

Transformation Toward Beyond Sustainability: A Community Based Tourism Development Model In North Lombok Regency

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Abstract

Sustainable tourism development often prioritizes economic growth and environmental protection while giving limited attention to social inclusion and community empowerment. This study explores the transformation of tourism governance in North Lombok Regency, Indonesia, following the 2018 earthquake and the COVID-19 pandemic, through a Beyond Sustainability lens informed by Community-Based Tourism (CBT). Using a descriptive qualitative approach, policy documents and tourism performance data were analyzed through content analysis and social network analysis to examine collaboration among government, community groups, academics, and the private sector. The findings indicate a clear shift from an economy-centered model toward inclusive, community-driven tourism governance. Local government plays a facilitative role by strengthening tourism awareness groups (Pokdarwis), supporting the creative economy, advancing digital promotion, and implementing green tourism policies. Tourism arrivals increased by 113% within two years, local revenue rose by 46%, and tourism villages expanded from five to eight. Network analysis reveals a density of 0.62, with the Senaru Tourism Office and Pokdarwis showing the highest centrality. These results demonstrate that institutionalized multi-actor collaboration and community empowerment provide a transferable policy framework for post-disaster and emerging tourism regions.

Key words: *Beyond; Development; Sustainability; Transformation; Tourism*

INTRODUCTION

The concept of “beyond sustainability” in tourism development has emerged from growing global critiques of conventional sustainable tourism frameworks, which are increasingly seen as insufficient to address structural inequalities and ecological degradation. International debates on *regenerative tourism* emphasize the need to move beyond merely minimizing negative impacts toward actively restoring ecosystems, strengthening community resilience, and redistributing power to local stakeholders. While sustainable tourism originally aimed to balance economic, social, and environmental dimensions to meet present needs without compromising future generations (Srihermanto et al., 2019), its implementation in many destinations has become reductionist, prioritizing environmental conservation or economic growth while marginalizing social justice, community agency, and local autonomy (Ottoman, 2018); (Zitri, 2022). As a result, local communities are often excluded from decision-making processes, lose control over tourism resources, and receive limited benefits from tourism development.

Within this global context, the shift toward a beyond-sustainability paradigm represents a transformative approach that closely aligns with regenerative tourism principles by emphasizing recovery, regeneration, and community empowerment.

Community-Based Tourism (CBT) embodies this perspective by positioning communities as central actors across all stages of destination development from planning to evaluation while fostering local ownership and culturally grounded governance (Artino et al., 2019); (Lestanata et al., 2020); (Muhammad Alwi et al., 2021). Tourism is thus reframed not merely as an economic sector, but as a vehicle for strengthening social cohesion, cultural identity, and community self-reliance.

North Lombok Regency, located in West Nusa Tenggara Province, offers a compelling case for examining this paradigm shift. The region possesses rich natural and cultural assets, including Mount Rinjani, the Sendang Gile and Tiu Kelep waterfalls, the Gili islands, and strong local traditions such as Wetu Telu and communal cooperation (Zitri et al., 2020) (Pattaray et al., 2022). These resources constitute vital social capital for inclusive tourism development (Nurcahyono, 2017). However, tourism governance in North Lombok has historically been dominated by top-down, investment-driven policies that prioritized macroeconomic indicators over community needs. This approach failed to build local capacity, weakened institutional coordination, concentrated benefits among external investors, and limited community participation in strategic planning. These structural weaknesses became particularly evident following the 2018 earthquake and the COVID-19 pandemic, when many residents lost livelihoods, destinations deteriorated, and local economic recovery proved slow and uneven.

Against this backdrop, Community-Based Tourism has emerged as a strategic response to rebuild the sector through locally rooted recovery and participatory governance (Zitri et al., 2024). Nevertheless, persistent challenges including fragmented inter-agency collaboration, limited human resource capacity, and low digital literacy continue to constrain inclusive tourism transformation. Accordingly, this study, entitled *"Beyond Sustainability: A Study of Community-Based Tourism in North Lombok Regency,"* aims to analyze the ongoing paradigm shift from conventional sustainability toward a beyond sustainability model by examining four key dimensions: (1) policy and institutional direction, (2) community empowerment and capacity building, (3) multi-actor collaboration in destination governance, and (4) outcomes of inclusive tourism development. By situating North Lombok within global regenerative tourism debates, this research contributes empirical evidence to advancing locally driven, equitable, and resilient tourism governance models applicable to other post-disaster and emerging destinations.

METHOD

This study adopts a qualitative research design to gain an in-depth understanding of the dynamics and implementation of the Beyond Sustainability paradigm in community-based tourism development in North Lombok Regency (Silver et al., 2007). This approach enables the exploration of meanings, values, and relational processes among tourism stakeholders in a contextually and holistically meaningful way (Long et al., 2015) (Zitri et al., 2023). Beyond descriptive analysis, this research interprets the transformation of tourism policies and practices toward a more participatory, inclusive, and regenerative governance model (Lestanata et al., 2020).

The study utilizes both primary and secondary data sources. Primary data were collected through in-depth interviews with key informants, including representatives of the Tourism Office, Tourism Awareness Groups (Pokdarwis), micro, small, and medium enterprises (MSMEs), academics, and non governmental organizations engaged in tourism development in North Lombok (Sitorus, 2020). Secondary data were obtained from official government documents, policy reports, scientific publications, media sources, and digital

archives relevant to the research context. Documentation and indirect observation techniques were employed, supported by Google N-Capture to collect digital content from websites and social media platforms related to community-based tourism practices in North Lombok (Pratama et al., 2023).

Qualitative data were analyzed using NVivo 12 Plus as Computer-Assisted Qualitative Data Analysis Software (CAQDAS), involving systematic coding, categorization, and thematic mapping of interview transcripts and documentary materials (Widayat et al., 2023). Analytical features such as cluster analysis, word frequency queries, and content analysis were applied to visualize thematic relationships and identify dominant narratives in local CBT practices (Hartaman et al., 2020) (Kurniawan et al., 2022). The overall analytical procedure followed the Miles and Huberman framework, comprising data reduction, data display, and conclusion drawing/verification, allowing for iterative interpretation of social meanings and relational patterns relevant to the Beyond Sustainability framework (Cahyono, 2016).

Social Network Analysis Metrics

To strengthen the analysis of multi-actor collaboration, this study incorporates Social Network Analysis (SNA) to examine structural relationships among key tourism stakeholders. Actor interaction data derived from interviews and documents were transformed into adjacency matrices and analyzed to calculate network density and degree centrality. Network density measures the overall level of connectedness within the governance network, indicating the extent of collaboration among actors, where values closer to one represent stronger integration (Zitri Ilham et al., 2024). Degree centrality was employed to identify actors with the highest number of direct connections, reflecting their relative influence and coordination capacity within the tourism governance system (Ibrahim et al., 2024). These metrics enable an objective assessment of institutional synergy and leadership patterns, complementing qualitative interpretations of governance dynamics.

Through this integrated qualitative network approach, the research provides a comprehensive depiction of how tourism policies, institutional arrangements, and community practices in North Lombok are evolving beyond conventional sustainability toward a more adaptive, collaborative, and regenerative model of community-based tourism development. The findings are expected to contribute both conceptually and practically to the formulation of inclusive and resilient tourism policies at regional and national levels.

RESULTS AND DISCUSSION

The findings of this study demonstrate a significant paradigmatic transformation in tourism development in North Lombok Regency toward strengthening Community-Based Tourism within a Beyond Sustainability framework. This shift reflects a move beyond conventional sustainability previously centered on conservation and economic growth toward a more integrated model that emphasizes social justice, community empowerment, and cultural regeneration. Tourism is no longer merely a financial sector. Still, it has evolved into a social mechanism for enhancing community capacity, strengthening post-disaster resilience, and maintaining ecological balance following the 2018 earthquake and the COVID-19 pandemic.

This transformation marks a departure from earlier top-down development approaches dominated by external investment toward a bottom-up governance model that places local communities at the center of destination planning and management. The Tourism Office has redirected policy priorities from macro indicators such as visitor

numbers toward strengthening local capacity and ensuring that tourism benefits are distributed directly to village communities. Communities now function as value creators and destination managers rather than passive beneficiaries. Practical initiatives including homestay management training, creative MSME incubation, digital promotion of tourism villages, and tour guide certification illustrate this policy reorientation toward community empowerment.

Institutionally, the Tourism Office operates as a governance hub within the CBT ecosystem, coordinating closely with Bappeda, the Cooperatives and MSMEs Office, and the Environmental Agency through an integrated cross-sectoral approach. This collaboration is reinforced by partnerships with universities, notably the University of Muhammadiyah Mataram and Lombok Tourism Polytechnic, which contribute through policy research, human resource development, and professional certification. NGOs and conservation groups serve as bridging actors, translating macro-level policies into micro-level community practices.

Social Network Analysis reveals a relatively high network density (0.62), indicating strong inter-actor connectivity and active communication across the tourism governance system. The Tourism Office and Senaru Pokdarwis exhibit the highest centrality, underscoring their strategic roles as coordinators and drivers of community-based tourism. Academics and NGOs function as institutional intermediaries, facilitating knowledge transfer and strengthening local implementation. This configuration reflects a transition from hierarchical governance toward network-based co-creation, enabling more adaptive and inclusive decision-making.

Pokdarwis play a pivotal role as both destination managers and community economic catalysts. Each group develops tourism products aligned with local assets: Senaru emphasizes conservation-based nature tourism, Bayan promotes cultural tourism rooted in Wetu Telu traditions, and Gili Meno focuses on marine tourism integrated with ecosystem conservation. This localized diversification extends tourists' length of stay, stimulates MSME growth, and reinforces cultural preservation.

Empirical outcomes further validate this transformation. Tourist arrivals increased by 113% within two years post-pandemic, tourism-generated local revenue rose by 46%, and creative MSMEs expanded by 35% between 2021 and 2023. The Sustainable Tourism Development Index improved from 64.7 to 75.8, signaling enhanced destination quality supported by strengthened human resource competencies.

Conceptually, these findings affirm that Beyond Sustainability integrates environmental stewardship with social and cultural regeneration through decentralized governance and community leadership. North Lombok's experience illustrates that transformative tourism depends on positioning local communities as primary agents of change, offering a replicable model for inclusive and resilient destination development.

1. Policy and Institutional Dimensions

This strategic policy is then operationalized through various priority programs that place the community at the center of every destination development activity. The Tourism Office's core principle is that local communities should be the subjects, not the objects, of tourism development. This is reflected in various activities such as tour guide training and certification, the development of independent tourist villages, and facilitation for MSMEs operating in the culinary, craft, and community-based accommodation sectors. These programs not only improve the quality of tourism services but also expand economic benefits for local communities.

The North Lombok Regency Tourism Office acts as the primary coordinator, ensuring

that all policies and programs are implemented synergistically with various related agencies. Within the context of collaborative governance, the Tourism Office has partnered with the Regional Development Planning Agency (Bappeda) to synchronize the planning and evaluation of tourism development programs. Collaboration with the Cooperatives and MSMEs Office focuses on increasing the capacity of creative entrepreneurs, strengthening access to financing, and promoting local products that support tourism. Meanwhile, cooperation with the Environment Agency is directed at integrating green tourism principles, which emphasize natural resource conservation, waste management, and environmental impact mitigation in tourist areas.

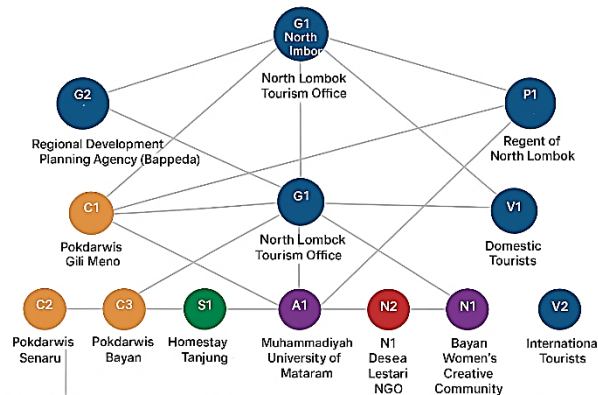


Figure 1

Community Based Tourism Governance Network Data

The collaborative network analysis illustrates the structure of stakeholder engagement in community-based tourism development in North Lombok Regency. The Tourism Office occupies a central coordinating position, linking local government agencies, Pokdarwis, academics, NGOs, business actors, and tourists. Strong connections with the Regional Development Planning Agency and the Regent reflect alignment in regional planning and policy direction, while Pokdarwis function as frontline actors managing nature- and culture-based destinations. Supporting institutions, including the University of Muhammadiyah Mataram and NGOs such as Desa Lestari and Gili Conservation, serve as bridging actors that strengthen human resource capacity and promote sustainable tourism practices. Although the network demonstrates relatively strong collaboration, it remains semi-centralized, with the Tourism Office as the primary driver. This pattern highlights the importance of strengthening horizontal collaboration among Pokdarwis and expanding digital tourism promotion to support the transition toward Beyond Sustainability.

Institutionally, community empowerment is operationalized through the establishment and mentoring of Pokdarwis across tourist villages. More than 20 active Pokdarwis groups are distributed throughout North Lombok, including Senaru, Bayan, Tanjung, Kayangan, and Pemenang, each developing tourism products aligned with local potential. Pokdarwis Senaru focuses on conservation-based nature tourism and Mount Rinjani trekking, Pokdarwis Bayan promotes religious and cultural tourism rooted in Wetu Telu traditions, and Pokdarwis Gili Meno emphasizes marine tourism integrated with ecosystem conservation. Beyond destination management, Pokdarwis members act as tour guides, digital promoters, and cultural organizers, enhancing visitor experiences and destination competitiveness.

Local government support includes tourism management training, infrastructure provision, and assistance in preparing tourism village business plans. Collaboration with

MSMEs, educational institutions, and NGOs has further diversified tourism offerings. Importantly, Pokdarwis strengthen social cohesion and local economic resilience by creating income opportunities through culinary services, handicrafts, transportation, and homestay accommodation. At the same time, community groups actively revive cultural expressions such as Gendang Beleg performances, Begawe rituals, and Nyongkolan festivals as educational tourism attractions. These dynamics demonstrate that Pokdarwis function not only as destination managers but also as key agents of social, cultural, and economic regeneration within North Lombok's community-based tourism ecosystem.

2. Dimensions of Community Empowerment and Capacity

Community empowerment is a key pillar of CBT implementation in North Lombok. The local government, through the "Destination Competitiveness Enhancement" program, has conducted a series of training and mentoring activities, including tour guide training, homestay management, creative product processing, and community-based financial management. According to the 2023 LKJIP, there has been a significant increase in the capacity of tourism human resources (HR), particularly among the younger generation and women involved in creative economy activities.

One concrete example is the Senaru Tourism Group (Pokdarwis), which serves as a model for community-based nature tourism management. This group not only provides tour guides for Mount Rinjani but also develops educational tourism packages based on local culture, such as the Begawe and Gendang Beleg traditions. Meanwhile, the Bayan Tourism Group stands out for its religious tourism based on the Wetu Telu heritage, while the Kayangan Group develops an agro-ecotourism concept by processing local agricultural produce into value-added products.

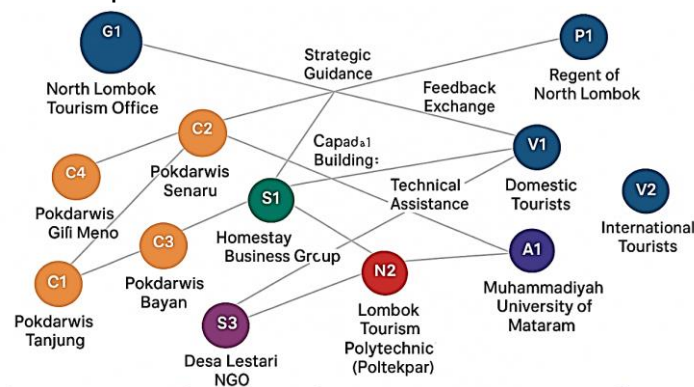


Figure 2
Network Metrics

The figure illustrates the collaborative network underpinning community-based tourism implementation in North Lombok Regency, with the Tourism Office (G1) functioning as the central coordinating actor linking government institutions, communities, academics, NGOs, business groups, and tourists. Its strong connection with the Regent (P1) reflects strategic policy direction, while interactions with Pokdarwis (C1–C4) and homestay groups (S1) indicate a capacity-building pattern through training, mentoring, and institutional strengthening. Collaboration with Muhammadiyah University of Mataram (A1) and Lombok Tourism Polytechnic (N2) further supports human resource development, particularly in certification and competency enhancement for tourism practitioners.

At the grassroots level, Pokdarwis play a pivotal role in managing nature, culture, and ecotourism-based destinations, positioning communities as primary implementers of

tourism activities. Desa Lestari NGO (S3) complements this process by providing institutional mentoring and supporting community governance. Engagement with domestic (V1) and international tourists (V2) establishes a feedback mechanism that informs improvements in service quality and destination attractiveness. Overall, the network reflects complementary multi-actor collaboration characterized by co-governance: government acts as facilitator, academics and NGOs serve as technical advisors, communities operate as core actors, and tourists function as evaluators of experience. This configuration indicates a transition from hierarchical governance to a more inclusive, adaptive network-based model. In addition, women's participation particularly through the Bayan Creative Women's Community highlights the growing integration of gender-responsive empowerment within tourism development. Supported by business incubation and product promotion from the Cooperatives and MSMEs Office, these initiatives demonstrate how community-based tourism contributes not only to local economic growth but also to cultural revitalization and social cohesion, reinforcing North Lombok's trajectory toward Beyond Sustainability.

3. Dimensions of Collaboration and Actor Networks (Network Governance)

The research results also demonstrate a complex collaborative network structure within KLU tourism governance. Based on network governance analysis, it was found that the Tourism Office (G1) acts as the central node (the actor with the highest centrality), connecting various actors across sectors. This network includes local governments, local communities, the private sector, educational institutions, NGOs, and tourists.

Within this network, academics such as the Muhammadiyah University of Mataram and the Lombok Tourism Polytechnic act as bridge actors, connecting the government and communities through research and training. Meanwhile, NGOs like Gili Conservation NGO and Desa Lestari NGO focus on ecosystem conservation and strengthening community institutions. This cross-sector collaboration creates a more adaptive, participatory, and long-term tourism ecosystem.

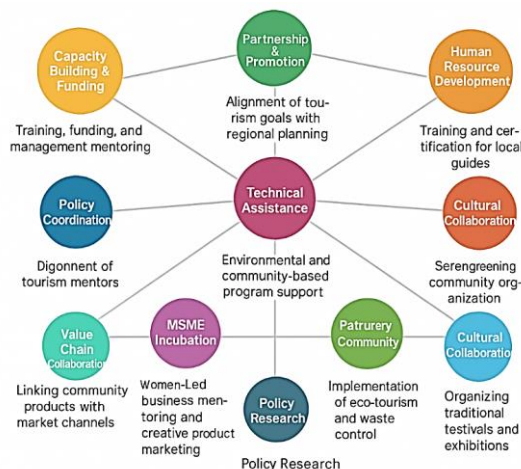


Figure 3
Edges (Collaborative Relations)

The figure illustrates a functional collaboration network among stakeholders involved in implementing community-based tourism in North Lombok Regency. At the core of the network, Technical Assistance emerges as the central node, highlighting the critical role of government, academics, and NGOs in providing mentoring, training, and institutional support for environmental management and community empowerment. From this central

function, several interconnected strategic dimensions shape the tourism ecosystem.

Capacity Building and Funding form the foundation of community independence through skills development, access to financing, and destination management assistance. Partnership and Promotion reflect cross-sector collaboration among government, private actors, academia, and communities to strengthen coordinated tourism development and integrated destination marketing. Human Resource Development contributes to the professionalization of local tourism actors through certification programs and guide training. At the same time, Cultural Collaboration sustains regional identity by revitalizing local traditions through festivals and educational tourism activities.

Economically, Value Chain Collaboration links community products to tourism markets, enhancing local business networks and expanding livelihood opportunities. MSME Incubation particularly involving women-led initiatives supports creative product development and inclusive economic innovation in tourism villages. Policy Coordination and Policy Research provide an evidence-based foundation for aligning inter-agency programs and improving policy effectiveness. Environmental Collaboration reinforces ecological responsibility through community-based conservation and waste management initiatives.

Overall, the network demonstrates moderate density (0.62), indicating relatively strong inter-actor connectivity and coordinated action. This functional integration reflects North Lombok's transition toward systematic, community-centered governance under the Beyond Sustainability framework. However, gaps remain in digital tourism promotion and market integration, highlighting the need for deeper collaboration with local startups and technology actors. These findings underscore that the success of Beyond Sustainability depends not solely on formal policies but on sustained functional connectivity among stakeholders to build an inclusive, innovative, and resilient tourism ecosystem.

4. Dimensions of Achievements and Impacts of Tourism Development

In terms of performance, several positive indicators were recorded. The number of domestic and international tourist visits increased post-pandemic, reaching over 300,000 in 2023, with the largest contribution coming from the Gili Matra and Senaru areas. The tourism sector's contribution to Regional Original Income (PAD) also experienced a significant increase, supported by an increase in the number of licensed tourism businesses and community-based homestays.

Beyond the economic impact, increased community capacity is evident in the increasing number of accredited tourist villages. By 2023, eight tourist villages had been recognized by the Ministry of Tourism and Creative Economy, with three of them Senaru, Bayan, and Gili Meno designated as sustainable tourism villages. This demonstrates the success of local governments in implementing the principle of "beyond sustainability," namely, encouraging communities to become the primary subjects of development, not merely the objects of policy.

Table 1 Key Achievements of the Tourism Sector

| No | Performance Indicator | 2022 | 2023 | 2024 | Remarks / Trend |
|----|--------------------------------|---------------|---------------|---------------|---|
| 1 | Number of Tourist Visits | 143,000 | 227,000 | 305,000 | Increased by 113% within two years after the pandemic |
| 2 | International Tourists | 37,000 | 54,000 | 72,000 | Significant recovery observed in Gili and Senaru |
| 3 | Domestic Tourists | 106,000 | 173,000 | 233,000 | Dominated by tourists from Bali and Java |
| 4 | Regional Tourism Revenue (PAD) | Rp2.6 billion | Rp3.2 billion | Rp3.8 billion | Increased by 46% during 2021–2023 |

| | | | | | |
|----|--|-------------|-------------|-------------|--|
| 5 | Active Tourism Villages | 5 villages | 7 villages | 8 villages | 3 villages recognized as <i>Sustainable Tourism Villages</i> |
| 6 | Active Tourism Awareness Groups (Pokdarwis) | 17 groups | 21 groups | 24 groups | Expanded to five districts |
| 7 | Registered Creative Economy Actors | 412 MSMEs | 498 MSMEs | 557 MSMEs | Grew by 35% with support from tourism training programs |
| 8 | Certified Tourism Human Resources | 112 persons | 186 persons | 254 persons | Strengthened through collaboration with Lombok Tourism Polytechnic (Poltekpar) |
| 9 | Average Tourist Length of Stay | 1.8 days | 2.2 days | 2.5 days | Increased due to tourism product diversification |
| 10 | Tourist Satisfaction Rate | 85% | 88% | 90% | Based on the North Lombok Tourism Office public service index survey |
| 11 | Cultural Events & Local Festivals | 5 events | 9 events | 12 events | Supported by digital promotion and tourism CSR programs |
| 12 | Tourism Contribution to North Lombok GRDP | 6.8% | 8.1% | 9.4% | A key post-disaster and post-pandemic economic sector |
| 13 | Sustainable Tourism Development Index (STDl) | 64.7 | 70.5 | 75.8 | Significant increase toward the “Good” category |

Source: Document of the North Lombok Regency Government

The data indicate a strong recovery and structural transformation of the tourism sector in North Lombok Regency during 2022–2024, signaling a shift toward Beyond Sustainability through resilient and inclusive community-based tourism. All key indicators show consistent progress across economic, social, and institutional dimensions.

Economically, tourist arrivals increased by 113%, rising from 143,000 in 2022 to 305,000 in 2024/2025, reflecting post-pandemic recovery and growing destination attractiveness, particularly in the Gili Islands and Senaru. Tourism’s contribution to regional GDP rose from 6.8% to 9.4%, while tourism-generated local revenue (PAD) increased by 46%, confirming tourism as a leading sector in regional economic development.

Community empowerment outcomes are equally significant. Active tourism villages expanded from five to eight, supported by growth in Pokdarwis groups from 17 to 24, three of which achieved Sustainable Tourism Village status. Creative economy MSMEs grew by 35%, accompanied by a sharp rise in certified tourism workers from 112 to 254, highlighting the effectiveness of training programs, business incubation, and partnerships with institutions such as Lombok Tourism Polytechnic.

Tourist experience indicators also improved, with average length of stay increasing from 1.8 to 2.5 days and visitor satisfaction rising from 85% to 90%, driven by diversification of tourism products across nature, culture, culinary, and ecotourism. Cultural revitalization strengthened destination appeal, as festivals and local events more than doubled, supported by digital promotion and CSR engagement.

The Sustainable Tourism Development Index increased from 64.7 to 75.8, reflecting balanced progress across economic, socio-cultural, and environmental dimensions. Social impacts are evident in over 70% community participation in tourism planning and training, alongside collaborative activities that strengthened social cohesion.

Overall, these outcomes demonstrate that North Lombok has entered a consolidation phase toward Beyond Sustainability, grounded in community empowerment, institutional strengthening, and cultural integration. Continued progress will depend on reinforcing collaborative governance, enhancing human resource capacity, and expanding digital innovation to sustain resilience and inclusivity.

5. Challenges and Opportunities Towards the “Beyond Sustainability” Stage

Despite significant progress, this study identifies persistent structural and capacity-

related challenges in North Lombok's transition toward Beyond Sustainability. Limited digital infrastructure and weak online promotion constrain market expansion, while many Pokdarwis groups still face gaps in financial management and product innovation. Institutional fragmentation and insufficient public-private coordination further hinder integrated destination development. Nevertheless, substantial opportunities exist to strengthen a regenerative, community-based tourism model through smart tourism villages, renewable energy initiatives, and data-driven policy collaboration with academic institutions. Youth-led digital promotion, such as initiatives by Karang Taruna Wisata Pemenang, signals growing momentum toward participatory and technology-enabled tourism.

Across institutional, economic, socio-cultural, and environmental dimensions, the analysis reveals a dynamic interplay between constraints and emerging potential. Network governance mechanisms particularly the KLU Tourism Village Forum offer pathways to improve inter-agency coordination and multi-actor collaboration. Community empowerment remains uneven due to capacity gaps and low digital literacy, yet CBT training, MSME e-commerce, and partnerships with universities and financial institutions provide scalable solutions. Creative tourism and eco-entrepreneurship present opportunities to enhance local branding, while environmental pressures in the Gili and Rinjani areas can be addressed through conservation partnerships and eco-certification schemes supported by Green Tourism policies. Cultural revitalization rooted in Wetu Telu traditions strengthens destination identity, provided that heritage protection is embedded in tourism regulations.

Infrastructure limitations and low technology adoption persist, but national digital platforms and government support for connectivity create prospects for smart destination management. Overall, North Lombok is shifting from a conventional sustainability paradigm toward Beyond Sustainability, characterized by collaborative governance, community leadership, digital innovation, and socio-ecological restoration. This transformation underscores that future tourism resilience depends not only on policy frameworks but on sustained functional connectivity among actors, positioning North Lombok as a promising model for inclusive and regenerative tourism development.

Table 2 Strategic Transformation “Beyond Sustainability”

| Dimension | Current Stage (<i>Sustainability</i>) | Transformation Stage (<i>Beyond Sustainability</i>) |
|----------------------|---|---|
| Economic | Increase in regional tourism revenue (PAD) and visitor numbers | Community economic empowerment through local innovation |
| Social | Community involvement through <i>Pokdarwis</i> (Tourism Awareness Groups) | Community leadership in destination governance |
| Cultural | Preservation of local traditions | Regeneration of cultural values through educational tourism packages |
| Environmental | Limited waste management and conservation efforts | Ecosystem restoration and low-carbon tourism development |
| Technological | Manual promotion and basic social media utilization | Digital integration through <i>Smart Village Tourism</i> and data analytics |
| Institutional | Government as the main driving actor | Multi-actor collaborative networks with a <i>co-governance</i> model |

Source: Document of the North Lombok Regency Government

An analysis of the “Dimensions of Transformation from Sustainability to Beyond Sustainability” in tourism development in North Lombok Regency (KLU) indicates a shift toward a more holistic and advanced development model. This transition reflects a move

from conventional sustainability toward a regenerative, inclusive, and collaborative tourism system. The transformation is evident across six interconnected dimensions economic, social, cultural, environmental, technological, and institutional which collectively shape a community-based tourism ecosystem.

Economically, tourism development in KLU initially emphasized increasing regional revenue and visitor numbers. While this approach supported economic growth, it did not fully ensure equitable benefits for local communities. Under the beyond sustainability framework, residents are repositioned as central actors within the tourism value chain. The focus has expanded from visitor growth to strengthening community-based enterprises through local innovation, such as micro-businesses based on cultural products and culinary specialties managed directly by villagers. Tourism thus becomes a pathway to economic self-reliance rather than merely a source of short-term income.

Socially, a clear shift is observed from community participation to community leadership. Previously, residents mainly acted as implementers through Tourism Awareness Groups (Pokdarwis). Today, they increasingly serve as decision-makers in village-level destination management. Supported by training, certification, and mentoring, communities are developing stronger social ownership and governance capacity, enabling them to function as equal partners alongside government and private stakeholders.

Culturally, development has moved beyond preservation toward regeneration of local values. Cultural traditions are no longer presented solely as static attractions but are transformed into participatory and educational tourism experiences. Practices such as the Wetu Telu ritual and Gendang Beleg performances are integrated into tourism products that engage visitors while transmitting cultural knowledge to younger generations. This approach positions culture as a living heritage that evolves while maintaining its core identity.

Environmental management has also undergone a significant shift. Earlier efforts focused mainly on waste management and basic conservation. The current regenerative tourism paradigm emphasizes ecosystem restoration and low-carbon practices, including coral reef rehabilitation in Gili Meno, reforestation in the Rinjani area, and the adoption of clean energy in village homestays. These initiatives demonstrate a changing perspective that views nature as a partner in development rather than a resource to be exploited.

Technologically, tourism governance is transitioning from conventional promotion to digital integration. Platforms such as SIDESWIS KLU, online reservation systems, and data analytics are improving destination management and market access. The Smart Village Tourism concept enhances efficiency, competitiveness, and global outreach, positioning technology as a key enabler of adaptive and future-oriented tourism. Institutionally, governance has shifted from a government-dominated model to collaborative co-governance. Local authorities now act primarily as facilitators, connecting communities, academics, private actors, and NGOs within shared networks. This multi-actor approach strengthens policy legitimacy and supports more transparent and participatory decision-making.

Overall, these six dimensions illustrate North Lombok's progression toward a regenerative and inclusive tourism model. The beyond sustainability approach integrates people, culture, nature, and technology into a unified development ecosystem, offering a potential blueprint for community-based tourism in other regions seeking resilient and equitable growth.



CONCLUSIONS AND SUGGESTIONS

Based on an analysis of tourism development in North Lombok Regency, the region is undergoing a fundamental transition from a conventional sustainability paradigm toward a more progressive and inclusive “beyond sustainability” model. This shift reflects a movement from maintaining economic, social, and environmental balance toward building a regenerative, collaborative, and community-centered tourism system. Economically, development is no longer focused solely on increasing Regional Original Income (PAD) and visitor numbers, but increasingly emphasizes strengthening local value chains through village-based product innovation and community enterprises. Socially, communities have evolved from implementers to leaders and decision-makers in destination governance. At the same time, culturally, traditional values are being regenerated through living heritage programs integrated into educational tourism, reinforcing local identity alongside economic benefits.

From an environmental perspective, conservation strategies have expanded toward ecosystem restoration and carbon-friendly tourism practices, positioning nature as both a development partner and a foundation for long-term resilience. Technologically, although Smart Village Tourism initiatives and digital platforms have begun to improve destination management, the most urgent policy priority is the establishment of an integrated digital tourism management system at the village level. This includes standardized digital booking platforms, centralized visitor data dashboards, and basic digital literacy training for Pokdarwis and MSME actors. These steps are critical to addressing current challenges, including fragmented promotion, limited market access, and weak data-driven decision-making.

Institutionally, governance has shifted from a government-dominated model to co-governance, involving communities, academics, the private sector, and NGOs within a collaborative network. To strengthen this model, local policy should formalize multi-actor coordination mechanisms and embed digital monitoring tools into planning and evaluation processes. Overall, this transformation confirms that tourism development in North Lombok is moving toward a human-centered, innovative, and crisis-resilient model. By prioritizing community empowerment, accelerating village-level digital integration, strengthening cultural regeneration, and advancing ecological restoration, North Lombok holds strong potential to become a national reference for community-based tourism that not only sustains growth but actively regenerates socio-ecological systems.

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