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Community-Led Tourism Transformation: Moving Beyond Sustainability in North Lombok

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Abstract

Sustainable tourism has become a dominant paradigm in regional development; however, its implementation often emphasizes economic growth and environmental preservation while overlooking community empowerment. North Lombok Regency, one of Indonesia's leading tourism destinations, has experienced complex development dynamics following the 2018 earthquake and the COVID-19 pandemic. These conditions have necessitated a transformation toward a beyond sustainability approach through Community-Based Tourism (CBT), positioning local communities as key actors in tourism governance. This study aims to analyze policy directions, development strategies, and tourism performance achievements in North Lombok, and to assess the extent to which CBT principles have been implemented. A qualitative descriptive approach was employed, using policy documents (RENSTRA 2021–2026, RENJA 2022–2023, and LKJIP 2023) and tourism performance data. Data were analyzed using content analysis and network analysis to identify patterns of collaboration among stakeholders. The findings reveal a significant shift from growth-oriented tourism toward inclusive, community-led development. Tourism indicators show a 113% increase in visitor numbers, a 46% rise in regional tourism revenue, and expansion of active tourism villages. Network analysis indicates a moderately dense collaboration (density 0.62), with the Tourism Office and Pokdarwis Senaru as central actors. The study concludes that the beyond sustainability approach strengthens community resilience, promotes equitable development, and fosters participatory tourism governance.

Keywords: Beyond Sustainability; Community-Based Tourism; Network Governance; Tourism Transformation; North Lombok

INTRODUCTION

Sustainable tourism has emerged as a dominant framework in global tourism development, emphasizing the balance between economic growth, environmental preservation, and social equity. However, in practice, this concept is often narrowly interpreted, with greater emphasis placed on economic performance and environmental conservation, while the social dimension, particularly community participation and empowerment, remains underdeveloped (Ashley & Roe, 2002). However, in practice, this concept is often implemented in a limited manner, with stronger emphasis on economic performance indicators and environmental protection, while community participation and empowerment remain relatively underdeveloped (Artino et al., 2014). This imbalance is evident in many developing tourism regions, including North Lombok Regency, where tourism growth has historically been measured through quantitative indicators such as visitor numbers and regional revenue. For instance, tourism arrivals in North Lombok increased significantly from 143,000 visitors in 2022 to 305,000 in 2024, reflecting a growth of over 113% within two years. Similarly, regional tourism revenue (PAD) rose from Rp2.6 billion to Rp3.8 billion during the same period. While these figures demonstrate strong economic recovery following the COVID-19 pandemic, they do not fully capture the extent to which local communities are actively involved in and benefiting from tourism development (Zitri et al., 2024; Aprizal et al., 2025). This limitation underscores the need for a more transformative approach that moves beyond conventional sustainability toward an inclusive, community-centered development model.

Community-Based Tourism (CBT) provides a practical pathway toward this transformation by placing local communities at the center of tourism planning, implementation, and benefit distribution. However, previous studies have shown that CBT implementation often faces challenges such as limited local capacity, elite capture, and pseudo participation, implementation, and benefit-sharing processes (Dangi & Jamal, 2016). CBT emphasizes local ownership, participatory governance, and equitable distribution of benefits, ensuring that tourism contributes not only to economic growth but also to social justice and cultural preservation. In North Lombok, this shift is increasingly evident in the expansion of community-based institutions, such as Tourism Awareness Groups (*Pokdarwis*), which grew from 17 in 2022 to 24 in 2024 (Adinugraha et al., 2020). In addition, the number of active tourism villages increased from 5 to 8, several of which were recognized as sustainable tourism villages. The growth of creative economy actors from 412 to 557 MSMEs also reflects the strengthening of local participation in tourism value chains, particularly in sectors such as handicrafts, culinary products, and cultural performances (Wahjuni & Al-Balya, 2020; Dangi & Jamal, 2016).

Despite the growing body of literature on sustainable tourism and CBT, few studies have examined how tourism development transitions beyond sustainability toward a community-led, network-based governance model. In the Indonesian context, particularly in North Lombok, research has largely focused on recovery, destination potential, and economic performance, with limited attention to governance transformation and community empowerment as integrated processes. This study addresses this gap by analyzing tourism transformation through a beyond-sustainability framework.

North Lombok Regency presents a compelling case for examining this transformation, given its rich natural and cultural resources. The region is widely

known for iconic destinations such as Mount Rinjani, the Gili Islands, and traditional cultural landscapes in Bayan and Senaru (Lestanata & Zitri, 2020). However, the 2018 earthquake and the COVID-19 pandemic severely disrupted the local economy, particularly for communities dependent on tourism (Bramwell & Lane, 2011; Cahyono, 2016). These crises not only reduced tourist arrivals but also exposed the vulnerability of a tourism model heavily reliant on external markets and investments. As a result, there has been a growing recognition of the need to build a more resilient tourism system that prioritizes local capacity and community involvement (Ağbay & Karakılıçık, 2020).

Despite emerging policy shifts, tourism development in North Lombok has historically been characterized by top-down governance and dominance of external investment. Such an approach has often limited community participation in decision-making processes and created unequal distribution of benefits. However, recent developments indicate a transition toward a more collaborative and inclusive model (Chhabra, 2012; Van Dao, 2013). This is reflected in improved tourism performance indicators, such as the increase in average length of stay from 1.8 days to 2.5 days and a rise in tourist satisfaction levels from 85% to 90%. These improvements suggest that diversifying tourism products and strengthening community engagement are beginning to enhance the overall quality of tourism experiences (Kuščer et al., 2022).

Therefore, this study aims to explore how tourism development in North Lombok is transitioning toward a beyond sustainability model through the implementation of CBT. The focus is placed on examining policy transformation, community empowerment, and multi-actor collaboration as key drivers of this transition. By integrating quantitative performance data with qualitative analysis of governance and community participation, this research seeks to provide a comprehensive understanding of how tourism can evolve into a more inclusive, resilient, and community-driven development pathway.

METHODOLOGY

This study employs a qualitative descriptive approach with an analytical orientation to examine the transformation of tourism development toward a beyond-sustainability framework to analyze the transformation of tourism development in North Lombok toward a beyond-sustainability framework, with particular emphasis on the shift from conventional, growth-oriented models to community-based, participatory approaches (Sahanaya & Lessil, 2024). The research relies primarily on document analysis and secondary data sources, including key policy and planning documents such as the Regional Strategic Plan (RENSTRA 2021–2026), Annual Work Plans (RENJA 2022–2023), and the Government Performance Report (LKJIP 2023) (Irwan Suriadi & Didy Ika Supryadi, 2017). These documents provide comprehensive insights into policy directions, program priorities, institutional arrangements, and measurable performance indicators of the tourism sector (Sugiono, 2014; Fadli, 2021). To strengthen the analysis, the study also incorporates statistical data on tourism performance, including visitor numbers, regional revenue (PAD), growth of tourism villages, expansion of Pokdarwis, and development of creative economy actors, allowing for a more data-driven interpretation of policy outcomes (Aini et al., 2022; Sutopo, 2021).

To ensure data validity and reliability, this study applies data triangulation by comparing multiple sources, including policy documents, tourism performance reports, and secondary statistical data. Analytical rigor is maintained through systematic coding, cross-checking, and iterative interpretation to minimize

researcher bias. Data were analyzed using thematic content analysis, combining inductive and deductive coding techniques. The unit of analysis includes policy narratives, institutional roles, and tourism performance indicators. This method enables the researcher to extract meaningful patterns from policy narratives and program reports, particularly in understanding how the concept of beyond sustainability is translated into practical strategies and interventions. In addition, network analysis was employed to examine the structure and dynamics of relationships among stakeholders involved in tourism development (Sulistiyawati, 2023). These stakeholders include government institutions (e.g., the Tourism Office and Bappeda), community-based organizations (Pokdarwis), academic institutions, non-governmental organizations (NGOs), and private sector actors. Through this approach, the study can map collaboration patterns, identify central and bridging actors, and assess the level of connectivity and coordination within the tourism governance system. Network analysis was employed to examine relationships among stakeholders based on institutional collaboration patterns. Key metrics include network density (0.62), which indicates the level of interaction among actors, and centrality, which identifies dominant actors such as the Tourism Office and Pokdarwis Senaru.

The analytical process follows three main stages: data reduction, data display, and conclusion drawing. Data reduction involves selecting and focusing on relevant information from a wide range of documents and datasets to ensure analytical clarity (Zitri, 2022; Caballero-Anthony et al., 2015). Data display is conducted through tables, thematic categorizations, and network mappings to facilitate interpretation and comparison across different dimensions of tourism development. Finally, conclusion drawing involves synthesizing the findings to identify key trends, relationships, and implications for policy and practice (Sugiyono, 2011; Tampubolon, 2023). This methodological framework enables a comprehensive and in-depth understanding of the transformation process toward beyond sustainability, particularly in capturing the complexity of multi-actor collaboration and the evolving role of communities in tourism governance in North Lombok.

To ensure analytical rigor, this study employs social network analysis (SNA) to examine the structure of collaboration among tourism stakeholders in North Lombok. The network data were constructed from document analysis, including policy documents (RENSTRA 2021–2026), institutional reports (LKJIP 2023), and program collaboration records, which identify relationships among actors such as government agencies, Pokdarwis, MSMEs, academic institutions, NGOs, and private sector actors. The network dataset was processed using NVivo 12 Plus for initial coding and relationship mapping, and further visualized using Gephi 0.9.2 to generate the network structure. The analysis focuses on key SNA metrics, including network density (a measure of connectivity among actors) and degree centrality (a measure of dominance within the network). The resulting network has a density score of 0.62, indicating a moderately strong level of stakeholder interaction. The analytical procedure consists of four steps: (1) identification of actors (nodes), (2) extraction of relationships (edges) from documents, (3) coding and matrix construction, and (4) visualization and interpretation of the network structure.

RESULTS AND DISCUSSION

Policy and Institutional Transformation

The findings indicate a significant shift in tourism policy direction in North Lombok, moving from a conventional, growth-oriented approach to a more inclusive, community-based development model. The Regional Tourism Strategic Plan (RENSTRA 2021–2026) emphasizes competitiveness, sustainability, and community-based tourism (CBT) as the core development paradigm. This vision is operationalized through priority programs focusing on local participation, institutional strengthening, human resource development, and digital promotion. The transformation is not only normative but also reflected in empirical performance indicators, demonstrating alignment between policy direction and development outcomes (Nunkoo et al., 2020).

Institutionally, the Tourism Office plays a central coordinating role, working collaboratively with key agencies such as Bappeda (planning synchronization), the Environmental Agency (green tourism integration), and the Cooperative and MSME Office (local economic empowerment). This cross-sectoral coordination reflects a transition toward integrated governance. A crucial institutional pillar is the expansion of *Pokdarwis* (Tourism Awareness Groups), which act as local governance units at the village level (Jurowski et al., 2011).

Table 1. Growth of Community-Based Tourism Institutions in North Lombok

Indicator	2022	2023	2024	Trend
Active Tourism Villages	5	7	8	Increasing
Pokdarwis Groups	17	21	24	Strengthening community governance
Certified Tourism HR	112	186	254	Capacity improvement

Source: Compiled and analyzed from RENSTRA (2021–2026), RENJA (2022–2023), and LKJIP (2023) using content analysis and network analysis.

The data indicate a clear and consistent strengthening of community-based tourism institutions in North Lombok over the 2022–2024 period. The number of active tourism villages increased from 5 in 2022 to 8 in 2024, reflecting a 60% growth. This expansion suggests that more local areas are being formally integrated into the tourism system, thereby diversifying destinations and spreading economic benefits more evenly across rural communities. The upward trend also indicates successful government efforts to develop and recognize village-based tourism as a strategic development approach.

Similarly, the growth of *Pokdarwis* (Tourism Awareness Groups) from 17 to 24 groups demonstrates a significant strengthening of community governance structures. This increase is not merely quantitative but also qualitative, as *Pokdarwis* function as key local institutions responsible for managing tourism activities, facilitating community participation, and connecting villages with external stakeholders. The expansion of these groups implies improved grassroots organization and a stronger foundation for implementing community-based tourism (CBT). While the number of *Pokdarwis* and tourism villages has increased, this expansion may reflect institutional formalization rather than substantive empowerment. This finding suggests the need to distinguish between administrative growth and genuine community participation.

In terms of human resources, the number of certified tourism personnel rose sharply from 112 in 2022 to 254 in 2024, more than doubling in three years. This trend highlights a substantial investment in skill development and professionalization of local tourism actors. Certification programs, often conducted in collaboration with training institutions, help improve service quality, increase tourist satisfaction, and enhance the competitiveness of destinations. Overall, these three indicators collectively demonstrate a reinforcing cycle: the expansion of tourism villages creates demand for stronger local institutions (Pokdarwis), which in turn require more skilled human resources. This synergy reflects a successful transition toward a more structured, community-driven tourism model and provides strong evidence of progress toward a beyond-sustainability framework in North Lombok.

Community Empowerment and Local Participation

Community empowerment emerges as a central pillar in the transformation toward beyond sustainability, marking a fundamental shift in the role of local communities from passive recipients to active drivers of tourism development. The findings show that communities in North Lombok are increasingly involved in multiple dimensions of tourism activities, including destination management, tour guiding, homestay operations, cultural performances, and creative economy initiatives. This multidimensional participation reflects a more inclusive development model where local knowledge, cultural identity, and social capital are integrated into tourism value creation. Capacity-building initiatives such as training programs, professional certification, and continuous mentoring have significantly improved the competencies and confidence of local actors, enabling them to compete in a more dynamic tourism market (Scheyvens & van der Watt, 2021).

This transformation is further reinforced by the rapid growth of the creative economy sector at the community level. The number of registered MSMEs increased from 412 in 2022 to 557 in 2024, representing approximately 35% growth. This increase indicates that tourism development is no longer concentrated solely in the formal sector but has expanded into community-based enterprises, including handicrafts, culinary products, and cultural services. Women's groups play a crucial role in this process, particularly in producing local crafts and traditional food products. At the same time, youth communities contribute through digital innovation, such as social media marketing, content creation, and online promotion ("UNWTO Tour. Highlights 2018 Ed.," 2018). These actors collectively strengthen the local tourism value chain, ensuring that economic benefits are more widely distributed within the community.

Moreover, the empowerment process demonstrates a systemic relationship between policy support, institutional strengthening, and economic outcomes. Government-led programs act as catalysts by providing training, access to funding, and market linkage opportunities, which are then operationalized by Pokdarwis and local community groups. As a result, tourism development evolves into a self-reinforcing system in which increased capacity leads to better service quality, an enhanced visitor experience, and, ultimately, higher community income and welfare.

Table 2 Community Empowerment Network in CBT Development

Actor / Node	Type	Degree Centrality	Main Ties (Examples)	Evidence Source	Role in Network
Tourism Office	Government	0.82	Pokdarwis, MSMEs, Bappeda, NGOs	RENSTRA, RENJA, LKJIP	Central coordinator
Pokdarwis (Village level)	Community Institution	0.76	Tourism Office, MSMEs, Tourists	Program reports, activity logs	Local manager
MSMEs (Creative Economy)	Local Private	0.68	Pokdarwis, Market, Digital platforms	MSME registry, training records	Value chain actor
Women's Groups	Community	0.54	MSMEs, Pokdarwis	Training & microfinance records	Product development
Youth Communities	Community	0.57	Digital platforms, Pokdarwis	Digital campaign data	Digital promotion
Academic Institutions	External Actor	0.49	Tourism Office, Pokdarwis	MoU, training collaboration	Knowledge bridge
NGOs	External Actor	0.46	Community groups, Government	Program documentation	Facilitation & advocacy
Tourists / Market	User	0.60	MSMEs, Pokdarwis	Visitor data, transaction records	Demand generator

Source: Compiled and analyzed from RENSTRA (2021–2026), RENJA (2022–2023), and LKJIP (2023) using content analysis and network analysis.

Table 2 presents the empirical structure of the community empowerment network in CBT development. The results show that the Tourism Office has the highest degree centrality (0.82), confirming its dominant role as the primary coordinator of tourism programs. Pokdarwis also demonstrates high centrality (0.76), indicating its strategic role at the community level in managing tourism activities. The presence of MSMEs, women's groups, and youth communities within the network reflects the expansion of community participation in tourism value chains. Meanwhile, academic institutions and NGOs function as bridging actors that facilitate knowledge transfer and capacity building.

Importantly, the network density of 0.62 suggests a moderately strong level of collaboration. However, the distribution of centrality values indicates that the network is still partially centralized, with significant dependence on government actors. An analysis of the Community Empowerment in CBT Development network table shows that the structure of community-based tourism development in North Lombok Regency forms an integrated, cyclical system, in which each actor plays a specific yet interdependent role. In this context, the Tourism Office serves as the key driver with the highest level of centrality, as it is the primary source of policies,

funding, and capacity-building programs. This role emphasizes that although the developed approach is geared toward community-based tourism, the government remains crucial as an enabler and facilitator of the ecosystem.

From a process perspective, a clear transformational flow is evident: input; process; output; outcome. Inputs in the form of policies, training, and funding support are translated into capacity building, institutional strengthening, and local business development. This process then produces outputs in the form of skilled tourism human resources, diverse tourism products, and a growing digital promotion system. Ultimately, this entire chain culminates in improved local economic outcomes and community well-being.

Interestingly, Pokdarwis (Tourism Groups) have emerged as key operational hubs connecting government policies with implementation at the community level. Pokdarwis not only act as destination managers but also as mediators between communities, businesses, and tourists. Meanwhile, women's groups and youth communities act as agents of social innovation, strengthening the creative economy and digitalization. Women contribute to culinary and craft production, while youth drive digital transformation through social media-based promotions.

Furthermore, MSMEs (Micro, Small, and Medium Enterprises) play a strategic role in strengthening the value chain by serving as a link between local production and the tourism market. The integration of MSMEs, digital promotion, and tourism products demonstrates a shift from a resource-based economy to an experience-based economy. From a network perspective, the resulting relationship patterns exhibit characteristics of network governance, in which no single actor operates in a hierarchical manner, but rather through multi-actor collaboration. Cross-sector connections between government, communities, and the market reinforce this. However, the relatively high dependence on the government for inputs (policies and funding) also indicates that the community's level of independence is still developing.

Overall, this network indicates that the transformation toward beyond sustainability is underway, marked by the increasing role of communities as key actors rather than simply beneficiaries. However, to reach a more mature stage, strengthening financial independence, digital innovation, and market diversification is needed to make this system more resilient and sustainable in the long term.

Multi-Actor Collaboration and Network Governance

Multi-Actor Collaboration and Network Governance demonstrate that tourism governance in North Lombok Regency is no longer hierarchical but has evolved toward a network governance model characterized by intensive, collaborative, and interdependent cross-actor interactions. A network density of 0.62 indicates that most actors in the system are actively connected, enabling relatively effective information exchange, program coordination, and policy integration. This network density also reflects that tourism development is not sector-specific, but rather based on partnerships involving the government, communities, academia, the private sector, and non-governmental organizations.

Within this network structure, the Tourism Office (G1) serves as the central node with the highest degree centrality, as it connects actors through policy coordination, program facilitation, and cross-sector integration. Meanwhile, the Senaru Tourism Group (Pokdarwis) (C2) also demonstrates a strategic position as a community actor with strong connectivity, particularly in linking local program implementation with tourism market needs. This position emphasizes that the

community is not merely an implementer but also a key actor in information distribution and strengthening local networks (Elbesh et al., 2025). The role of academics and NGOs as bridge actors is crucial in bridging the gap between policy and practice on the ground. They serve as knowledge providers, technical advisors, and mediators, connecting top-down approaches with bottom-up community needs (Bramwell & Lane, 1993). Thus, the resulting network structure demonstrates a clear division of roles: the government as coordinator, the community as primary implementer, and supporting actors as capacity enhancers and enablers of innovation.

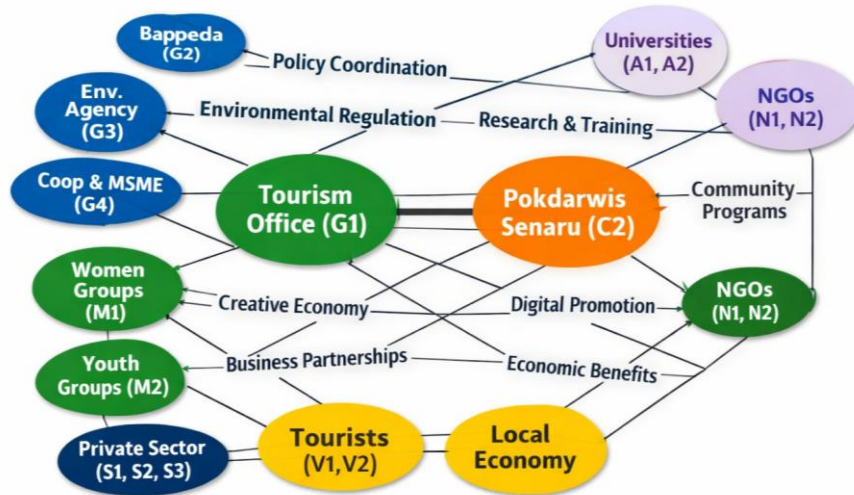


Figure 2. Simplified Tourism Governance Network Structure

Source: Compiled and analyzed from RENSTRA (2021–2026), RENJA (2022–2023), and LKJIP (2023) using content analysis and network analysis.

The figure illustrates the network of relationships among key tourism stakeholders derived from document-based interaction data. Nodes represent actors, while edges indicate collaboration links. The visualization highlights central actors and bridging roles within the governance structure. The network diagram shows the governance structure of community-based tourism (CBT), which has evolved into a network governance pattern with a strong collaborative character. In general, there are several important analytical points: First, regarding network structure, it is clear that the Tourism Office (G1) occupies the most central position (highest centrality). This is demonstrated by its numerous direct connections to various actors, including the Regional Development Planning Agency (Bappeda) (G2), the Environmental Agency (G3), the Cooperative & MSME Office (G4), the Senaru Tourism Awareness Group (Pokdarwis) (C2), and community groups. This position confirms that the government still plays the primary role of coordinator and controller of policy flows, particularly regarding regulation, funding, and program facilitation.

Second, the Senaru Tourism Awareness Group (Pokdarwis) (C2) has emerged as the most strategic community actor. It serves as an operational hub connecting the government with grassroots actors. Its direct connections with NGOs, academics, the private sector, and communities demonstrate that CBT implementation is highly dependent on local institutional capacity. This indicates that program success is determined not only by policy but also by the strength of community organizations.

Third, the role of academics (A1, A2) and NGOs (N1, N2) is clearly defined as bridge actors. They bridge the gap between policy and field practice through training, research, and mentoring. In network theory, these actors are crucial because they increase the flow of knowledge and innovation, and reduce the gap between top-down policy and bottom-up needs. Fourth, women's groups (M1) and youth groups (M2) demonstrate their role as actors in social innovation and the creative economy. Their connections with the private sector and tourists demonstrate that they are not only on the production side but are also beginning to be integrated into the market value chain. This is a strong indicator that CBT is moving towards an experience- and creativity-based economy.

The network visualization presented in Figure 2 is not merely illustrative but derived from systematic coding of institutional relationships. The analysis reveals that the Tourism Office and Pokdarwis Senaru have the highest degree centrality, indicating their dominant roles in coordinating tourism activities. Meanwhile, academic institutions and NGOs function as bridging actors that connect policy-level institutions with community-level implementation. The relatively high network density (0.62) suggests that collaboration among stakeholders is moderately strong, supporting the development of a network governance model. However, the distribution of centrality also indicates a partial concentration of power, suggesting that the transition toward fully decentralized governance is still underway.

Overall, this network reflects a relatively mature system (high density, numerous connections) that is moving from a government-led model to collaborative governance. This is a strong indicator that North Lombok Regency is in a transition toward "beyond sustainability," in which communities are beginning to assume strategic roles. However, they still need to strengthen their independence and innovation.

Tourism Performance and Development Outcomes

Tourism performance indicators in North Lombok Regency demonstrate a significant and consistent upward trend, reflecting the effectiveness of integrated policy interventions and the strengthening of community-based tourism (CBT). The data indicate that the tourism sector has not only recovered from the impacts of the 2018 earthquake and the COVID-19 pandemic but has also entered an accelerated growth phase. The number of tourist visits increased sharply from 143,000 in 2022 to 305,000 in 2024, representing a 113% increase within two years (Roe et al., 2002). This surge highlights the success of destination revitalization, improved accessibility, and more intensive promotional strategies, particularly through digital platforms and community-driven initiatives.

In parallel, regional tourism revenue (PAD) also showed steady growth, rising from Rp2.6 billion in 2022 to Rp3.8 billion in 2024, a 46% increase. This indicates that tourism is increasingly contributing to local fiscal capacity and economic resilience. Importantly, this growth is not driven solely by increased visitor numbers but also by improved tourism value chains, in which local communities, MSMEs, and creative economy actors are more actively involved in capturing economic benefits.

Table 3. Key Tourism Performance Indicators

Indicator	2022	2023	2024	Trend
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Tourist Visits	143,000	227,000	305,000	+113%
Tourism Revenue (PAD)	Rp2.68	Rp3.28	Rp3.88	+46%
Tourist Satisfaction	85%	88%	90%	Increasing
Average Length of Stay	1.8 days	2.2 days	2.5 days	Increasing
Cultural Events	5	9	12	Expanding

Source: Compiled and analyzed from RENSTRA (2021–2026), RENJA (2022–2023), and LKJIP (2023) using content analysis and network analysis.

Beyond quantitative growth, the data also reveal important qualitative improvements in tourism performance. Tourist satisfaction increased from 85% to 90%, indicating better service quality, improved infrastructure, and more engaging tourism experiences. At the same time, the average length of stay rose from 1.8 days to 2.5 days, suggesting that visitors are spending more time in the destination. This trend is closely linked to the diversification of tourism products, including eco-tourism, cultural tourism, and community-based experiences managed by Pokdarwis and local groups.

Furthermore, expanding cultural events and festivals from 5 to 12 activities reflects a growing emphasis on cultural revitalization and experiential tourism. These events not only attract visitors but also serve as platforms for preserving local traditions and strengthening community identity. The increasing number of events also indicates stronger collaboration between the government, communities, and private stakeholders in organizing tourism activities. Overall, these outcomes demonstrate that tourism development in North Lombok is moving beyond simple growth metrics toward a more inclusive and sustainable model. The combination of increased visitor numbers, higher revenue, improved satisfaction, and expanded cultural activities suggests that CBT has contributed to both economic recovery and social and cultural strengthening. This aligns with the broader transformation toward beyond sustainability, where tourism development is not only economically viable but also socially inclusive, culturally enriching, and environmentally responsible.

Toward Beyond Sustainability

The transition toward beyond sustainability in North Lombok Regency is increasingly evident across multiple, interconnected dimensions of development. This transformation reflects a deeper shift from a conventional sustainability framework often limited to balancing economic growth and environmental protection toward a more holistic, inclusive, and transformative model that prioritizes community agency, social justice, and long-term resilience. In the economic dimension, the focus is no longer confined to increasing regional revenue (PAD) or tourist arrivals. Still, it has expanded toward community-based economic empowerment, where local actors such as MSMEs, Pokdarwis, women's groups, and youth communities actively create and capture value within the tourism supply chain. This shift is evidenced by the growth of local enterprises and the increasing integration of creative economy products into tourism experiences.

From a social perspective, the transformation is equally significant. Communities that were previously positioned as passive beneficiaries are now evolving into key decision-makers and leaders in tourism governance (Scoones, 2015). This change is reflected in the strengthening role of Pokdarwis and other community institutions in managing destinations, organizing cultural events, and participating in planning processes. The emergence of community leadership not

only enhances local ownership but also ensures that tourism development aligns with local needs, values, and aspirations.

Environmentally, the approach has progressed from basic conservation efforts such as waste management and protection of natural sites—toward more proactive strategies of ecosystem restoration and sustainable resource management. In sensitive areas such as the Gili Islands and the Rinjani region, there is growing awareness of the need to implement eco-tourism principles, reduce environmental degradation, and promote low-impact tourism practices. This indicates a shift from reactive environmental protection to regenerative sustainability, where tourism contributes positively to ecological systems.

Institutionally, governance arrangements are transitioning from a predominantly government-led model to a collaborative co-governance system. The active involvement of multiple stakeholders, including government agencies, community organizations, academic institutions, NGOs, and private-sector actors, characterizes this new model. Decision-making processes are becoming more participatory and network-based, as reflected in the relatively dense collaboration structure identified in the network analysis. This transformation enhances coordination, resource sharing, and innovation while reducing dependence on a single dominant actor.

Technological advancement further reinforces this transition. The tourism sector is gradually moving from basic promotional activities toward the development of a digital tourism ecosystem, including social media marketing, online booking systems, and data-driven decision-making. Initiatives such as youth-led digital content creation and the use of tourism information systems signal the early stages of smart tourism development, though this dimension still requires significant strengthening.

Table 4. Transformation Toward Beyond Sustainability

Dimension	Sustainability Stage	Beyond Sustainability Stage
Economic	Revenue growth	Community-based economic empowerment
Social	Participation	Community leadership
Environmental	Conservation	Ecosystem restoration
Institutional	Government-led	Multi-actor co-governance
Technology	Basic promotion	Digital tourism ecosystem

Source: Compiled and analyzed from RENSTRA (2021–2026), RENJA (2022–2023), and LKJIP (2023) using content analysis and network analysis.

Table 4 is derived from a systematic content analysis of policy documents (RENSTRA 2021–2026, RENJA, and LKJIP reports), combined with tourism performance data and stakeholder network analysis. Each dimension represents a synthesized category identified through thematic coding, while the transformation stages reflect patterns observed in empirical data rather than purely conceptual classification. The inclusion of empirical indicators, such as increases in PAD, MSMEs, and Pokdarwis, as well as network density (0.62), provides a data-driven foundation for interpreting the transition toward a beyond-sustainability model.

The transformation outlined in Table 4 should not be interpreted as a purely linear or uniform process. Instead, it reflects a gradual and uneven shift across multiple dimensions of tourism development. For instance, while economic indicators such as tourism revenue and MSME growth demonstrate measurable

progress toward community-based value creation, institutional transformation is more complex, as evidenced by the evolving but still imperfect network governance structure. This finding supports the argument that transitions toward beyond sustainability are context-dependent and often characterized by hybrid governance forms rather than complete structural change.

Despite these positive developments, several structural and operational challenges remain. Limited digital literacy and technological capacity among local actors constrain the acceleration of digital transformation. Environmental pressures, particularly in high-demand destinations such as the Gili Islands, pose risks to long-term sustainability if not managed properly. In addition, the tourism sector still relies on public funding (APBD), underscoring the need for more diversified and innovative financing mechanisms, such as public-private partnerships and community-based investment models.

Addressing these challenges requires integrated, forward-looking policy frameworks that combine regulatory support, capacity-building programs, technological innovation, and stronger cross-sector collaboration. Emphasis should also be placed on strengthening local institutions, enhancing environmental governance, and expanding digital infrastructure at the village level. Overall, the findings demonstrate that North Lombok is undergoing a substantive and meaningful transformation toward a beyond-sustainability model. In this emerging paradigm, tourism is not merely an engine of economic growth, but a platform for community empowerment, cultural revitalization, and ecological stewardship. This positions North Lombok as a promising example of how tourism development can evolve into a more inclusive, adaptive, and resilient system in the face of global and local challenges.

Overall, the results of this study confirm that tourism development in North Lombok Regency has progressively shifted toward a model beyond sustainability, characterized by strengthened community involvement, increased multi-actor collaboration, and quantitative and qualitative improvements in the tourism sector's performance. The shift from a solely economic-growth-oriented approach to a more inclusive, participatory, and locally wisdom-based model demonstrates that tourism has become a strategic instrument for community empowerment and sustainable regional development. However, challenges such as limited digital capacity, environmental pressures, and funding dependency still need to be addressed through integrative and innovative policies. By strengthening synergies between actors and encouraging community independence, North Lombok Regency has great potential to become a model for adaptive, resilient, and competitive community-based tourism development at the national and global levels.

CONCLUSION

Based on the overall research results, tourism development in North Lombok Regency has undergone a significant transformation toward a model beyond sustainability, characterized by the strengthening of community-based tourism (CBT) approaches and collaborative governance. The shift from solely focusing on economic growth to more inclusive development demonstrates that local communities now play a key role in planning, managing, and utilizing tourism benefits. This is reinforced by the tourism sector's growing performance, including surges in tourist visits, growth in regional income, improved service quality, and the development of tourist villages and tourism groups (Pokdarwis) as driving forces at the local level. Furthermore, the formation of a collaborative network among actors with high connectivity reflects a shift from hierarchical governance

to a more participatory, adaptive network governance. However, challenges such as limited digital capacity, environmental pressures, and dependence on government funding remain strategic issues that need to be addressed. Therefore, strengthening innovation, digitalization, and cross-sector partnerships is key to ensuring the sustainability of this transformation. Overall, the model beyond sustainability in North Lombok has proven able to encourage tourism development that is more equitable, resilient, and socially, economically, and environmentally sustainable.

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