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# Stakeholder Collaboration in Efforts to Enhance International Tourist Visits to Batu Lumbang Mangrove Ecotourism, Pemogan Village, Bali

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**Abstract**

*Tourism development in Bali has seen rapid growth, attracting millions of visitors annually. However, excessive exploitation of natural resources and environmentally unfriendly infrastructure threaten ecosystem balance. In response, ecotourism has emerged as a strategy for sustainable tourism development. Mangrove Ecotourism in Batu Lumbang, Desa Pemogan, shows significant potential but faces challenges such as weak human resources, inadequate facilities, and minimal promotion. This study aims to identify ecotourism practices at Batu Lumbang, analyze stakeholder roles, and evaluate stakeholder collaboration to increase international tourist visits. Using a descriptive qualitative approach, data were collected through observation, interviews, documentation, and questionnaires, and analyzed with an interactive model. Findings reveal that Mangrove Ecotourism at Batu Lumbang meets criteria for attractive tourism: something to see, do, and buy. Stakeholder roles are categorized into primary, key, and secondary. The involvement of the pentahelix—government, local community, academia, media, and business—is crucial. Effective stakeholder collaboration is needed to enhance development and sustainable promotion of ecotourism.*

**Keywords: Collaboration, Ecotourism, Mangrove, Role, Stakeholders.**



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## INTRODUCTION

Indonesia, as the world's largest archipelagic country, allocates approximately 63.04% or 120.63 million hectares of its land area as Forest Areas and 5.32 million hectares of its marine area as Marine Conservation Areas, managed by the Ministry of Environment and Forestry (Ministry of Environment and Forestry, 2024). With the enactment of Law Number 23 of 2014 on Regional Government, regional governments are directed to accelerate community welfare through the development of the tourism sector, particularly nature and cultural tourism. Bali has become one of the world's most popular tourist destinations, with rapid infrastructure development. Data from the Bali Provincial Central Statistics Agency records international tourist arrivals reaching 13,825,038 from 2019 to 2023 (Bali Provincial Central Statistics Agency, 2024). However, uncontrolled tourism development also has negative impacts on the environment and ecosystem balance (Kurniawan et al., 2016). Sustainable development in coastal areas through the Blue Economy concept is a crucial strategy for harnessing the economic and ecological potential of Indonesia's coastal regions (Prayuda, 2019), and (Cobbinah et al., 2015). Ecotourism, as part of the Blue Economy, integrates ecological and economic principles to support sustainable tourism (Hausmann et al., 2016), (Fletcher, 2019) and (Ghoddousi et al., 2018)

**Table 1 International and Domestic Tourist Visit Data**

| Year | Number of Tourist Visits | | | |
|---|---|---|---|---|
| | Bali, Indonesia | | Batu Lumbang | |
| | International Tourist | Domestic Tourist | International Tourist | Domestic Tourist |
| 2019 | 35.667 | 6.239.543 | 218 | 58 |
| 2020 | 10.275 | 1.059.198 | 157 | 38 |
| 2021 | 8 | 43 | 98 | 0 |
| 2022 | 1.702 | 2.154.045 | 2590 | 52 |
| 2023 | 7.868 | 4.372.209 | 3181 | 81 |
| total | 55.520 | 13.825.038 | 6.244 | 229 |

Source: Bali Provincial Central Statistics Agency, 2024" and "Batu Lumbung Service Provider, 2024.


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Batu Lumbang Mangrove Ecotourism in Pemogan Village, Bali, shows strong potential to attract both international and domestic tourists. Managed by local fishermen's Joint Business Groups, it supports the local economy and mangrove conservation. From 2019 to 2023, it saw 6,244 visitors, mostly domestic. The study highlights the need for collaboration among local communities, government, academia, and the private sector to enhance the site's appeal. Using digital technology and social media can boost international tourist numbers and raise global environmental awareness. Effective stakeholder collaboration is essential for sustainable tourism that benefits local economies and environmental conservation (Riama et al., 2023).

## LITERATURE REVIEW

### Stakeholder

In tourism village development, stakeholders are individuals or groups who influence or are influenced by organizational goals (Freeman, 1984). Stakeholders can impact organizational targets (Reed et al., 2009). (Crosby, 1992) categorizes stakeholders as primary (direct impact), secondary (facilitators), and key (strong influence or legal authority). The Indonesian Ministry of Tourism uses the pentahelix approach—government, business, community, academia, and media—to boost tourism development (Handayani, 2017). (Mitchell et al., 1997) developed a salience typology based on power, legitimacy, and urgency to analyze stakeholder roles in Batu Lumbang Mangrove Ecotourism, with a focus on community initiatives.

### Collaborative Governance

Policy implementation requires both government capacity and citizen involvement (Febrian, 2016). Collaborative governance emphasizes joint problem-solving among government, NGOs, and civil society (Febrian, 2016). Factors influencing this model include shared vision, cooperation history, respect, trust, and resource imbalances (Ansell & Gash, 2007). Resource constraints drive collaboration among government, private sector, and civil society (Purwanti, 2016). (O'Flynn & Wanna 2008) identify four types of collaborative relationships: within government, between governments, with external providers, and with citizens. Effective collaboration involves face-to-face dialogue, trust, commitment, and mutual understanding (Ansell & Gash, 2008). This theory is pertinent for boosting tourism to Batu Lumbang Mangrove Ecotourism, Pemogan Village, Bali.


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## RESEARCH METHODS

This study focuses on the development of Batu Lumbang Mangrove Ecotourism in Pemogan Village through stakeholder collaboration using qualitative methods (Bungin, 2007), After identifying post-development phenomena, the research explores the role of stakeholder collaboration in increasing international tourist visits to the ecotourism site. The theories employed include Stakeholder Theory and Collaborative Governance Theory, as illustrated in the research model Figure 1.

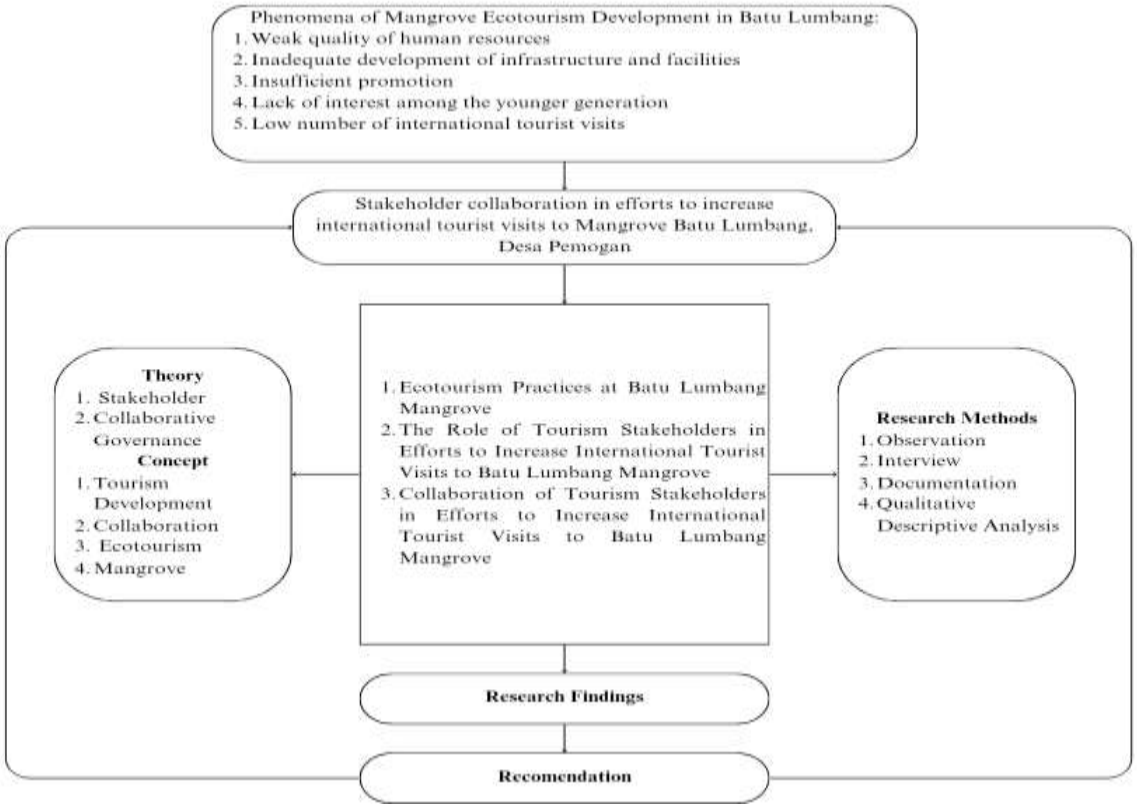



**Figure 1: Research Framework**

### Research Approach

This study uses a qualitative approach to explore stakeholder collaboration in ecotourism development at Batu Lumbang Mangrove Ecotourism, Pemogan Village, Denpasar, Bali. Data collection involves observation, interviews, and literature review for validation (Bungin, 2007).



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**Types of Data and Data Sources**

Data includes both qualitative (history, ecotourism practices, stakeholder roles) and quantitative (demographics, education, tourist visits). Primary data comes from interviews and observations of key actors, while secondary data is from written sources like theses and official documents.

**Informant Selection Techniques**

Informants are purposively selected for their expertise. Research tools include semi-structured interviews, a camera, and recording devices to ensure valid documentation (Bungin, 2007).

**Methods, Data Collection, and Data Analysis Techniques**

Data is collected through observation and semi-structured interviews, analyzed by data reduction, descriptive presentation, and evidence-based conclusions.

## RESULTS AND DISCUSSION

### General Overview

Batu Lumbang Mangrove Ecotourism in Pemogan Village, Bali, is rich in historical and ecological significance. Initially a traditional fishing site, the area suffered ecological damage from intensive shrimp farming in the 1980s. Extensive restoration by the government from 1993 to the early 2000s has reduced the mangrove forest from about 2,000 hectares to 1,373 hectares. The ecotourism project began with the Segara Guna Batu Lumbang Fishermen Group, which has won national awards for environmental and community contributions. In 2020, PT PLN Indonesia Power Bali PGU became a managing partner, enhancing the ecotourism potential of the area.

### Ecotourism Practices at Batu Lumbang Mangrove

Conservation-based ecotourism emphasizes environmental preservation, education, and the welfare of local communities to reduce negative impacts on nature and provide economic benefits to the community (Winia and Widnyana 2020). At Batu Lumbang Mangrove Ecotourism, tourist attractions include mangrove trekking, mangrove planting, bird watching, mangrove tours, fishing, as well as culinary experiences and eco-print products made from mangrove materials.



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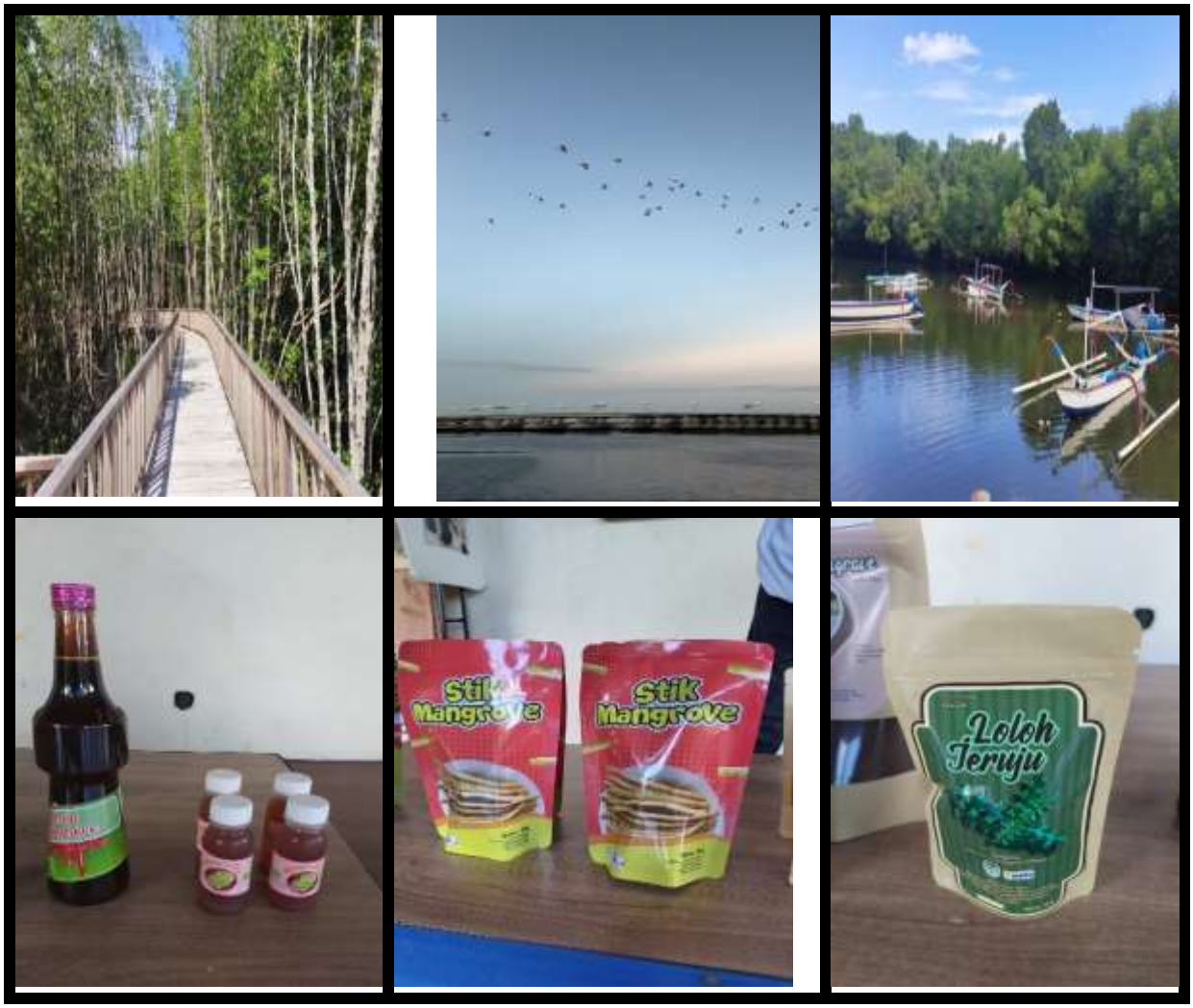



**Figure 2: Attractions and Products of Batu Lumbang Ecotourism**

The following are attractions and activities available in the mangrove forest, Mangrove Trekking, Explore the mangrove forest while learning about the ecosystem. Mangrove Planting, Provide hands-on experience in mangrove conservation. Bird Watching, Observe bird species in the mangrove forest using traditional boats. Mangrove Tours, Enjoy a traditional boat adventure with education on the importance of mangroves. Fishing, Offer fishing activities for various fish species. Fish Aggregating Device (FAD) and Crab Traps: Use FADs and modern rattan traps to catch crabs, adhering to environmentally-friendly principles. Culinary and Mangrove Products, Discover innovative


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products such as mangrove syrup, mangrove sticks, mangrove coffee, and eco-print batik that enhance tourist appeal and support the local economy.

**Role of Tourism Stakeholders**

The development of Batu Lumbang Mangrove Ecotourism involves various tourism stakeholders who play a crucial role in establishing the mangrove tour as a sustainable attraction. The analysis shows that their roles in supporting management, promotion, and enhancement of tourism facilities are essential to attract more tourists, both local and international.

**Key Stakeholders**

Key stakeholders are those with significant influence or legal authority in decision-making related to issues and needs for the smooth operation of activities.

**Denpasar City Tourism Office**

According to an interview with Dyana P. Sudhiartha on May 18, 2024, the Denpasar City Tourism Office plays a vital role in formulating policies and regulations that support the development of Batu Lumbang Mangrove Ecotourism. They are also actively involved in promoting the area to attract tourists through various platforms. Measures taken include issuing official decrees, providing training support for local communities, and creating promotional content on social media. These actions ensure that information about Batu Lumbang Mangrove Ecotourism is widely disseminated and attracts tourist interest.

**Bali Provincial Marine and Fisheries Office**

The Bali Provincial Marine and Fisheries Office assesses the mangrove ecosystem in Pemogan Village as healthy with high biodiversity, possessing significant ecotourism potential. The office has formed various community groups, such as Joint Business Groups (KUB), Processing and Marketing Groups (POKLASAR), and Community Surveillance Groups (POKMASWAS), and has provided infrastructure support for conservation and supervision. Through capacity-building programs, they enhance community skills in conservation, organizational management, and mangrove product processing. The office also organizes competitions and official events in the ecotourism area to increase tourist visits and community awareness, including photography contests, seminars, and mangrove planting.


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**PT PLN**

According to an interview with I Made Suwirya on May 21, 2024, PT PLN Indonesia Power collaborates with joint business groups in mangrove conservation through their Corporate Social Responsibility (CSR) program. They support the community by improving the welfare of fishermen and the education of their children. This collaboration creates synergy between conservation needs and local economic development, making Batu Lumbang Mangrove Ecotourism a model of good practice in sustainable ecotourism management.

**Primary Stakeholders**

Primary stakeholders are those who receive direct positive or negative impacts and have a direct interest in the activity.

**KUB Simbar Segara**

KUB Simbar Segara, founded by I Ketut Darsana, focuses on environmental conservation and education. This group receives support from the government and state-owned enterprises to build tourism and conservation facilities. KUB Simbar Segara is also active in educational activities for the community and tourists, teaching the importance of mangrove and marine ecosystem conservation.

**KUB Segara Guna**

KUB Segara Guna focuses on developing infrastructure to support tourists and improving the welfare of the local community through the development of mangrove products. This group also plays a role in managing daily ecotourism activities, ensuring that all activities are conducted with environmental sustainability in mind.

**Secondary Stakeholders**

Secondary stakeholders are those who do not have a direct interest in an activity but have a concern for the development process.

**Academics**

According to an interview with Dr. I Made Sendra, M.Si from the Faculty of Tourism, Udayana University, on May 20, 2024, academics assist the government and other stakeholders in identifying and analyzing potential, as well as providing empirical findings and regulatory suggestions. This aligns with research by (Manihuruk et al. 2021),


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which states that academics play an essential role in knowledge innovation that can become beneficial products or services for society. In the context of Batu Lumbang Mangrove Ecotourism development, academics act as mediators, bridging the gap between local communities, the government, and the private sector. Academics facilitate communication, provide accurate data, and build trust and cooperation (Vani et, all 2020). According to I Made Sendra, "The most important aspect is being able to mediate between stakeholders, providing recommendations to the government to resolve traditional conflicts between Pemogan and Kepaon customary villages regarding the utilization rights of the Tahura Ngurah Rai Denpasar area.

**Media**

Media plays a crucial role in promoting Batu Lumbang Mangrove Ecotourism in Desa Pemogan, Bali, and encouraging community participation (Septadiani, 2022). The management utilizes social media through Instagram and Facebook accounts @ekowisatamangrove.batu.lumbang, while KUB Simbar Segara uses @kub_simbarsegara to promote tourist attractions. Literature shows that news and promotions about this ecotourism have been widely featured in local news portals such as Bali Post, Tribun Bali, Denpasar Pos, and other online media.

**Table 2 Mapping of Stakeholder Role Implementation**

| No | Institution/Actor | Role | Activities |
|---|---|---|---|
| *Stakeholders* Primer | | | |
| 1 | Community | Policy Creator | The community forms Joint Business Groups and establishes profit-sharing from the management of Batu Lumbang Mangrove Ecotourism in Pemogan Village. |
| | | Implementer | The community acts as implementers since they are fundamentally involved in all activities and utilization of the mangrove. |
| Key Stakeholders | | | |
| 1 | Denpasar City Tourism Office, Bali Provincial Marine | Policy Creator | Making Pemogan Village Mangrove Forest a tourist attraction for Denpasar City on October 5, 2020. |


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| | | | |
|---|---|---|---|
| | and Fisheries Office, and Pemogan Village | | Officially registered with the Ministry of Marine Affairs and Fisheries, with articles of association (AD) and bylaws (ART) ratified by a notary deed (AD & ART establishment of KUB Simbar Segara, 2014). |
| | | Facilitator | The government facilitates promotional and marketing support for the Mangrove Ecotourism Batu Lumbang in Pemogan Village, both directly and indirectly. |
| | | | The government facilitates competitions as part of environmental conservation activities. |
| | | | Pemerintah memberikan bantuan sarana dan prasarana |
| | | Coordinator | The government acts as a coordinator for establishing usage rights for the Tahura Ngurah Rai area. |
| | | | The government acts as a coordinator for designating the Batu Lumbang mangrove as a tourist attraction. |
| | | | The government serves as the coordinator for grant applications. |
| Stakeholders Sekunder | | | |
| 1 | Academics Udayana University | Accelerator | Universitas Udayana, as an accelerator, provides training and guidance for tour guides. |
| | | | Universitas Udayana sebagai akselerator pendampingan pembuatan produk dari olahan pohon mangrove. |
| | | | Universitas Udayana, as an accelerator, provides assistance in developing products made from mangrove trees. |
| | | | Universitas Udayana, as an accelerator, assists in the development of tour packages |


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| | | | |
|---|---|---|---|
| 2 | Business | Facilitator | Businesses facilitate the provision of infrastructure support. |
| | | | Businesses facilitate the development of products made from mangrove trees, such as mangrove coffee, mangrove tea, mangrove syrup, and eco-print batik. |
| 3 | Media | Accelerator | Media acts as an accelerator in educating the public about the importance of environmental conservation, particularly mangrove ecosystems. |
| | | | Media acts as an accelerator in promoting mangrove ecotourism in Desa Pemogan to a broad audience, through coverage in print media, television broadcasts, and digital content such as websites and social media, |

Source: Research Findings, 2024

**Stakeholder Collaboration**

Regulation of the Minister of Tourism of the Republic of Indonesia No. 14 of 2016 emphasizes the importance of collaboration among business, government, community, academia, and media in creating a sustainable tourism system, known as the BGCAM model (Halibas 2017) and (Aribowo, 2019). At Mangrove Batu Lumbang Ecotourism, this model reveals shortcomings in the role of business, with local communities replacing external investors who are perceived as detrimental to the community (I Ketut Darsana, May 24, 2024). This is consistent with findings at Pancoh Ecotourism Village, which also rejects foreign investors to maintain local autonomy and welfare (Rohani & Irdana, 2021). Wise ecotourism management can create job opportunities, support conservation, and preserve the environment for future generations (I Wayan Kona, May 18, 2024). The Memorandum of Understanding between UPTD Ngurah Rai Forest Park and Kelompok Usaha Bersama Segara Guna Batu Lumbang reaffirms the commitment to conservation and community empowerment through the maintenance of conservation areas and forest rehabilitation (Sitorus, 2020).

The pentahelix model involving community, government, academia, media, and business sectors has proven effective in the development of sustainable ecotourism.


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Local communities are actively involved in the management and promotion of ecotourism, the government provides regulations and facilities, academia offers research and training, media promotes through digital platforms, and local businesses support with CSR (I Made Sendra, May 23, 2024; I A P Riyastini, May 25, 2024). This pentahelix collaboration has significantly increased the number of international tourists to Mangrove Batu Lumbang. The success of this initiative relies on effective coordination among all parties and attention to environmental sustainability. This research underscores that each stakeholder must enhance their role to maximize the potential of ecotourism and improve the welfare of local communities and environmental conservation.

## CONCLUSION

Mangrove Batu Lumbang Ecotourism offers a variety of attractions, including nature-based activities such as mangrove tracking, mangrove river tours, mangrove planting, bird watching, fishing, and local culinary and ecoprint products. The development of this ecotourism involves a pentahelix approach from government, community, academia, media, and business. The community acts as policymakers and implementers, while academia, media, and business serve as facilitators and accelerators. Local businesses replace external investors, with the government acting as policy-maker, facilitator, and coordinator. Effective pentahelix collaboration is crucial for the advancement of Batu Lumbang ecotourism. Enhancements in product quality, services, infrastructure, and the strengthening of promotion, marketing, local community capacity, and ecosystem conservation are needed to attract both domestic and international tourists. The government is expected to reinforce regulations and policies to support sustainable ecotourism and increase promotion through various media. The local community should focus on developing unique tourism products and maintaining environmental sustainability. The media should provide positive coverage and education about mangroves, as well as actively promote Batu Lumbang ecotourism on social media. Business operators should consider developing cooperatives or village-owned enterprises for funding and management of ecotourism and utilize crowdfunding. Academics should also monitor the mangrove ecosystem and provide ecotourism management training to the local community.


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