

Collaborative Governance for Sustainable Tourism Development: Strategy Development and Reflections from the KEK Mandalika Case Study, Indonesia

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ABSTRACT

This study aims to formulate an inclusive and sustainable collaborative governance model for tourism development in the Mandalika Special Economic Zone (SEZ), Indonesia, by applying the Analytic Hierarchy Process (AHP). The research identifies five key strategic pillars—community involvement, stakeholder commitment, resource availability, capacity building, and regulatory support as the foundation for participatory governance. Drawing on relevant literature and empirical observations, the study positions community participation, particularly that of indigenous Sasak groups, as a central element in implementing community-based tourism (CBT). However, findings show that top-down policy frameworks and weak stakeholder coordination continue to marginalize local voices. The AHP method enables a structured prioritization of governance strategies, resulting in five key recommendations: (1) strengthening vocational tourism education; (2) establishing village-based multi-stakeholder forums for deliberative planning; (3) ensuring equitable infrastructure and resource access for local communities; (4) designing spatially just regulations that protect community land and cultural heritage; and (5) building an adaptive pentahelix network involving government, the private sector, academia, civil society, and media. These strategies reflect the pressing need to rebalance power asymmetries and institutionalize inclusive planning. The study contributes both a methodological framework for decision-making and a normative proposition for embedding equity and participation into tourism governance. The Mandalika case demonstrates that collaborative governance must go beyond rhetorical inclusion by transforming how decisions are made, how resources are distributed, and how local actors are empowered.

Keywords: Collaborative Governance; Analytic Hierarchy Process; Community Based Tourism; Mandalika SEZ; Stakeholder Participation.

INTRODUCTION

Although Indonesia's tourism sector ranks 22nd globally in the Travel and Tourism Development Index (World Economic Forum, 2024), it faces serious challenges related to governance disparities in tourism management (Kaznacheeva et al., 2018; Madera et al., 2017; Sabon et al., 2018). Infrastructure development and the quality of human resources remain key challenges in the trajectory of tourism sector development (Apriyanti et al., 2024; Mandić et al., 2018; Petrova et al., 2018; Said et al., 2020). Issues such as overlapping regulations, weak communication, and the neglect of environmental ethics principles highlight the urgent need for a comprehensive evaluation of tourism governance (Sumarjiyanto, 2020). This implies that tourism should not solely rely on natural beauty; more critically, it requires the development and strengthening of the human resources responsible for managing tourism (Cooper et al., 2018; Demet & Volkan, 2018; Ercik & Kardaş, 2024; Ribeiro et al., 2020).

One strategic area that reflects such complexity is the Mandalika Special Economic Zone (SEZ) in West Nusa Tenggara (Ayu et al., 2024; Caraka et al., 2023). Designated as a super-priority national and international tourism destination, this area has undergone large-scale infrastructure development and investment since 2016 (Ayu et al., 2024; Caraka et al., 2023; Basil et al., 2019). Although several studies have explored various aspects such as development, governance, community empowerment, and culinary tourism (Ardana et al., 2020; Makalew et al., 2017; Septiadi et al., 2023), few have examined the direct impact of the Mandalika SEZ on the welfare of local communities. Research by Cantika Yuli et al. (2025) indicates that development in the Mandalika Special Economic Zone has shown significant progress, particularly in infrastructure provision, including access to water, internet, fuel, and educational facilities. However, in the areas of education and skills development, serious challenges remain, as some residents do not receive equitable access to or benefits from these advancements.

Contrary to the findings of Cantika Yuli et al. (2025), research by Taupikurrahman and Suwandana (2022) shows that the 2022 MotoGP event had a significant economic impact at both the regional and national levels, generating an output of IDR 606.92 billion, value added of IDR 315.94 billion, labor wage absorption of IDR 137.67 billion, and tax revenue of IDR 14.25 billion. However, the study also reveals that the contribution of the tourism industry to both West Nusa Tenggara (NTB) and other provinces remains relatively low. This limited absorption of the tourism industry in NTB is further exacerbated by disorganized land management in several strategic tourism locations, such as the Mandalika Special Economic Zone.

The development process of the Mandalika Special Economic Zone (SEZ), including the Mandalika Circuit, has caused various forms of harm to local communities through intimidation by the Indonesia Tourism Development Corporation (ITDC) during land acquisition (Bustami et al., 2024; Norma, 2021; Salim et al., 2023). Land disputes in the Mandalika SEZ have arisen due to the unilateral and coercive determination of financial compensation by ITDC, inadequate relocation arrangements, and poor communication (Jasmisari, 2022). Most recently, a widely publicized incident involved small-scale MSMEs along Tanjung Aan Beach being forcibly removed by ITDC because the area falls under the corporation's management authority. This situation has deepened the inequality between local communities and the government-backed corporation. Marginalized by unilateral land takeovers, these communities have been prevented from realizing the shared vision of collective welfare.

From the discussion above, various findings indicate that although physical development has progressed, the distribution of its benefits remains uneven. Local communities have not been fully involved in decision-making processes or in shaping local economic policies. This concern aligns with the remarks of Lalu Muhammad Iqbal, the newly elected Governor of West Nusa Tenggara (NTB) for the 2025–2030 term, who highlighted that NTB's tourism orientation still relies heavily on quantity tourism rather than equitable quality tourism (Suryansyah, 2024). The quantity tourism approach, which prioritizes physical development and visitor numbers, has in fact exacerbated social and economic disparities. This condition demands a critical reassessment of the tourism governance model that has been implemented thus far.

In this context, the author argues that the collaborative governance approach becomes relevant as an alternative strategy. This concept emphasizes cross-sector collaboration among government, civil society, the private sector, and academia in the formulation and implementation of inclusive and sustainable public policies (Bichler, 2021). Such an approach enables the creation of tourism governance rooted in dialogue, transparency, and shared responsibility, while also opening space for local community participation.

Building on these various conditions, the author raises several critical questions that must be reconsidered: (1) How can tourism governance strategies be redirected to become more inclusive, equitable, and sustainable particularly in the development of the Mandalika Special Economic Zone (SEZ)? (2) How can local actors meaningfully participate in the decision-making process, and to what extent can the collaborative governance model address the challenges of inequality and social exclusion in tourism management? This article seeks to address these questions through a reflective analysis of governance practices in the Mandalika SEZ and to formulate practical strategies based on collaborative governance strategies that are not only policy-relevant but also applicable to other regions with similar social dynamics. In doing so, this paper aims to contribute to the reorientation of tourism development toward a model that prioritizes not only economic growth but also social justice and long-term sustainability.

METHOD

This study employs a qualitative approach with a literature review method as the primary foundation for exploring and understanding the dynamics of tourism governance in the Mandalika Special Economic Zone (SEZ). The literature review involves examining a wide range of relevant sources, including journal articles, research reports, policy documents, and academic publications that address issues of tourism governance, strategic area development, and collaborative governance models. The findings from the literature review are then analyzed using the Analytic Hierarchy Process (AHP) method. AHP is a decision-making framework developed to simplify complex and unstructured problems by breaking them down into a systematic hierarchical structure. This method is used to identify and map strategies for strengthening tourism governance through the involvement of various relevant actors (Brojonegoro, 1992). The process assists the author in determining strategic priorities based on the relative weight and perceived importance of each element. Thus, AHP serves not only as an analytical tool but also as a means of strategic reflection for formulating a more participatory and contextually grounded governance approach in the tourism sector.

RESULT AND DISCUSSION

The Role of Government as a Policy Architect in Advancing Collaborative Governance within the Mandalika Special Economic Zone (SEZ)

The development of the Mandalika Special Economic Zone (SEZ) is part of the Indonesian government's broader strategy to advance the tourism sector as a driver of regional development and community welfare. In this context, the government holds a strategic position as a role maker not merely as a regulator, but also as a key actor who shapes governance structures, determines the stakeholders involved, and defines the relational framework between the central and local governments, local communities, and the private sector.

In various policies, the government has adopted a top-down approach through the establishment of Special Economic Zones (SEZs), such as the Mandalika SEZ, which are designed to attract investment and accelerate infrastructure development (Azizurrohman et al., 2023; Cantika Yuli et al., 2025). Incentives such as tax holidays, import duty exemptions, and simplified bureaucratic procedures reflect the state's strong intention to create a conducive investment climate. However, this approach often prioritizes economic growth while downplaying the social dimensions of tourism development. Several studies indicate that when destination growth becomes the primary objective, stakeholder participation tends to be low, and local communities are frequently marginalized from decision-making processes (Abdullah, 2013; Bramwell & Sharman, 1999).

This is evident in the case of Mandalika, where the governance design places greater emphasis on the government's role as a project controller and permit issuer rather than as a connector among stakeholders. In fact, the government's role should not be limited to that of a regulator and infrastructure provider but should also encompass the roles of facilitator and network builder capable of bridging interests between actors and opening participatory spaces in the planning and implementation of tourism policies. As a regulator, the government holds the authority to shape development trajectories and provide economic incentives. However, as a facilitator, it must also be able to identify the structural barriers faced by local communities, such as the lack of public facilities, low human resource capacity, and limited access to decision-making processes (Nzomo, 2020; Xu et al., 2022).

In recent studies, the role of government in promoting collaborative governance has become crucial for strengthening the dimensions of sustainability and social justice in tourism destination governance (Borges et al., 2014; Moscardo, 2011). Collaborative governance requires the active involvement of all stakeholders through processes of dialogue, consensus-building, and equitable knowledge exchange. Therefore, the government must be able to design policies that not only accommodate large economic actors but also create space for local communities to meaningfully engage in the development of their own regions.

Moreover, the challenges of tourism governance are closely tied to the complexity of hierarchical and centralized bureaucratic politics (Park & Oh, 2022). In such contexts, destination leadership by government actors becomes crucial namely, a form of leadership that goes beyond formal structures to mobilize participation through vision, collective motivation, and the strengthening of social networks (Beritelli & Bieger, 2014; Pechlaner et al., 2014). Accordingly, the government must adopt a systemic approach that includes local communities as integral contributors to policy design, rather than treating them merely as objects of development.

Towards Collaborative and Sustainable Tourism Governance in the Mandalika Special Economic Zone (SEZ)

The development of the Mandalika Special Economic Zone (SEZ) as a national flagship tourism destination is part of the Indonesian government's strategy to promote regional economic growth and improve the welfare of local communities (Tz-Li et al., 2024; Yuli et al., 2023). Nevertheless, the management of this area continues to face significant challenges related to inclusive, accountable, and sustainable governance. In response to these issues, this study proposes the use of the Analytic Hierarchy Process (AHP) to design a tourism governance strategy based on collaborative governance one that is more adaptive to the social, economic, and cultural dynamics of the Mandalika SEZ.

This model is structured into three main hierarchical levels: goals, evaluation criteria, and strategic alternatives. The ultimate objective of this model is to establish sustainable collaborative governance in the management of tourism in Mandalika. The following is the AHP hierarchy model used in this study:

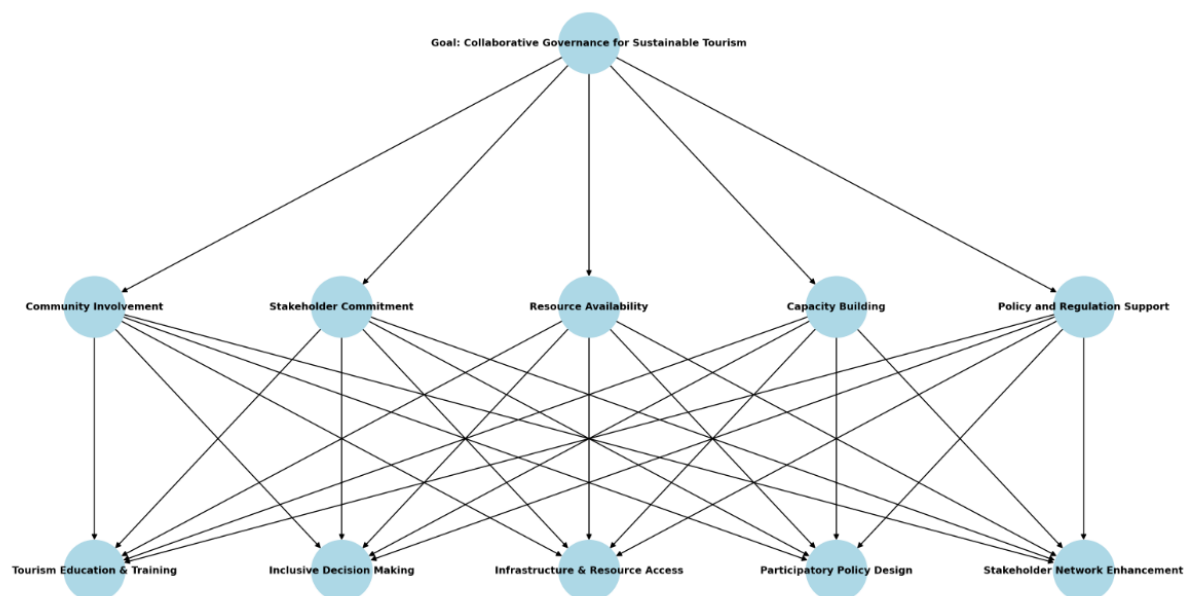


Figure 1. AHP Hierarchy: Collaborative Governance for Mandalika SEZ.

The primary objective of this model is essentially aimed at enhancing community welfare through tourism development. However, disparities in stakeholder roles, limited participatory space, and unequal access to resources have hindered the realization of this goal (Gill & Williams, 2011; Wan & Bramwell, 2015). In response to these structural governance issues, collaborative governance emerges as a strategic approach to address the current challenges in tourism management.

The model employs five key criteria as the basis for evaluating governance strategies: community involvement, stakeholder commitment, resource availability, capacity building, and policy/regulation support. Each of these criteria is operationalized into a set of alternative strategies that can be concretely implemented in the management of the Mandalika Special Economic Zone (SEZ). The following section elaborates on the hierarchy of criteria and corresponding strategic alternatives.

1. Community Involvement

The criterion of local community participation occupies a strategic position within the AHP hierarchy, as the success of sustainable tourism is largely determined by the extent to which local communities are not only involved but also empowered as key agents of development. In the Mandalika Special Economic Zone (SEZ), the indigenous Sasak communities—particularly those residing in Sade and Kuta—possess significant cultural and social capital. However, they have rarely been positioned as primary actors in the planning and decision-making processes related to tourism development (Healey, 1997; Jamal & Getz, 1995). Meaningful involvement goes beyond mere consultation; it requires the establishment of equitable participatory mechanisms such as multi-stakeholder deliberative forums, capacity-building programs for managing tourism villages, and fair schemes for the distribution of economic benefits. In this way, tourism governance can be more effectively oriented toward a genuine community-based tourism (CBT) approach one that positions local communities as central actors in the tourism value chain (Aminullah & Wusko, 2025).

Transformative participation requires the development of community capacity in order to strengthen their bargaining position amid the political-economic dynamics of development. In this context, the perspectives of Reed (1997) and Healey (1997) are particularly relevant: genuine participation is not merely about presence in the process but about enhancing the capacity to control changes that directly impact their lives. This principle lies at the heart of Community-Based Tourism (CBT), which is oriented toward the inclusive redistribution of power and benefits while recognizing local communities as the legitimate custodians of the cultural and environmental resources that constitute the foundational assets of tourism in Mandalika.

2. Stakeholder Commitment

The commitment of key stakeholders particularly the Indonesia Tourism Development Corporation (ITDC), local government, and investors is a fundamental prerequisite for the effective implementation of collaborative and sustainable tourism governance. Previous studies have emphasized that without political support and adequate resource allocation from dominant actors, collaboration tends to become stagnant, symbolic, or even manipulative (Bramwell & Sharman, 1999; Pechlaner et al., 2014). In the context of the Mandalika Special Economic Zone (SEZ), weak coordination among stakeholders remains prevalent, especially on critical issues such as land acquisition, horizontal social conflicts, and inequalities in the distribution of benefits from tourism infrastructure development. The “stakeholder commitment” criterion within the AHP model underscores the urgency of willingness among actors in the pentahelix system—namely, the government, private sector, academic community, civil society, and media—to engage actively, consistently, and continuously in the collaborative process. Substantive collaboration requires clarity in the roles and responsibilities of each actor, as well as a shared commitment to align collective objectives above sectoral interests (Pechlaner et al., 2014).

In the case of Mandalika, the strategic position of ITDC as the area’s managing authority must be balanced with participatory mechanisms that ensure the involvement of local communities in policy formulation. Without such mechanisms, social resistance will continue to recur as a response to exclusion from decision-making processes and unequal access to development benefits. Thus, stakeholder commitment is not merely about presence in formal forums but concerns the extent to which key actors are willing to invest politically, socially, and institutionally to create governance that is transparent, equitable, and consensus-based.

3. Resource Availability

Resource availability is one of the key criteria in area development, given that development cannot be separated from basic infrastructure such as access to clean water, internet, and energy (Gössling et al., 2012; Sun et al., 2022). Although the government has made significant investments in infrastructure development within the Mandalika Special Economic Zone (SEZ), the uneven distribution of benefits risks creating inequality and weakening the legitimacy of development in the eyes of local communities (Bustami et al., 2024). In this regard, the development of the Mandalika SEZ has generated positive impacts, particularly through improved access to roads, clean water, electricity, and internet connectivity. However, not all villages surrounding the area have equally benefited from these improvements. Therefore, future governance strategies must ensure equitable access to resources, not only in terms of physical infrastructure, but also in access to education and training facilities that can support active community participation in the tourism industry supply chain. Moreover, strategies to improve resource access must be accompanied by affirmative policies targeting vulnerable groups to ensure that the development process is inclusive and just.

4. Capacity Building

The limited capacity of local human resources—particularly in foreign language proficiency, hospitality skills, and digital management—constitutes a structural barrier to encouraging active community participation in the tourism industry. In this context, the establishment of a tourism polytechnic and the implementation of technical training programs are critical interventions to bridge the existing skills gap. However, such strategies must be contextually designed and grounded in local needs to foster long-term community self-reliance (Cardon & Stevens, 2004; Romão et al., 2023). As part of a medium- to long-term approach, capacity building is key to ensuring that communities possess competencies aligned with the increasingly competitive demands of the tourism industry. Previous studies have underscored that strengthening local capacity through vocational education, information technology training, and destination management development is a fundamental prerequisite for the success of community-based tourism (CBT) initiatives (Aminullah & Wusko, 2025; Romão et al., 2023). Thus, investment in education and training not only enhances local competitiveness but also lays the foundation for a more inclusive and sustainable tourism governance model.

5. Policy and Regulation Support

Policy and regulatory support constitutes a crucial dimension in building participatory spaces that are equitable, responsive, and oriented toward the public interest. Regulations developed through top-down approaches without consultative mechanisms often fail to capture the needs and aspirations of local communities. In this regard, the communicative planning approach becomes highly relevant, as it emphasizes the importance of deliberative dialogue, collective learning processes, and the establishment of trust-based relationships among stakeholders (Forester, 2010; Friedmann, 1998; Healey, 1997). Policy design that adopts these principles can foster collaborative governance that is horizontal, transparent, and just. However, as critiqued by Reed (1997) and Jamal & Getz (1995), power imbalances in collaborative practices often lead to the marginalization of weaker actors who lack sufficient capacity or resources to participate effectively. Therefore, public policy must not only open participatory spaces but also actively address such inequalities through capacity strengthening and equitable redistributive arrangements. In this sense, policy formulation grounded in the principles of inclusive planning and deliberative dialogue forms a critical foundation for the development of participatory, adaptive, and socially sustainable tourism governance.

Based on the results of the Analytic Hierarchy Process (AHP) modeling, five priority strategies have been identified that can substantially support the transformation of tourism governance based on collaborative governance in the Mandalika Special Economic Zone (SEZ). These strategies are formulated according to the urgency of field-level needs and their relevance to the principles of participatory and equitable governance.

(1) Strengthening vocational tourism education and training serves as a long-term foundation for building the capacity of local communities to actively participate in the tourism industry. The establishment of the Mandalika Tourism Polytechnic represents an important initial step. However, greater integration of educational programs with the needs of indigenous communities, as well as the involvement of local actors in curriculum development and institutional governance, is still required to avoid a purely technocratic approach (Cardon & Stevens, 2004; Romão et al., 2023).

(2) The establishment of village-based multistakeholder forums is a key strategy for creating democratic and responsive deliberative spaces. These forums should function as arenas for negotiation and consensus-building among government bodies, local communities, business actors, and civil society organizations. Within the framework of communicative planning, such forums are expected to strengthen processes of collective learning, foster trust among stakeholders, and serve as a mechanism for social oversight over the direction of tourism policy (Innes, 1995).

(3) The equitable distribution of infrastructure and access to basic resources occupies a strategic position in the hierarchy of local community needs. Previous studies have shown that the success of tourism development is heavily influenced by the distribution of its benefits, particularly access to clean water, energy, roads, and healthcare facilities (Gössling et al., 2012; Sun et al., 2022). In Mandalika, although infrastructure development has progressed rapidly, disparities in accessibility across regions persist. These calls for affirmative policy measures to ensure distributive justice (Bustami et al., 2024; Cantika Yuli et al., 2025).

(4) Community-based regulation and the principle of spatial justice must serve as foundational pillars in the design of spatial planning and land-use policies. Top-down policies that disregard the living spaces of local communities—including agricultural land and sacred sites of Indigenous peoples—risk triggering social dislocation and land conflicts (Salim et al., 2023). Therefore, regulatory reform must emphasize an inclusive planning approach that meaningfully incorporates local values and community aspirations through participatory processes.

(5) Strengthening the pentahelix network for participatory governance constitutes a collaborative framework that must be developed systematically. The involvement of government, business actors, academics, civil society, and the media must go beyond symbolic participation. Instead, it should be grounded in a functional and adaptive cooperation structure, with an equitable division of roles and the establishment of periodic evaluation and accountability mechanisms (Beritelli & Bieger, 2014; Pechlaner et al., 2014).

Through the AHP approach, these five strategies can be quantitatively analyzed using pairwise comparison to determine preference weights and implementation priority rankings. However, this process must not be reduced to a mere technocratic mechanism. What is more essential is the presence of political will and institutional commitment to reform power relations that have long perpetuated the exclusion and subordination of local communities in tourism development. Collaborative governance is not merely inclusive rhetoric; it is a socio-political process that demands the redistribution of roles, resources, and responsibilities among stakeholders within a framework of just and sustainable development.

Three Strategic Pillars for Strengthening Collaborative Governance Based on AHP in the Mandalika Special Economic Zone

The Analytic Hierarchy Process (AHP) model employed in this study serves to formulate tourism governance strategies based on collaborative governance in the Mandalika Special Economic Zone (SEZ), taking into account the complexity of actors, interests, and accompanying socio-political dynamics. AHP enables the decomposition of problems into a hierarchical structure, starting from the overarching goal at the highest level, followed by the criteria and sub-criteria that influence decision-making, and ultimately leading to implementable alternative solutions (Brojonegoro, 1992).

In the case of the Mandalika SEZ, the primary objective of this model is to formulate a strategy for strengthening collaborative governance that is both inclusive and sustainable. Three main criteria influencing the strategy include (1) institutional capacity, (2) community participation, and (3) government commitment. These criteria are derived from a literature review emphasizing the importance of a responsive institutional structure (Healey, 1997; Beritelli & Bieger, 2014), equitable participatory capacity among actors (Jamal & Getz, 1995; Reed, 1997), and the presence of the state as a role maker in ensuring the sustainability of collaboration (Crosby & Bryson, 2005; Pechlaner et al., 2014).

The institutional capacity criterion encompasses elements such as regulatory clarity, interagency coordination, and the presence of facilitators capable of bridging public and private actors. In the case of Mandalika, institutions such as ITDC and local government serve as central actors, yet often lack horizontal dialogue with local communities (Norma, 2021; Bustami et al., 2024). The Community Participation criterion emphasizes the involvement of citizens in planning and decision-making processes. Scholars such as Healey (1997) and Forester (1989) stress the importance of participatory dialogue and citizen capacity-building as prerequisites for genuine collaboration. In Mandalika, unequal participation is reflected in the marginalization of indigenous communities during the land acquisition process (Salim et al., 2023), highlighting the limited involvement of local populations in policy discourse.

Meanwhile, government commitment reflects the extent to which public policies are directed toward accommodating the principles of inclusive development and community-based tourism. Studies by Wan & Bramwell (2015) and Pechlaner et al. (2012) emphasize that the success of collaboration depends on the presence of progressive and adaptive policies. As a national priority project, the Mandalika SEZ instead reveals a bias toward capital-driven, growth-based tourism, with limited assurance of equitable benefit distribution (Suryansyah, 2024; Gill & Williams, 2011).

Based on the results of the AHP modeling, three strategic priorities were identified to support collaborative governance in the Mandalika Special Economic Zone. First, strengthening the capacity of local institutions through collaborative regulations and inter-actor mediation is essential to ensure effective coordination between public and private actors. Second, the establishment of a multi-stakeholder forum based on dialogic engagement aims to reduce participation gaps and foster inclusive decision-making processes. Third, the integration of community capacity-building programs into the official SEZ development plan reflects a commitment to ensuring that local populations, particularly marginalized groups, are not excluded from the benefits of tourism development. These strategies respond to structural tensions highlighted in the literature, including citizen exclusion due to weak political capacity (Jamal & Getz, 1995) and the dominance of capital-driven actors that weaken consensus-building processes (Yuksel et al., 2010).

This model provides a structured and systematic framework for participatory planning. In the context of state and corporate dominance such as that exerted by the Indonesia Tourism Development Corporation (ITDC) the Analytic Hierarchy Process (AHP) serves as a methodological foundation to foster inclusive deliberative spaces, enhance the bargaining power of local communities, and promote governance that is grounded not only in formal legitimacy but also in social consensus and sustainability. Accordingly, AHP should be understood not merely as a technocratic instrument but as a transformative approach that reorients tourism governance in Mandalika towards greater justice and long-term sustainability.

CONCLUSION

This study demonstrates that a collaborative governance model for tourism management in the Mandalika Special Economic Zone (SEZ) requires a framework capable of accommodating the complexity of inter-actor relations, resource asymmetries, and local socio-political dynamics. The Analytic Hierarchy Process (AHP) approach employed in this research successfully offers a strategic design that is not only technically measurable but also socially and politically relevant. By mapping three key criteria institutional capacity, community participation, and government commitment this model establishes strategic priorities aimed at strengthening adaptive institutional structures, fostering multi-stakeholder deliberative spaces, and integrating community empowerment programs into regional development plans. These findings are consistent with scholarly literature that underscores the importance of citizens' political capacity (Jamal & Getz, 1995), collaborative destination leadership (Pechlaner et al., 2014), and horizontal dialogue in participatory governance (Healey, 1997; Forester, 1989).

The establishment of the Mandalika Special Economic Zone (SEZ) as a nationally prioritized tourism destination with significant investment illustrates how development driven predominantly by economic growth logic often neglects the dimensions of distributive justice and social sustainability. Accordingly, the AHP model in this study functions not merely as a decision-making tool but also as a reflective mechanism that urges a repositioning of the state's role, not solely as a development facilitator but as a role maker committed to ensuring inclusivity and sustainable governance. By adopting this transformative approach, the study concludes that the future of tourism governance in Mandalika SEZ hinges on the willingness of public actors to open equitable spaces for collaboration, to genuinely listen to community voices, and to negotiate the direction of development in a democratic and just manner.

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