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Stakeholders analysis of tourism governance in Dalegan beach ecotourism, East Java, Indonesia

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Abstract: This study was conducted to examine the roles of interconnected stakeholders based on power and interests in Ecotourism Management Policy for Dalegan Beach, Gresik Regency, Indonesia using a qualitative method. Data were collected through observation, in-depth interviews, and focus group discussions with stakeholders. Furthermore, the identification of stakeholders interest in ecotourism development was based on the strengths, important positions, and influence of stakeholders categorized into several groups. The results showed that there were three categories of stakeholders, namely Main, Supporting, and Key. In the Village Government, Dalegan Beach Tourism Manager acted as a key player and the local community had the main role. Additionally, East Java Province Maritime and Fisheries Service, Gresik Regency Tourism and Creative Economy Office, Culture, Youth and Sports Office, Gresik Regency Public Works and Spatial Planning Service, and *Commanditaire Vennotschaap Mahera* (CV Mahera), the landowner, were recognized for lacking direct inclusion in policy matters. Different influences were reported on the legal decisions of the government to offer insights to policymakers in tourism governance. Subsequent study could examine the conflicts of interest among stakeholders.

Keywords: stakeholders analysis; tourism governance; ecotourism; Delegan beach

1. Introduction

Ecotourism is the concept of guiding tourists to remote locales with the intent of appreciating and exploring nature, history, and culture (Khanra et al., 2021; Liu and Li, 2020). According to Jaya et al. (2022), the concept has evolved into a strategic method for improving sustainable livelihoods and assumes an important role in local community management. In Indonesia, ecotourism thrives in rural settings characterized by the surroundings and a harmonious environment (Roziqin et al., 2019; Roziqin and Syarafina, 2021). However, challenges persist in governance of ecotourism, including the roles of policy stakeholders from governmental and private sectors, the equitable distribution of benefits, and the assessment of social and environmental costs within associated sectors (Nunkoo, 2017; Tamrin and Lubis, 2023). Previous study shows that a multitude of challenges confronts ecotourism advocates, including insufficient awareness, limited community leadership, organizational commitment issues, weak dedication of tourism operators, inadequate financial and economic resources, inefficient network, and limited knowledge of tourism industry (Halkier et al., 2019; Hatma Indra Jaya et al., 2022; Wu, 2021). To optimize the efficacy of tourism sector, Becken and Loehr (2022) contended that governance framework consistent with the principles of good governance was important.

The acceptance of a precise definition of good governance remains elusive since diverse studies used varied concepts and mechanisms when deliberating on its significance (Jindra and Vaz, 2019). In addition, countries that follow good governance rules can use resources more efficiently and develop quickly to help the needy sections of the community (Fan and Shahani, 2016). Facilitating a more favorable environment for the development of ecotourism sector within public institutions should suffice, improving indirect inclusive growth (Jindra and Vaz, 2019). The government should simultaneously recognize the potential for ecotourism governance to encourage economic growth and the potential to alleviate poverty in tourist areas (Kumar et al., 2020).

From the perspective of ecotourism governance, tourism becomes an open industry with low entry barriers, subject to several social, political, environmental, socio-economic, and technological trends that bring risks and opportunities (Vanegas and Croes, 2015). The concept is a major issue that requires good policy and governance, hence little attention is paid to coordination within the government (Scott and Marzano, 2015). The great opportunities in the sector influence the number of actors and stakeholders (Barandiarán et al., 2019; Wesley and Pforr, 2010). Communication from various policy stakeholders regarding decisions made during planning is important when tourism catalyzes poverty alleviation (Zhou et al., 2020). Governance and tourism can have complementary effects on poverty alleviation (L. Zhao, 2020). Therefore, tourism is becoming increasingly popular, and ecotourism positively influences society and the environment (Dodd and Collins, 2017).

The development of tourism governance has long been considered a potential tool for poverty alleviation (Zhang et al., 2023). Furthermore, the concept requires less infrastructure and good governance, specifically the institutional method. Many developing countries are enthusiastic about developing the industry (Golan et al., 2019). Meanwhile, several studies support the idea that tourism drives job creation and interconnections with other industries as well as plays an important role in engaging stakeholders and generating pro-poor relationships (Croes and Rivera, 2015). In addition, it is unclear how stakeholders interact to benefit the community (Roxas et al., 2020). The identification aims to determine the socio-political position of stakeholders (Roxas et al., 2020), specifically sustainability issues (Birendra et al., 2021).

In Indonesia, tourism has become a major foreign exchange contributor to the economy's structure. Before the onset of the COVID-19 pandemic, as showed by the OECD (Organization for Economic Cooperation and Development) report titled "Tourism Trends and Policies 2022", the sector played a significant role in the economic landscape, contributing 5.0% to GDP in 2019. Subsequently, in 2022, the Ministry of Tourism and Creative Economy reported 4.58 million foreign visits and 633 million domestic movements. Despite the substantial opportunities presented as a catalyst for economic growth, the government and stakeholders are dedicated to achieving a harmonious balance between nature conservation, cultural preservation, and community empowerment to enhance the quality of tourism (Hatma Indra Jaya et al., 2022). Consequently, the variables of policy and practice, identity politics, and the mitigation of minority exclusion in governance have a positive influence on the local community (Musleh et al., 2023).

The judicious application of ecotourism governance, tailored to the specific

forms of association and coordination, consists of diverse policy stakeholders, including government entities, private organizations, non-governmental organizations (NGOs), local communities, and actors from civil society organizations. The purpose is to advance principles of justice, inclusiveness, trust, and equitable power relations, particularly in the distribution and allocation of resources and benefits (Farmaki, 2015). The government becomes the center of the network of interactions, interdependence, and cooperation among various actors, while governance process is related to participation, equal power relations, trust, fairness, and inclusive justice. The relationship between tourism development, economic growth, and more dynamic aspects is the center of the industry activities (Balcilar et al., 2020). Experts have recently advocated that governments in developing countries promote tourism to enhance human and sustainable development. A critical role is played in enabling and supporting the tourist experience while protecting the resource base that ensures the long-term sustainability of the destination (Tecel et al., 2020).

Various stakeholders can work together and cooperate to achieve common goals in overcoming every problem and increasing shared prosperity (Kismartini et al., 2023). However, the last few decades have shifted towards multi-stakeholders network governance arrangements, often acting in a “consistent and predictable pattern” as part of the polycentric system. These functions should be enabled, specifically when the system spans multiple geographic scales (Carlisle and Gruby, 2019). The urgency requires an enabling environment, including appropriate governance arrangements that provide “trust, transparency, accountability, elimination of illegality and corruption, existence of stable laws and policies, and access to reliable information” (Glass & Newig, 2019). Therefore, initial studies carried out on several actors, including village government, tourism managers, Local Tourism Awareness Groups (Pokdarwis), village-owned enterprises (BUMDes), and communities should be maximized. This study aims to examine the interconnected roles of stakeholders based on power and interests in Ecotourism Management Policy for Dalegan Beach, Gresik Regency, Indonesia.

2. Literature review

2.1. Stakeholders analysis

Stakeholders are parties that influence every decision taken by people, groups, and institutions concerned about the results of activity (Giachanou and Crestani, 2016). Based on relation to a decision or activity, Townsley (1998) differentiates stakeholders into primary and secondary. Primary stakeholders are parties with a direct interest in a resource source of livelihood and are directly included in exploitation. Furthermore, secondary stakeholders are parties who have interests indirectly and depend on some of the wealth or business generated by related resources. They have different interests, needs, and perspectives, which should be managed properly (Kristjanpoller et al., 2021).

The Clarkson Center for Business Ethics (1999) in (Friedman and Miles, 2006) put forward seven principles in managing stakeholders as follows:

- a. Recognize and pay attention to the interests of stakeholders in decision-making.
- b. Establish open communication regarding stakeholders interest and analyze risks.

- c. Adopt the ways of behaving and capabilities of each stakeholders.
Recognize interdependence and strive to achieve a fair distribution of benefits and burdens among stakeholders, considering each other's risks and vulnerabilities.
- d. Cooperate with other entities to ensure that risks and hazards can be minimized.
- e. Avoid activities that endanger human rights or pose unacceptable risks to stakeholders.
- f. Recognize potential conflicts due to stakeholders role and responsibilities, and include third parties.

Stakeholders analysis is important in ecotourism governance, a form of sustainable tourism focusing on maintaining and developing the local community environment (Kismartini et al., 2020; Park et al., 2018). Some urgency is related to analysis of policy, such as ensuring participation and contribution to ecotourism. Stakeholders should be actively included in decision-making and ensure their contribution to preserving the environment and community welfare (Lyo et al., 2020). By conducting stakeholders analysis, all parties can participate and contribute to decision-making (Greyling et al., 2021) and increase environmental and economic sustainability (Manor, 2017).

By comprehensively understanding the interests and contributions of each stakeholders, the formulated policies and adopted practices are not only sustainable but also avoid environmental damage, fostering economic benefits for the local community (Scheyvens and Biddulph, 2018). In addition, conflicts of interest can be overcome in ecotourism management and between stakeholders with different interests (Sourvinou and Filimonau, 2018). Conducting stakeholders analysis can identify any conflicts and find solutions that meet the interests of all parties (Qian et al., 2016). Conversely, maintaining local wisdom culture in ecotourism management helps understand the position and interests of the local community in stakeholders analysis. Therefore, policies and practices do not damage local culture and traditions (Sharpley, 2020). The quality of the tourist experience can be carried out directly by managing various needs and desires. Moreover, services and facilities are appropriate to the needs of tourists and are sustainable for the environment and the local community (Mpinganjira et al., 2017).

Stakeholders analysis theory has evolved over the last few decades and continues today (Mgabhi and Ezeuduji, 2023). Some recent developments in theory, such as a better understanding (Goodfellow et al., 2017), are the more detailed and systematic framework for conducting this analysis. This is in the form of a framework that includes identification, analysis of interests and strengths, impact, strategy determination, implementation, and monitoring evaluation (Araujo et al., 2020). Furthermore, improving new analysis methods for each stakeholders by conducting analysis, such as multi-criteria methods, interests, strengths, and networks (Ytre-Arne and Moe, 2020). Stakeholders participation places a greater emphasis on the active participation of stakeholders. Participation can increase understanding related to the interests and needs of each stakeholders, level of support, and acceptance of the policies or actions taken (Daniels and Tichaawa, 2023). Conversely, sustainability is increasingly stated in conducting stakeholders analysis (Tjitunga et al., 2023). This includes understanding the long-term impact of policies or actions taken on the environment, and society (Ouchchy et al., 2020). In addition, there is an increase of

parties included in conducting stakeholders analysis, non-governmental organizations, civil society, and other interest groups (Walmsley, 2020), as well as an increased perspective and understanding of interests and needs (Taylor and Ingraham, 2020). The theory should develop and experience progress in understanding analysis methods. Therefore, development is needed to overcome any complex problem increasing effectiveness and sustainability in decision-making organizational governance or policies.

2.2. Tourism governance

Tourism governance is a concept intricately tied to the management and coordination of tourist activities, particularly in remote areas, facilitating the enjoyment and exploration of the region's nature, history, and culture (Allyn, 2020). This concept can be accepted quickly and precisely by using different mechanisms while debating the importance of good governance (Kelly, 2020). Moreover, countries that follow rules of good tourism governance can certainly use various resources more efficiently and develop quickly to help sections of society (Dourish, 2016). Concerning public institutions, providing a more conducive environment for development should be sufficient and indirectly lead to inclusive growth (Crain, 2016). The government should simultaneously recognize the potential to promote economic growth and potential to alleviate poverty in tourist areas (de Fine LK, 2020). The development has been considered a potential tool for poverty alleviation (Smith, 2015). Tourism necessitates less infrastructure and technology compared to manufacturing, prompting many developing countries to express enthusiasm for the development of the industry (Seaver, 2017). Several studies support the idea that tourism promotes job creation and interconnection with other industries important in engaging stakeholders and generating pro-poor relations (Gillespie, 2020). Furthermore, revenue can be used for development purposes, building social infrastructure in the form of health care and education (Møhl, 2020). Tourism contributes to global socio-economic development, including several developing countries (Vercic et al., 2015). Governance is an open industry with low barriers to entry and is subject to several social, political, environmental, socio-economic, and technological trends (Ratkai, 2014). In addition, tourism is considered a key issue that requires good policy governance, and little attention is paid to coordination within the government (Graham, 2014). Effective communication from various policy stakeholders is crucial for disseminating decisions made during the planning process, specifically when tourism is to serve as a catalyst for poverty alleviation (Navotas, 2019). Tourism governance can have a substitute or complementary effect on poverty alleviation (James, 2014). Therefore, the concept is becoming increasingly popular among tourists, and ecotourism has a positive influence on the community and surrounding environment (Valenzuela, 2018).

Tourism governance used should correspond to policy stakeholders, such as government, private sector, NGOs, local community, and civil society organization actors in promoting justice, inclusiveness, trust, and equitable distribution of power relations and resource benefits (Awofadeju and Ewuola, 2019). The government becomes the center of a network of interactions, interdependencies, and cooperation among various actors, while tourism governance processes are related to participation,

equal power relations, trust, fairness, and equity inclusion (Jiang et al., 2018). The relationship between tourism development, economic growth, and a more dynamic aspect is the industry activities (Syahri et al., 2015). Experts have recently advocated that governments in developing countries promote tourism to enhance human and sustainable development (Khan et al., 2014). Subsequently, governments play a critical role in enabling and supporting the tourist experience while protecting the resource base that ensures the long-term sustainability of destinations (O'Boyle, 2018).

By understanding the interests and contributions of each stakeholders, the policies and practices adopted should be sustainable, non-destructive, and possess economic benefits (Roengtam et al., 2017). This is related to addressing any conflicts of interest in tourism management and between stakeholders (Manor, 2019). Stakeholders analysis can identify any conflicts of interest and obtain solutions related to other parties (H. Zhao, 2017). Conversely, preserving local wisdom and culture within the framework of tourism governance includes a thorough understanding of the position and interests of the local community. The policies and practices implemented are crafted in a manner that safeguards and respects local culture and traditions, preventing any inadvertent damage (Allagui and Breslow, 2016). Tourism experience can be carried out directly by managing the needs and desires of tourists, as well as ensuring that the services and facilities provided are sustainable for the environment and the local community (Valentini, 2015).

3. Methodology

This study used a qualitative method with a case study type (Creswell, 2007; Yin, 2014). Miles et al. (2014) stated that the method provided a more in-depth picture of the analyzed social phenomenon. This was selected to answer social phenomena, specifically the “how” and “why” aspects of tourism management. The study was located on the north coast of Gresik Regency, precisely at Delegan Beach, which was administratively located in Dalegan Village, Panceng District, Gresik Regency, as described in **Figure 1**. Data were obtained through semi-structured interviews and focus group discussions with key informants regarding Delegan Beach ecotourism management, and a total of 10 stakeholders were successfully interviewed. The informants consisted of the East Java Province Maritime and Fisheries Service (*Dinas Kelautan dan Perikanan*) (1 person), tourism and Creative Economy, Culture, Youth and Sports Department of the Gresik Regency (1 person), Dalegan Village Head (1 person), Tourism Manager (1 person), Community (3 people) and Tourists (3 people). The voice recordings are used and transcribed as notes for further analysis in the interviews and focus group discussions. The data analysis method used triangulation, starting from reduction, condensation, and drawing conclusions or synthesis. This ensured the validation of the data presented in the manuscript, as well as to ensure that the proposed questions were answered.



Figure 1. The location of study.

4. Results and discussion

In the identification of roles based on interests related to ecotourism development, stakeholders will be classified into several parts, namely primary, secondary, and key. See **Table 1**.

1) Primary stakeholders

A program or project directly affects primary stakeholders, positively or negatively, and has a direct interest in the activity. In addition, primary stakeholders are part of Dalegan Village community ecotourism activities. The study's on-site observations and interviews show a commendable level of community inclusion. This is evident through the active engagement of the local community as integral participants in various capacities that support tourism activities. The members play important roles, serving as officers responsible for tasks such as parking, ticketing, and site maintenance. Additionally, some act as facilitators, providing supplementary support, including the sale of food and souvenirs, as well as offering rental services for items such as buoys and mats.

The community directly included as managers is quite limited by the daily salary system selected by the Village Head and managers. The community that provides supporting services is given rental licenses from the manager by paying a certain rate through an auction system at the beginning of each year. Therefore, community inclusion is still passive, and only a small portion functions as a supporting service provider. The level of participation has not been optimal in supporting the role of stakeholders because the community is only a business actor and not directly part of the planning process of activities.

2) Secondary stakeholders

Secondary stakeholders lack a direct interest in policies, programs, and projects, but have concerns and attention. Regarding the context of marine and coastal spatial use, the East Java Province DKP (*Dinas Kelautan dan Perikanan*) will arrange spatial use appropriate to its zoning. Consequently, efforts have been made to prevent conflicting interests through the implementation of a zoning plan. Location and management permits for tourism businesses, as outlined in Indonesia's Maritime and Fisheries Ministerial Regulation Number 24/2019, are diligently provided. Guidelines for marine tourism activities, including aspects such as ecosystem preservation, safety, security, and visitor comfort, have been developed in the form of a comprehensive

code of conduct. Based on interviews and observations, Dalegan Beach is subject to regulation under Regional Regulation of East Java Province Number 1 of 2018 concerning the Zoning Plan for Coastal Areas and Small Islands (RZWP3K) of East Java Province 2018–2038. According to article 16, paragraph (2) of the regulation, the sub-zone dedicated to beach, coastal, and small island tourism, as referenced in paragraph (1), is located within the waters of the Java Sea. This includes Boom Beach in Tuban Regency (NLP 3502-03), Lamongan Maritime Tourism in Lamongan Regency (NLP 3504-01), and Dalegan Beach in Gresik Regency (NLP 3504-03).

3) Key stakeholders

Key stakeholders have the legal authority to make decisions related to the zoning of a natural area.

a) Dalegan village government

Tourism is managed directly by Dalegan Village without including the private sector or Regency Government. The manager has taken this decision out of concern that future tourism might be directly handled in partnership with the private sector or the Regency Government, potentially limiting the role of Dalegan Village, similar to the situation observed in Lamongan Marine Tourism (*Wisata Bahari lamongan*). The manager prefers to partner with the community in managing tourism due to increased rights to use village resources. Based on the interview and observation results, efforts made by a coordinator provide opportunities for the local community to use tourist objects and attractions for tourism service business. Furthermore, it is necessary to coordinate stall rental rates and tourism support services provided by the local community at tourist objects. Cooperation with the private sector (*Commanditaire Vennotschaap Mahera*) is also essential, particularly in renting Dalegan Beach land with a specified rental fee. The interview results show that beach manager should pay a land rental fee of IDR 75,000,000 per year and cannot construct permanent buildings on the leased land. This is stipulated in the cooperation agreement signed by both parties with a period of 6 years and the possibility of an extension for another six years. The agreement influences rights and obligations, meaning the village government should pay the land rent and is prohibited from constructing facilities and infrastructure for coastal needs as per regulations.

b) Dalegan village tourism manager

Tourism should have good and sustainable management as part of the effort to manage beach professionally. Dalegan White Sand Beach is located in Dalegan Village, Panceng District, Gresik Regency. The officers from the village community are selected by the ticket officers, parking attendants, cleaning staff, and security guards. The selection is conducted annually to provide an opportunity to participate in beach management directly. However, the interview shows that the recruitment process is not transparent, leading to the selection of incompetent tourism officers. The officers' recruitment and the payroll system lack standardization and clear regulations. Tourism manager provides all facilities to support the business activities, such as gate repairs and parking lots, and contributes to funds allocated for the benefit of the village because ticket sales are allocated to the Village Original Income (*Pendapatan Asli Desa*). According to the interview, the manager contributes to *Pendapatan Asli Desa* (PADes) annually with 60% of the net profit from the management, totaling IDR 1.8 billion per year, and 40% for operational costs regulated

by Dalegan Village Government’s Regulation. Therefore, tourism sector has the potential to be developed as a source of PADes. Dalegan Beach tourism provides a positive contribution to the local economy and PADes.

Table 1. Identification results and roles of stakeholders for development of Dalegan beach tourism object.

Primary Stakeholders	Role/Position	Role-Related Activities	Valuation Analysis
Local community	Implementers	<ul style="list-style-type: none"> Included as tourism business actors. Included as labor, such as parking attendants, ticket officers, and cleaning staff. 	As the implementers in developing tourism objects, the local community provides excellent services through labor and tourism facilities. Dalegan Beach officers come from the local community and are selected by the Village Government. The selection is conducted annually to provide an opportunity for those who wish to participate directly in beach management. The government selects community inclusion in tourism management with a daily salary system.
	Facilitators	<ul style="list-style-type: none"> Providing other tourism support facilities, such as food stalls and souvenirs. Providing services, such as rental of floats from tires and rental of mats. 	The manager gives Dalegan Village community a business permit by paying a certain rate through an auction system at the beginning of each year.
Secondary Stakeholders	Role/Position	Role-Related Activities	Valuation Analysis
Dalegan Village Government	Coordinator	<ul style="list-style-type: none"> Providing opportunities for the local community to use tourist objects and attractions to open tourism service businesses. Coordinating stall rental rates and tourism support services provided by the local community at tourist objects. Cooperating with the private sector (<i>Commanditaire Vennotschaap Mahera</i>) in managing tourism, specifically renting Dalegan Beach land. 	Dalegan Village fully manages Dalegan White Sand Beach Tourism. Tourism officers come from the local community and are selected according to their abilities and needs. This recruitment is carried out regularly to provide the same opportunity to all communities to manage their village resources.
Dalegan Beach Tourism Manager	Implementer	<ul style="list-style-type: none"> Participating in the Pokdarwis organized by the Gresik Regency Tourism and Creative Economy, Culture, Youth, and Sports Office. Providing proposals to local governments related to the development of tourism objects. 	Dalegan Beach Tourism Manager has problems developing beach facilities because cooperation with the land owner (<i>Commanditaire Vennotschaap Mahera</i>) prohibits the construction of permanent buildings in beach area. Tourism manager contributes to PADes annually with 60% of the net profit from Dalegan Beach management, totaling IDR 1.8 billion annually.
	Facilitator	<ul style="list-style-type: none"> Providing all facilities to support tourism business activities. Providing gate repairs and parking lots. Providing labor, including ticket, parking, cleaning staff, and security guards in tourist areas. Contributing to funds allocated for the benefit of Dalegan Village. 	

Table 1. (Continued).

Key Stakeholders	Role/Position	Role-Related Activities	Valuation Analysis
Maritime Affairs and Fisheries Office of East Java Province	Policy Creator	<ul style="list-style-type: none"> • Arranging marine space appropriate to zoning overlapping interests (zoning plan). • Granting location and management permits for tourism businesses (the Minister of Maritime Affairs and Fisheries Regulation Number 24 of 2019). • Developing guidelines for marine tourism activities to protect the ecosystem, safety, security, and comfort (code of conduct). 	East Java Province Regional Regulation Number 1 of 2018 concerning Zoning Plans for Coastal Areas and Small Islands of East Java Province for 2018-2038 in article 16 paragraph (2) has determined that the sub-zone of natural tourism beach/coast and small islands referred to in paragraph (1) are located in waters of the Java Sea, including Boom Beach in Tuban Regency (NLP 3502-03), Lamongan Marine Tourism in Lamongan Regency (NLP 3504-01), and Delegan Beach in Gresik Regency (NLP 3504-03).
	Facilitator	<ul style="list-style-type: none"> • Issuing permits and use of sea space under 12 miles, excluding oil and gas. • Empowering coastal communities and small islands. 	The Dalegan Village Government has not obtained a permit to use sea space or reclamation on the shores of Dalegan Beach, Panceng District, Gresik Regency, for expanding tourism area from the East Java Province DKP. There is concrete evidence from DKP in the context of empowering Dalegan Village community.
Gresik Regency Tourism and Creative Economy, Culture, Youth, and Sports Office	Coordinator	<ul style="list-style-type: none"> • Conducting meetings between stakeholders related to the development of Dalegan Beach tourism objects to plan activities to be carried out. 	Gresik Regency Tourism and Creative Economy, Culture, Youth, and Sports Office conducts training and socialization with Pokdarwis annually, which Pokdarwis attend throughout Gresik Regency.
	Implementer	<ul style="list-style-type: none"> • Empowering the Pokdarwis in the development of tourism environmental preservation. 	The Gresik Regency Tourism and Creative Economy, Culture, Youth, and Sports Office to be directly included in the management of Dalegan Beach is constrained by Gresik Regent Regulation Number 18 of 2018 on Management of Village Assets, stating that the Village manages its assets.
	Facilitator	<ul style="list-style-type: none"> • Providing tourism information and facilities. • Conducting promotional activities. • Providing tourism financial assistance to tourist villages. 	Dalegan Village Government has never submitted a proposal for tourism financial assistance to The Gresik Regency Tourism and Creative Economy, Culture, Youth, and Sports Office.
Gresik Regency Public Works and Spatial Planning Office	Facilitator	<ul style="list-style-type: none"> • Developing tourist facilities and infrastructure, including work on widening a 600-meter road and two bridge points from Ngimboh Village to Dalegan as the access to the White Sands tour of Dalegan Village. 	The road improvement work was won by PT Liman Jaya Trans Mix with a project value of IDR 1.91 billion with an auction system in 2021.
Private Sector (<i>Commanditaire Vennotschaap Mahera</i>)	Facilitator	<ul style="list-style-type: none"> • Providing clear and transparent information regarding the substance of the cooperation agreement agreed upon by both parties. • Providing support for management programs set by the Village Government. 	Cooperation with <i>Commanditaire Vennotschaap Mahera</i> includes a leasing system such as Dalegan Beach land. Dalegan Village manages this tourism without the private sector or the Regency Government. Tourism management took this decision out of concern that, in the future, the concept might be directly handled in partnership with the private sector or the Regency Government, potentially limiting the community's objectives.

Source: processed by the authors.

5. Conclusion

In conclusion, tourism governance development was considered a potential tool for poverty alleviation. Tourism became increasingly popular among tourists, and ecotourism positively influenced the community and the surrounding environment. Considering the rural locations of ecotourism, there was undoubtedly a significant opportunity to increase the country's economy. The management and regulation of actors included in ecotourism still face challenges. Therefore, this study examined the roles of interconnected stakeholders based on power and interests. The results showed that the Provincial Government served as the policy maker, while the Regency Government acted as the coordinator, implementer, and facilitator in managing ecotourism at Dalegan Beach. These two stakeholders established intensive communication and coordination to improve the tourist destinations' influence on the local community. In addition, the division of roles should be clarified to avoid conflict of interest and overlapping policies through cooperation and facilitation supported by other stakeholders. Policies and practices were adopted to be sustainable by understanding the interests and contributions of each stakeholders, avoiding damage to the environment while bringing economic benefits to the local community. Conflicts of interest in tourism management and among stakeholders were also addressed and identified through analysis. Additionally, local wisdom and culture in tourism governance should be preserved with an understanding of the positions and interests of the local community. The aim was to ensure that the adopted policies and practices did not damage local culture and traditions. Therefore, delivering a high-quality tourism experience required the direct inclusion of stakeholders in managing the various needs and desires of tourists. This ensured that the services and facilities were consistent with the needs of tourists. In theory, the results could broaden the conceptual scope of stakeholders analysis, particularly in ecotourism governance. Stakeholders inclusion and competing interests could also influence ecotourism. Therefore, policymakers in practice should pay attention to the presence of stakeholders in each policy or program, including identifying their roles based on power and interests. Future studies were expected to analyze the political motives in local village governance that supported the optimization of ecotourism impact.

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