collaboration in advancing sustainable tourism development on Bawean Island. It emphasizes the necessity of integrating community involvement, effective local governance, strategic planning, and continuous education to create a sustainable tourism framework that benefits both the local population and the environment. It also discusses the critical role of regional governance in facilitating dialogue among stakeholders and ensuring accountability in tourism planning. This study uses a qualitative descriptive approach, a comparative case study method, and a logical framework approach to analyze interactions between the government, the private sector, local communities, and academics. The research results show the importance of face-to-face dialogue, trust building, Commitment to the process, shared understanding, and intermediate outcomes for successful collaboration. Even though there are still obstacles, such as limited infrastructure and lack of initial coordination, efforts are emerging to overcome these challenges through a structured, collaborative approach so that tourism development on Bawean Island can achieve long-term economic, social, and environmental sustainability. The findings suggest that through collaborative strategies, Bawean Island can develop a sustainable tourism model that preserves its unique cultural and natural heritage while enhancing the socio-economic well-being of its residents.



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## Introduction

Sustainable tourism cannot be developed without stakeholder cooperation if one is to effectively control the consequences of tourism and ensure that a range of interests are represented. The literature stresses the need of including a variety of stakeholders in the tourist development process, including local communities, governmental organizations, and private sector participants, thereby helping to attain sustainable objectives.

One of the key duties of stakeholders in sustainable tourism is helping to make decisions reflecting the needs and objectives of the nearby population. Although not all stakeholders have to be equally engaged, Zouganeli et al. underline that their interests have to be recognized if effective branding and development projects are to be

guaranteed (Zouganeli et al., 2012). Agreeing, Ilkhanizadeh notes that as the governance of sustainable tourism depends more and more on the participation of stakeholders, these obligations are becoming more and more important (Ilkhanizadeh, 201). Bozdaglar adds to this by stating that although encouraging tourism growth calls for stakeholder involvement, preventing negative consequences on the environment and society calls for the involvement of Bozdaglar (2023).

Tourism is one of the strategic sectors to encourage economic growth in various regions of Indonesia, including the archipelago. Sustainable tourism is an effort that aims to improve the quality of life of the community through a balance between natural resource management, cultural development, and economic utilization so that the benefits can be shared not only by the current generation but also by future generations (Sulistiyadi, 2017). Islands are known for their natural beauty, which is unquestionable, and collaboration between stakeholders in tourism development in the archipelago is an important factor in influencing the success and sustainability of the tourism industry in the region. Three components must be fulfilled in developing sustainable tourism (Tamaratika, 2017): environmentally, economically, and socio-culturally sustainable.

The literature emphasizes the importance of stakeholder roles in sustainable tourism development. Ilkhanizadeh highlights that stakeholder contributions are vital for practicing sustainability in tourism, as they help classify and understand the roles of different actors involved (Ilkhanizadeh (2021), where local communities possess invaluable environmental knowledge that can guide sustainable practices. Wondirad et al. further asserts that effective stakeholder collaboration is a significant factor in ensuring ecotourism development that is environmentally sustainable, economically viable, and socio-culturally responsible (Wondirad et al., 2020). This aligns with the Island's potential for marine tourism, as noted by Suardana, who discusses the suitability of Bawean's waters for aquaculture and fishing, which can be integrated into a sustainable tourism initiative (Suardana, 2024).

According to Zahratul Aeni (2019), the main components in the implementation of collaborative governance are: 1) strong leadership, which is necessary to manage and direct collaborative activities effectively; 2) a neutral attitude, it is important to maintain a balance in the roles of all parties; 3) effective collaboration requires the role of bureaucracy to be able to direct and manage the concept of collaboration in a comprehensive and structured manner; 4) Negotiation is an important stage in the collaboration process; 5) Decision-making must be based on deliberation that prioritizes mutual agreement and mutual respect, authoritarian decision-making will only create imbalances and potential conflicts that do not support the success of collaboration.

Another strategy, namely implementing the Public Private People Partnership (4Ps), is relevant to increase tourism development in the Bawean Islands. This collaboration includes the role of the government, the private sector, and academics who work synergistically to achieve sustainable tourism development goals (Ramadhan et al., 2022). Optimizing communication between the government, the private sector, and the community is a strategic step in increasing community empowerment. This approach can be realized through sustainable tourism, where local communities are actively involved as key partners in implementation planning and policy evaluation. This inclusive approach not only strengthens the relationship between the government and the community but also creates a sustainable tourism ecosystem that is more responsible, competitive, and able to provide benefits.

Tourism development on Bawean Island faces various challenges regarding collaboration between stakeholders. These challenges include a low level of trust between the parties involved, a lack of clarity on the division of responsibilities that often overlaps, and limited funding to support security aspects. In addition, public awareness of the importance of tourism is still minimal. Respect for local culture has not been fully internalized, and government structures that tend to be authoritarian ultimately cause distrust and hinder the process of practical cooperation among stakeholders. Overcoming various challenges in tourism development requires a planned strategy, and a collaborative governance approach is proven to build trust, Commitment, and responsibility between parties.

Inter-stakeholder collaboration has an important role in supporting tourism development on Bawean Island; this collaboration includes the involvement of various parties, including the government as a policy maker, tourism business actors who provide services and facilities, local communities as cultural and environmental guardians, academics who provide analysis and research-based recommendations, and mass media that play a role in promoting destinations and disseminating tourism information. Collaboration between stakeholders is important in developing community-based ecotourism in coastal areas and small islands. Collaboration between stakeholders can be applied to increase the effectiveness of tourism management on Bawean Island. This collaboration builds Commitment between parties and encourages understanding of the conservation of natural resources. It also stated that collaboration is effective in increasing the competitiveness of destinations while maintaining the principles of sustainable tourism.

In addition, in collaboration between stakeholders in tourism development on Bawean Island, various studies emphasize the importance of building trust between stakeholders, which is a crucial step in tourism development efforts. This is aimed at ensuring a balance between the utilization of tourism potential and the preservation of tourist attractions in a sustainable manner, this is also a foundation to ensure the smooth process of collaboration between the parties involved, so that each entity feels safe and confident in sharing information, ideas, and interests. In addition, trust building also creates more effective management, which optimizes tourism potential and positively impacts economic and social aspects that the local community can directly feel.

Effective local governance plays a pivotal in facilitating stakeholder collaboration and ensuring that sustainable tourism practices are prioritized. Collaborative governance structures provide platforms for dialogue among government entities, local communities, and private sector stakeholders, enabling them to address the complexities of sustainable tourism development; for Bawean Island, establishing clear roles and responsibilities for local government in tourism planning can enhance accountability and promote sustainable practices.

This paper explores the collaborative strategies necessary for enhancing sustainable tourism development on Bawean Island. By integrating community participation, effective governance, strategic planning, and continuous education, Bawean Island can develop a sustainable tourism model that preserves its unique cultural and natural heritage while enhancing the well-being of its residents. The following sections will delve into the specific roles of various stakeholders and the strategies that can be employed to achieve these objectives.

## **Literature Review**

### **Stakeholder Collaboration**

Collaboration is a form of cooperation and the interaction of several elements related to an individual, institution, or party involved and receiving direct and indirect consequences and benefits (Haryono, 2012). Ansell Gash (2007) defines stakeholder collaboration as an arrangement in which one or several public bodies actively involve various actors in the decision-making process collectively, with a collective consensus-oriented approach, with a consensus-oriented approach and deliberation, aiming to formulate or implement public policies, programs, or assets. According to Emerson and Nabatachi 2012, collaboration involves the government as the leading actor and various other parties, with the primary goal of solving public problems.

According to (Chris Ansell, 2008), Collaborative Governance includes four main elements, with three elements focused on the factors that affect collaboration and one other element related to the collaborative process consisting of 5 interconnected forces. The elements include: a) Starting condition, i.e., a condition that refers to the situation or circumstances of the stakeholders before the collaboration begins. This condition can function as a support that strengthens the collaboration process or vice versa, becoming an obstacle; b) Institutional Design refers to the basic rules, protocols, or frameworks that govern the course of collaboration. This design is important to create a structure that supports successful collaboration; c) Facilitative leadership, an effective leadership style, is needed to mobilize actors and maintain harmonious cooperation dynamics. Leaders must be able to build mutually supportive relationships between sectors and direct the collaboration process effectively. The collaboration process itself goes through 5 stages as follows: 1) Face-to-face dialogue. Collaboration begins through direct dialogue between stakeholders. As a consensus-oriented process, in-depth communication is necessary to identify and agree on common goals. This process includes not only negotiations but also efforts to overcome communication barriers. This dialogue helps build trust, increase attention, generate mutual understanding, and create a commitment to collaboration; 2) Trust building. Trust between actors is an important element that is intertwined with face-to-face dialogue. Good leaders understand that trust is the foundation of collaboration, especially if there is a history of conflict or tension between the actors involved. Building trust is a strategic step to create solid and practical cooperation; 3) Commitment to the process. The Commitment of stakeholders is crucial to the success of the collaboration. In many cases, actors participate to ensure their interests are not neglected, protect their positions, or comply with the rule of law. However, the ideal Commitment is a mutual agreement to focus on the collaborative process, primarily through negotiation, to achieve the common good; 4) Shared understanding. In this stage, the actors develop a coherent perception as the collaboration progresses. Common understanding includes the same vision, mission, goals, and clarity of the direction to be achieved. It includes the similarity of values and ideologies among stakeholders; 5) Intermediate outcomes. This stage emphasizes the importance of realistic goals and tangible benefits that collaboration can achieve. Small successes during the collaboration process are a positive indicator that can motivate the actors. This success provides important feedback to improve collaboration and increase confidence that cooperation provides real benefits.

Therefore, for the current growth of the tourism sector, many stakeholders from various circles must participate. All authorities have roles and responsibilities so that the results can be achieved optimally so that each stakeholder's role is analyzed to support the success of tourism development (Berliandaldo et al., 2021).

### **Tourist Destinations**

According to Cooper (2016), tourist destinations tend to be defined as physical places where visitors enjoy their tourism activities. This place is a tourist attraction that has tourist attractions in all its aspects. Tourist attractions have two dimensions: physical dimensions and non-physical dimensions. The non-physical dimension includes photographs, memories, digital recordings, and visitor expectations. These tourist destinations cannot be separated because they are created by service providers and used by service users. Tourism production and consumption co-occur because they are both inseparable processes. Tourists' experience and satisfaction with tourist destinations depend highly on their culture. In other words, cultural background greatly influences how tourists enjoy it. Tourist destinations are also often used repeatedly, so they have many benefits that depend on how visitors use them. Everyone has different interests and interests in certain tourist attractions. The benefits are often different even though they are enjoyed by a group (Cooper, 2016).

Cooper (2016) also stated that tourist destinations have four components (4A's) to assess tourist destinations: attraction, amenities, access, and ancillary services. Attraction is an activity that attracts tourists to enjoy a particular location. Amenities can include accommodation, restaurants or food and beverages, entertainment, and others in addition to tourist destinations. Access is a means of transportation that helps visitors reach tourist destinations. This component includes lines, public vehicles, land and air transportation terminals, ports, and railway stations. Ancillary Services is a local community organization that supports the management of tourist destinations. Local community organizations that help manage tourist destinations are known as support services. It can stand alone or be connected to a larger organization, such as a government or an international organization. In addition, this organization can assist in managing tourist destinations by planning, operating, and coordinating various activities.

### **Tourism Development**

Development is a process, method, and action that improves everything, progressive, ideal, and valuable. Development is a step/activity to advance what is considered necessary to rejuvenate, advance, or maintain what has developed and made it more attractive and developed. Tourism development is an effort to improve or improve facilities and services to visitors so that they feel comfortable while in tourist attractions. Tourism itself refers to trips that are carried out many times. Tourism element means a voluntary tourism activity in nature, the trip entirely or partially wants to enjoy the development of tourist attractions, and the attraction of tourism development aims to help both local communities and tourists (Rahayu & Saragih, 2022)

Community-based tourism, also known as community-based tourism, prioritizes community participation actively to improve the community's welfare by improving environmental conditions and maintaining their people's and culture's lives. This idea is in line with the concept of sustainable tourism, which also requires community participation. Community participation shows that power is divided relatively between groups that give and receive activities. The amount of community participation varies according to the level of authority and responsibility that can be seen during the decision-making process (Purmada et al., 2016)

Tourism development cannot be separated from sustainable development, according to Law Number 10 of 2009 concerning Tourism Article 4 states that the goal is to increase economic growth, improve people's welfare, eliminate poverty, overcome unemployment, preserve natural resources, environment, culture, improve the image of the nation, foster a sense of love for the homeland, strengthen identity and friendship between nations. A tourist attraction is anything that has attraction, beauty, and value derived from the diversity of natural wealth, culture, and artificial products in the location or destination of a tourist's visit. Tourism. A tourist visiting a tourist attraction seeks happiness and satisfaction, so tourists must have suitable accommodation. They are usually interested in complete accommodation facilities that support tourist activities and improve service and comfort. Also needs to be considered so that tourists are happy and satisfied with the tourist attractions they visit (Rahayu & Saragih, 2022)

Therefore, tourist attraction development programs are critical to improve the quality of tourist attractions and attract more visitors. Tourism development is changing something that does not exist yet into something better, which impacts things that already exist. Tourists want to visit a particular place and get a specific experience, so tourist objects and attractions are closely related to motivation and travel style. According to the Law of the Republic of Indonesia, Number 10 of 2009 concerning Tourism, tourist objects and attractions are everything that functions as a tourist destination, both those under construction and those that have just been made.

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## Method

The research method used in this study is a qualitative descriptive method, using a comparative case study approach and a logical framework approach to answer the problem formulation and achieve the research objectives. There are six advantages of the qualitative descriptive method: 1) researchers can take data from a naturalistic point of view or under as-is conditions; 2) This method can be said to be flexible; 3) Data collection involves individuals or groups using focus group discussion (FGD) with simple instruments; 4) Researchers can use purposive sampling techniques by optimizing sample variations to obtain extensive information; 5) data analysis on this method does not require complex methods; 6) The representation of the researcher's findings is expected to be conveyed in simple language so that it is easy for readers to understand (Kim et al., 2017).

Among the techniques employed in gathering the data for this study were direct observation interviews, focus group discussions (FGDs), and document analysis. The goal of the interviews was to get thorough knowledge about roles and cooperation among stakeholders. Naturalistic observations provide the researcher with a whole image of their present position, therefore helping them to understand the actual conditions in the field. Examining reports, policies, and other relevant documentation for the subject matter helps document analysis also support the conclusions of the research (Sugiyono, 2013).

By means of contrasting similar situations from past studies on sustainable tourism development, the comparative case study approach applied in this work helps us to explore certain events in more precision. This approach has been successful for tackling research subjects requiring local context consideration. This paper presents a comprehensive picture of the obligations and collaboration of stakeholders in the growth of sustainable tourism on Bawean Island by using many data sources. In social research specifically this method is relevant since it can grasp the complex aspects of stakeholder cooperation and interaction. In-depth interviews, observations, and accompanying documentation provide the data used in this study, therefore allowing a comprehensive picture of the sustainable tourist development on Bawean Island.

Examining the roles of several stakeholders—including the government, the community, and the business sector—in the evolution of sustainable tourism on Bawean Island using the logical framework technique helps one to better understand them. Wisudayati et al. 2019 with the elements of the logical framework method that help stakeholders on Bawean Island to recognize specific problems, including a lack of coordination, that challenge them. Two strategic and operational objectives arising from this approach are increasing community participation in tourist management and generating stakeholder synergy. Every activity also comes with clear performance indicators so that one may evaluate stakeholder involvement correctly.

## Results and Discussions

Chris Ansell's (2008) thesis holds that five indicators define stakeholder cooperation in the evolution of sustainable tourism on Bawean Island: face-to-face communication, trust-building, commitment to the process, shared understanding, and intermediate results.

The sustainable tourist development of Bawean Island is a complex process requiring effective coordination among several stakeholders, including the governmental and business sectors as well as local residents. The results of the study are compiled in this discussion, which also considers the consequences of stakeholder cooperation for the sustainable development of the island.

### Importance of Stakeholder Collaboration

The findings underline how crucial it is for achieving sustainable tourism objectives for the cooperation of stakeholders. Every government, company, and community stakeholder adds various resources, points of view, and areas of expertise. While the government through the Bawean Island Tourism Office (UPT) is in charge of regulatory frameworks and policy assistance, PT Pembangunan Jawa Bali (PJB) offers financial resources and infrastructure development. Community organizations like Polaris are crucial to execute projects based on community-based tourism and ensure that local perspectives are heard during the decision-making process.

The interests of all the stakeholders must coincide if a tourist plan is coherent and beneficial to all. As Government Regulation Number 50 of 2011 notes, the development of tourism depends on the active participation of the community. This legislative framework provides a basis for cooperative efforts by stressing the need of stakeholder cooperation to reach sustainable outcomes.

### Face-to-Face Dialogue as a Foundation

Regular coordination meetings and discussion forums help to foster both open communication and cultivation of skills. The study did, however, underline challenges in ensuring consistent engagement, particularly from local community members who could inspire a feeling of responsibility and ownership among other members.

Particularly by means of regular coordination meetings and discussion platforms between the government and the Bawean Island Tourism UPT, PT PJB, and Polaris, this forms a vital basis for encouraging stakeholder cooperation. The local community creates difficulties ensuring that all partners are regularly present even if it sometimes feels less involved in the early planning stages. The aim of the discussion is to unite individuals and discuss ideas for development including strategies to upgrade the tourism infrastructure, train the local population, and advertise locations.

To raise participation, stakeholders can consider using inclusive strategies whereby residents actively participate in the planning and decision-making procedures. This could be public forums, community workshops educating residents about the benefits of sustainable travel and inspiring them to engage in tourism-related events.

### Trust Building as a Key Element

Trust is a fundamental component of stakeholder involvement; the results reveal that the confidence of Bawean Island people has to be developed. The mistrust of the public and commercial sectors by residents highlights the need of open and responsible decision-making procedures. While it is commendable that the government is helping to build trust by guiding and supporting projects for community empowerment, more aggressive action is needed to address fundamental problems in the community.

Stakeholders on Bawean Island still need bolstering. Through advising to pokdarwis and sponsoring community empowerment projects with PT PJB and CSR cash, the government has sought to build confidence through the Tourism UPT and the Gresik Regency Tourism Office. Still, locals often question the public as well as the private sectors. Pokdarwis has had success, nevertheless, in connecting the community with other interested parties. Pokdarwis's proactive approach in preserving the environment and local culture has helped to build public confidence in the sustainable tourism program; this suggests that openness and active community participation in decision-making are strengthening projects aiming at building trust in Haus.

Pokdarwis has grown to be a necessary link between the community and other stakeholders in order to boost public confidence in sustainable tourist initiatives. Pokdarwis actively includes residents in cultural heritage and environmental preservation projects, therefore fostering a feeling of agency and responsibility among them. Encouragement of openness, information sharing, and community involvement in decision-making will help to build confidence and assure the long-term survival of sustainable tourist development by means of constant efforts.

### Commitment to the Collaborative Process

The degree of the success of sustainable tourism development depends mostly on the commitment of the stakeholders to the cooperative process. Through community training programs, infrastructure investment, and regulatory assistance, PT PJB and the government both show a great degree of dedication. Maintaining everyone's long-term dedication is still challenging nevertheless.

The degree of the success of sustainable tourism development depends mostly on the players' commitment to the cooperative process. The government and PT PJB show their great dedication by means of community training projects, infrastructure investment, and regulatory support. Still, the main challenges are long-term stability and dedication from all sides. For example, a great dedication among all the participants has helped the Green Leaf Mangrove Ecotourism Development Program in Daun Village, Bawean Island, to be carried out successfully. The government offers regulations. Polaris is on-site implementer and PT PJB provides financial support via CSR initiatives; this shows that dedication might be the secret to conquering obstacles that arise during the working relationship.

The efficient implementation of the Green Leaf Mangrove Ecotourism Development Program is evidence of how steadfast dedication of stakeholders may overcome obstacles. Two clear benefits of the government, PT PJB, and Pokdarwis' cooperation are more tourist and local employment creation. This achievement emphasizes the need of keeping dedication and teamwork to overcome challenges and ensure the long-term survival of tourist ventures.

### Shared Understanding and Alignment of Goals

The study underlines the need of a shared knowledge among stakeholders for their efficient cooperation. Divergent objectives for the expansion of the tourism sector—that of the government's focus on infrastructure

and the community's emphasis on cultural preservation—can cause friction and hinder development. To fix these differences, stakeholders have to be always communicating to match their goals and priorities. Successful cooperation depends on mutual understanding among the stakeholders.

Based on the interviews, every party had a different position on the focus for the tourism development on Bawean Island. The government usually focuses on developing infrastructure while the community is more concerned in preserving local culture and advancing economic empowerment. Many discussions were conducted to coordinate the objectives in order to close these differences. Pokdarwis helps greatly to close this disparity. Pokdarwis employs a community-based approach to help in merging the objectives of local people with the agendas of the public and commercial sectors thereby establishing a shared purpose for the growth of tourism on Bawean Island.

Pokdarwis are crucial in bridging the gap between the community and the government so that local issues may be merged with more broad tourism development agendas. Encouragement of a community-based approach will help Pokdarwis to foster dialogues that increase understanding and collaboration amongst groups, therefore producing a more united tourist strategy.

### **Intermediate Outcomes and Future Challenges**

Early outcomes of stakeholder involvement—more visitors and job creation in the green mangrove ecotourism area—showcase the viability of the cooperative method. Still, there are problems including the demand for improved digital marketing and simpler access to the transit system of Bawean Island. To handle these problems, all the engaged parties will need constant communication, building of trust, and relentless dedication.

Field data shows that one of the success of the cooperation is the increasing number of tourists to the green mangrove ecotourism area. These preliminary findings show first success proof of the effectiveness of teamwork. Apart from attracting visitors, this project has stimulated fresh employment, therefore benefiting the local economy. Many problems still need to be addressed if the program is to remain sustainable, including the absence of digital promotion and the restricted means of transportation to Bawean Island. These problems also concern the building of homestays, community information centers, and road access among supporting infrastructure. The present challenges are always tried to be surmounted by improving communication, building confidence, and guaranteeing long-term commitments. This will enable the sustainable tourist expansion of Bawean Island to keep developing and producing even more benefits for social, environmental, and economic spheres.

To guarantee steady expansion of tourism on Bawean Island, stakeholders must keep working together to find and remove obstacles. This could mean investigating innovative ideas, such leveraging technology for digital marketing and enhancing the Island's transportation system to enable people to go there more conveniently.

### **Supporting and Inhibiting Factors**

The supporting elements for sustainable tourist development on Bawean Island are strongly influenced by the quality of plenty of natural resources. Great possibilities for drawing visitors are presented by natural beauties including beaches, woods, and marine parks. Attractive tourist attractions made from natural resources kept unspoiled by human activity can boost regional economy by means of tourism. Furthermore a special draw for visitors who can boost interest in coming both locally and abroad is Bawean Island's cultural variety (Wardana, 2017).

A key component of sustainable tourism is local communities actively managing tourism sites. Engaging in tourism management, increasing knowledge of the need of environmental preservation, and directly benefiting the community economically excite the people. Supported by government, business, and community involvement as well as by each other. Development of tourism on Bawean Island can go smoothly and favorably affect all those engaged (Ginting et al., 2021).

Concurrent with this, the inadequate quality of human resources (HR) engaged in tourism management impedes sustainable growth of tourism on Bawean Island. Even with great involvement, local communities can lack the expertise and ability to properly run and highlight tourism attractions. This results from government lack of training and poor degree of education. Lack of sufficient training makes tourism management less than ideal, which affects the introduction of Bawean Island among potential visitors (Nurhidayati, 2015). Furthermore impeding tourism on Bawean Island is insufficient infrastructure. There is still restricted access to tourist destinations, and public transit is not now sufficiently accessible. Many tourist destinations lack even the most basic amenities including public restrooms, places of worship, and lights visitors sorely require. The

government's neglect of enhancing this infrastructure causes the tourism potential on Bawean Island to not be fully exploited, therefore lowering the appeal to visitors (Lasdianti et al., 2022).

## Discussion

Just a few of the players collaborating to create sustainable tourism on Bawean Island are the government, business sector, and local communities. This study emphasizes how important involving stakeholders is to reaching objectives related to sustainable tourism. Every stakeholder group offers unique resources and points of view required for creating a coherent tourist plan, according to Government Regulation 50 of 2011, which stresses the active involvement of community engagement in tourism development.

Important findings highlight the need of face-to-face conversations among stakeholders since they support honest communication and help to align goals. Though, especially from members of the local community who might feel alienated, consistent engagement is still challenging to secure. Establishing public confidence and ensuring that local viewpoints are heard depend on community organizations like as Polaris actively acting as a channel between stakeholders.

The degree of success of sustainable tourism projects relies on the commitment of partners to the cooperative process. Two obvious outcomes of the government's and PT Pembangunan Jawa Bali's (PJB) great assistance are more tourism and employment generation. But all partners have to keep proving long-term dedication if we are to ensure the lifetime of these initiatives. Furthermore crucial is the clear understanding among stakeholders since different objectives for the expansion of the tourism sector could cause conflict. Constant communication is necessary for goal alignment as well as for the integration of local interests with more general travel agendas. Early success of stakeholder cooperation shows how effective this approach is. But problems like improving digital marketing and transit accessibility have to be addressed if we are to keep the increase of tourism.

The sustainable growth of the tourism sector on Bawean Island depends on the cooperation of all stakeholders. By means of good communication, building trust, ensuring dedication, and so fostering shared understanding, Bawean Island can raise its tourism potential while safeguarding its natural and cultural inheritance. For the Island and its people, this cooperative approach provides a road map for forthcoming tourism development initiatives that will finally produce more environmental, social, and financial benefits.

## Conclusions

Sustainable tourism development on Bawean Island relies heavily on collaboration between stakeholders involving the government, the private sector, and local communities to create synergies in tourism management despite challenges such as lack of trust, participation, and infrastructure. However, there are efforts to build transparent dialogue and community empowerment, including an increase in the number of tourists and the impact on the local economy. With natural beauty as the main attraction, a strategy that prioritizes active community involvement, government regulatory support, and the role of academics in continuous evaluation can strengthen Bawean Island as a sustainable, competitive tourist destination.

This case study on the sustainable development of Bawean Island highlights the need of stakeholder participation in building a tourism plan that would help the local population and the surroundings. Strong local government, effective community involvement, and clever coalitions with the business sector and non-governmental organizations (NGRs) are shown in the outcomes as necessary for enhancing sustainable tourism practices.

The cooperative solutions of the case study provide a road map for enhancing the sustainable tourism development on Bawean Island. By giving stakeholder collaboration, community involvement, effective government, and continuous education top importance, Bawean Island can develop a sustainable tourism model that not only preserves its unique natural and cultural assets but also enhances the socioeconomic well-being of its people. Future studies should maintain analyzing the dynamics of stakeholder involvement and the effectiveness of implemented policies to ensure that sustainable tourism development stays a key goal for Bawean Island and related areas.

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