

Collaborative Governance In The Management of Situ Cileunca Tourism Object As An Effort To Realize Inclusive And Sustainable Tourism In Bandung Regency, 2024

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Abstract— This study aims to analyze the implementation of collaborative governance in the management of the Situ Cileunca tourist attraction as an effort to realize inclusive and sustainable tourism in Bandung Regency. The research employs a qualitative approach using a literature study method, examining various relevant academic sources, and analyzed through the collaborative governance model by Ansell and Gash, which encompasses five key elements. The findings indicate that the collaborative process among stakeholders remains suboptimal, as reflected in the limited frequency of regular dialogues, the lack of strategic trust, weak long-term commitment, the absence of a shared vision, and outcomes that are not yet well integrated. This research contributes to filling the literature gap on collaboration-based tourism governance by emphasizing the importance of engaging all parties, including vulnerable groups, in tourism planning and management. The study affirms that strong collaborative governance is essential to create fair, participatory, and sustainable tourism.

Keyword : *Collaborative governance, Situ Cileunca, inclusive tourism, sustainable tourism.*

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I. INTRODUCTION

Tourism has become a strategic sector in regional development as it contributes to driving economic growth, creating employment opportunities, and supporting cultural and environmental preservation. However, the development of inclusive and sustainable tourism cannot be separated from the unique local context, whether historical, geographical, or social. Therefore, understanding the dynamics of management within a specific tourism destination is essential to observe how the principles of tourism development are applied in practice.

The Ministry of Tourism and Creative Economy has formulated four main pillars, namely: (1) sustainable governance, (2) economic sustainability, (3) preservation of cultural values, and (4) environmental protection. The implementation of these pillars at the operational level requires cross-sectoral collaboration and active involvement of all stakeholders, which is well known as the ABCGM approach (Academics, Businesses, Communities, Government, and Media) (Andriyanto, 2024:141).

Bandung Regency is one of the regions with significant potential in the field of natural tourism. One of its flagship tourist attractions is Situ Cileunca, located in Pangalengan District. Situ Cileunca is an artificial lake that has preserved its natural charm until today. The name "Cileunca" derives from the leunca tree, which once thrived abundantly in the area. The region was originally a forest owned by a Dutch resident named Kuhlan, allegedly Willem Hermanus Hooghland. Between 1919 and 1926, the area was transformed into an artificial lake by damming the Cileunca River, resulting in the creation of the Pulo Dam as a source of hydroelectric power and clean water supply for the city of Bandung. Situated at an altitude of 1,550 meters above sea level and covering an area of 181 hectares, Situ Cileunca holds a water capacity of 9.89 million cubic meters. Upon its completion, Situ Cileunca was used as a recreational site by Dutch residents and gradually evolved into one of the leading natural tourism destinations (Syahrulyati et al., 2024:23-24).



Figure 1. Spatial Orientation of Lake Cileunca.

At present, the area offers various activities such as rafting, camping, flying fox, as well as sports facilities, including an athletes' dormitory for rowing and kayaking. With its concave topography ideal for water storage, Situ Cileunca serves multiple functions as a source of energy, water supply, and tourism destination. The transformation of this area highlights the importance of integrated spatial planning that takes into account historical values, ecological functions, and the potential for sustainable tourism.

However, the implementation of sustainable tourism in many regions still faces significant challenges. One of the major issues is the tendency of tourism management to focus more on economic aspects rather than on social, cultural, and environmental dimensions. Hernoko et al (2022:237) emphasized that tourism management has historically prioritized economic considerations. Nevertheless, tourism trends have shifted toward sustainable tourism, one of which is through the ecotourism approach. Ecotourism emphasizes destination management that not only ensures economic benefits for local communities but also preserves nature and the environment. With this approach, tourism destinations can be maintained sustainably, both for the present and for future generations.

Despite its accessibility and abundant natural potential, the management of Situ Cileunca still encounters several structural issues. The area is managed through a partnership between the Bandung Regency Tourism Office and PT Indonesia Power as the landowner. However, there is no permanent and inclusive coordination forum for all stakeholders, including local communities. As a result, infrastructure remains limited, managerial capacity is insufficient, and comprehensive cross-sectoral spatial planning has not yet been realized. Based on data from 2019, the number of tourist visits to Situ Cileunca still lags behind other destinations in Bandung Regency (Wardiana et al., 2021:190).

This is consistent with the findings of Megantara & Zahran (2024:90) who identified several issues:

1. Tourism facility improvement and maintenance needs.

Public amenities such as toilets, dining areas, children's playgrounds, and attractions have not met visitor expectations. This shortcoming has negatively affected visitor satisfaction and reduced their interest in returning.

2. Untapped tourism potential. Despite the natural wealth and available activities such as rafting, camping, and fruit-picking, Situ Cileunca's attractions are underdeveloped in terms of diversity and professionalism, which has limited its ability to significantly boost visitor numbers.
3. Challenges in risk and safety management. Although basic risk identification and environmental monitoring have been initiated, management of safety issues, particularly regarding the Palayangan River (a part of the Situ Cileunca area), has not been fully effective.
4. Ecological sustainability threats. The decline of aquatic biodiversity, such as water insects, snails, and small benthic organisms (macrozoobenthos), indicates environmental stress caused by household activities, agriculture, and tourism. This situation requires stricter monitoring of water quality and ecosystem conditions.

These findings demonstrate that the management of Situ Cileunca remains sectoral and has not embraced an inclusive collaborative dimension. In fact, the success of tourism area management depends heavily on the ability of local actors to establish mutually beneficial and long-term cooperation. The local government, as the key implementing body, also plays a strategic role in supporting the development of tourist villages through policy formulation, budget allocation, and facilitation of cross-sectoral programs. The government functions as a bridge between national policies and local needs, and is responsible for fostering synergy among local agencies such as the Tourism Office, the Community and Village Empowerment Office, and the Environmental Office. This is reinforced by the Bandung Regency Strategic Tourism Development Program, which consists of four major components:

Table 1. Strategic Tourism Development Programs of Bandung Regency, 2018-2025

No	Program Name	Program Type
1.	Tourism Destination Development Program	1) Development of tourism zoning; 2) Community development in tourism; 3) Attraction development; 4) Improvement of accessibility; 5) Enhancement of supporting infrastructure; 6) Improvement of public facilities; 7) Improvement of tourism facilities.
2.	Tourism Industry Development	1) Strengthening the structure of the tourism industry;

	Program	2) Improving business credibility; 3) Increasing environmental responsibility of the tourism industry; 4) Enhancing investment competitiveness; 5) Improving tourism business competitiveness; 6) Enhancing tourism product competitiveness; 7) Developing industry partnerships; 8) Expanding tourism business products; 9) Promoting corporate responsibility toward nature and culture
3.	Tourism Marketing Development Program	1) Tourist market development; 2) Tourism branding; 3) Promotion development; 4) Integrated marketing development; 5) Marketing partnership development; 6) Marketing monitoring and evaluation.
4.	Tourism Institutional Development Program	1) Strengthening tourism governance; 2) Increasing integration of tourism development; 3) Enhancing institutional roles and functions; 4) Improving human resource quality in tourism; 5) Improving entrepreneurship and skills in tourism; 6) Developing tourism education institutions; 7) Enhancing research and development in tourism.

The Bandung Regency Strategic Tourism Development Program (2018–2025) adopts a comprehensive approach encompassing destinations, industries, marketing, and institutions to foster competitive and sustainable tourism. The local government focuses not only on physical development but also on community empowerment, environmental conservation, and human resource development. The success of this program relies heavily on intersectoral synergy, public–private partnerships, and collaborative governance, particularly in potential areas such as Situ Cileunca. However, the implementation of RIPPARDA has not yet achieved optimal outcomes due to weak institutional support and a lack of governance innovation.

In the context of sustainable tourism, it is important to emphasize the principle of inclusive tourism. Inclusive tourism highlights equal involvement of all community elements, including vulnerable groups such as women, youth, persons with disabilities, and indigenous peoples. Inclusivity ensures that the benefits of tourism development are not limited to specific groups but extend to all social layers. This can be realized through participatory planning, community empowerment, access to skill training, and the creation of business opportunities without discrimination.

The implementation of inclusive and sustainable tourism principles cannot stand alone. Ariesmansyah et al (2023:59) emphasized that tourism development is not solely the responsibility of the government; private actors and communities can also contribute. This represents a form of collaboration aimed at addressing government capacity limitations in tourism governance. Similarly Andriyanto (2024:143) argued that quality collaboration among tourism actors and stakeholders including destination management organizations and the five-chain contribution model known as ABCGM (Academics, Business, Community, Government, and Media) is essential as an operationalization of governance-era development pillars.

According to Fairuza in Astawa et al. (2024:54) the concept of inclusive tourism is defined as the involvement of all tourism stakeholders, including government, tourism businesses, and local communities. To address the above challenges, applying an inclusive tourism approach is essential in the management of Situ Cileunca. Inclusive tourism emphasizes the active involvement of all stakeholders in planning, management, and evaluation. This approach not only aims to increase tourist visits but also ensures equitable distribution of economic benefits, environmental preservation, and community capacity building as the main subject of development. In the context of Situ Cileunca, adopting inclusive tourism can serve as a strategic solution to foster more collaborative, equitable, and sustainable governance.

Based on previous studies, the Situ Cileunca tourist destination in Pangalengan District, Bandung Regency, has not yet been managed in an inclusive and sustainable manner. The current management remains sectoral, dominated by certain actors, and lacks comprehensive integration among stakeholders. Moreover, the involvement of local communities one of the key pillars of sustainable tourism development remains limited, particularly in planning, decision-making, management, and benefit-sharing processes. As a result, the economic, social, and environmental benefits of tourism have not been equitably distributed across all social groups, especially vulnerable groups such as women, youth, and local micro-entrepreneurs. Several findings from previous studies compiled by the authors as the initial foundation of this research are as follows:

First, the study conducted by Fadhil et al (2022:14) found that diverse attractions at Situ Cileunca such as natural landscapes, outbound activities, a comfortable atmosphere, and relatively good public facilities significantly influenced visitor satisfaction, contributing 65.6% as indicated by correlation coefficients of 0.764 for attractions and 0.701 for facilities. Second, Yusup et al (2023:6921) designed a promotional strategy for Situ Cileunca targeting the 19–27 age group, who are particularly interested in outdoor activities. The core message highlighted the experience of exploring the lake by wooden boat while enjoying the natural panorama. Third Luthfi et al (2025:101) emphasized the importance of visual identity design and signage systems at Situ Cileunca, aiming to enhance the effectiveness of visual information and visitor navigation through communicative, consistent, and context-sensitive design solutions, thereby strengthening the professional image of the destination and improving visitor experience. Fourth Wardiana (2020:192) showed that the implementation of tourism development policies in Situ Cileunca has not been optimal due to weak bureaucratic roles. Collaboration among stakeholders, implementers, and policy supervisors, as well as program integration across agencies, is required to ensure the successful development of the area.

These findings highlight a research gap that this study seeks to address, namely the absence of specific studies exploring how collaborative governance in the management of Situ Cileunca can be applied as an effort to realize inclusive and sustainable tourism in Bandung Regency in 2024. This research is important given that the management of Situ Cileunca continues to face challenges in cross-actor coordination, community participation, and cross-sectoral policy integration, all of which are necessary to support collaborative governance. Therefore, this study investigates in depth the patterns of interaction and cooperation mechanisms among stakeholders government, private actors, local communities, and tourists within the framework of collaborative governance, and evaluates the extent to which inclusivity and sustainability principles have been implemented in practice.

The collaborative governance approach emphasizes the active participation of multiple stakeholders government, private sector, community, academics, and media at every stage of policymaking, from planning and implementation to evaluation. The synergy among these actors is crucial to realizing inclusive tourism, understood as tourism that distributes benefits fairly and equitably across society. In this regard, this study aims to examine the application of collaboration in creating inclusive and sustainable tourism in the Situ Cileunca area, Bandung Regency. The study holds significance as the involvement of multiple actors in collaboration not only strengthens governance legitimacy but also creates opportunities to ensure a more equitable

distribution of tourism's economic benefits for local communities, while simultaneously preserving the lake and its surrounding ecosystem.

Drawing from this context, the study seeks to analyze how the collaborative governance model proposed by (Ansell & Gash, 2007:558-561) which highlights five key aspects of the collaborative process: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes can be applied in the management of Situ Cileunca. The aim is to create a governance system that is inclusive, sustainable, and responsive to socio-environmental challenges. The urgency of this research lies in the fact that collaboration among multiple actors not only reinforces governance legitimacy but also provides opportunities for more equitable distribution of tourism's economic benefits to local communities, while ensuring the preservation of the lake and its ecosystem.

II. RESEARCH METHOD

In this study, a qualitative method with a literature review approach was employed as the primary technique for collecting data and information. This approach was chosen because it is considered appropriate for analyzing, exploring, and understanding a phenomenon in depth based on relevant sources. The literature review process was carried out systematically through several stages, including searching, reading, note-taking, and analyzing various academic references that support this research. Data were obtained from diverse digital literature sources, particularly national e-journals directly related to the themes of urban parks and local government governance. The reference search was conducted using the Publish or Perish application connected to Google Scholar on July 13, 2025.

From the data search results, the most relevant articles were selected in line with the research focus, namely the provision of public goods in the form of urban parks by local governments, using the keyword "Inclusive Sustainable Tourism." The search process was conducted via Publish or Perish linked to Google Scholar, with a maximum of 50 articles and a publication period between 2020 and 2025. The selected articles were further screened to obtain the most relevant sources aligned with the research objectives.

The initial analysis revealed that the topic of "Inclusive Sustainable Tourism" has shown a growing research trend on urban parks over the past five years, encompassing various regions and highlighting common themes such as regulatory strengthening, the role of women, and contributions to regional economic development within the tourism context. Based on these findings, three main articles were identified for further review on inclusive sustainable tourism:

Yasa (2023:45-46) which discusses strengthening local tourism regulations in Bali toward sustainable and inclusive development. Hamid et al (2024:121-122) which reviews the enhancement of women's roles in realizing sustainable and

inclusive tourism in Jambu Baru Village, Barito Kuala Regency. Meanwhile, Marliyah et al (2024:537) examine the acceleration of sustainable tourism in the coastal areas of Tunggul Sari Village as a means to foster inclusive economic growth. Building on these analyses, the researcher was encouraged to explore in greater depth the management of the Situ Cileunca tourism object as a step toward realizing inclusive and sustainable tourism, given the absence of prior research that specifically addresses this topic.

A further search was conducted using the keyword “Collaborative Governance” with a maximum of 50 articles through Publish or Perish connected to Google Scholar, covering publications between 2020 and 2025. The researcher then performed an additional filtering process to select the most relevant articles. The initial analysis showed that studies on “Collaborative Governance” remain relatively limited in the past five years. Consequently, the researcher was motivated to further investigate how collaborative governance can be implemented optimally, particularly in the management of Situ Cileunca, in order to support the realization of inclusive and sustainable tourism.

Two key articles were identified for deeper examination, Prawira (2022:9-10) which discusses collaboration among local governments, the private sector, and communities in developing Labombo Beach tourism in Palopo City, South Sulawesi Province and Nursetiawan & Supriyanto (2023:103) which reviews the collaboration between the local government and the Sukamaju village community in developing Bukit Sampalan Asri tourism based on community-based tourism.

In addition, the researcher consulted electronic books (e-books) to enrich references and accessed supplementary information regarding the actual conditions of the Situ Cileunca tourism object in Bandung Regency through Google searches using the keyword “Situ Cileunca,” thereby obtaining a more comprehensive understanding of the site’s current situation.

III. RESULT AND DISCUSSION

Situ Cileunca, located in Pangalengan, Bandung Regency, is often referred to as the “Switzerland of Indonesia” due to its stunning natural scenery. This man-made lake has become a favorite tourist destination, renowned for its panoramic beauty. One of the main attractions available is white-water rafting, facilitated by local tourism operators. Over time, this site has become a major destination for nature-based tourism enthusiasts. In addition to the beauty of Situ Cileunca itself, tourists may also visit the Malabar Tea Plantation, which offers a similarly captivating experience. At the plantation, visitors can enjoy leisurely walks through the tea fields while inhaling the distinctive aroma of Malabar tea, particularly in the cool afternoons, accompanied by sweeping green landscapes.

Not far from the Situ Cileunca area, the Cibolang Hot Springs offer another tourism attraction. Here, visitors can relax and rejuvenate by soaking in the natural warm water, which is believed to reduce stress and refresh both body and mind after daily routines. Furthermore, the Situ Cileunca tourism area is surrounded by various other attractions in Pangalengan District that are worth exploring.

This study aims to analyze the implementation of collaborative governance in the management of Situ Cileunca as an effort to promote sustainable and inclusive tourism in Bandung Regency. Using the theoretical model of collaborative governance developed by Ansell & Gash (2007:558-561), the analysis is conducted based on five core elements: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes.

1. Face-to-Face Dialogue

The mechanism of face-to-face dialogue among stakeholders at Situ Cileunca has taken place in a limited manner through coordination meetings initiated by local government agencies, such as the Department of Tourism and the Environmental Agency, involving business actors, local communities, and tourism operators. However, these dialogues have not been conducted regularly and have yet to materialize into an inclusive, permanent collaborative forum. Key elements in the collaborative approach, such as academics, youth groups, women, persons with disabilities, and the media, have not been actively engaged in these meetings. Moreover, the meetings tend to be elitist and top-down in nature, thereby marginalizing the voices of local communities and micro-business actors in decision-making processes.

The absence of collaborative forums that accommodate the ABCGM elements (Academia, Business, Community, Government, and Media) indicates that strategic communication processes have not been adequately established. The lack of regular meetings has hindered development agendas that require multi-actor involvement, as no structured joint action plan has been formulated. This aligns with findings by Wardiana et al (2021:121) who highlight that the Bandung Regency Government, through the Department of Tourism and Culture, has partnered with PT Indonesia Power (a subsidiary of PLN) in managing Situ Cileunca. Although exploration of the area’s potential remains limited, initiatives have been taken to draft integrated policies and development plans for the tourism area. The government’s revitalization policy also includes physical planning and coordination with business actors and local communities, though its implementation has not yet been optimal due to budgetary constraints and technical regulations.

These conditions imply a limited capacity among actors to harmonize visions, prioritize agendas, and collectively evaluate development outcomes. Yet, face-to-face dialogue is a crucial prerequisite for collaborative governance, as it fosters shared understanding and reduces perceptual gaps among actors with

diverse interests. Therefore, it is necessary to establish a formal and permanent collaborative forum that serves as a platform for cross-sector strategic communication, enabling all stakeholders to voice aspirations, formulate a shared vision, and agree upon concrete steps for inclusive and sustainable tourism management in Situ Cileunca.

2. Trust Building

The relationship among stakeholders in the management of Situ Cileunca is still in its early stages, characterized by government and private sector dominance, with limited involvement of local communities restricted largely to operational roles. Nevertheless, community participation in tourism-related activities, such as boat services, local product bazaars, and waste management, indicates the initial emergence of functional trust. However, strategic trust involving community participation in decision-making, policy formulation, and program monitoring has not been adequately developed. Strategic decisions remain largely dominated by local government and large-scale business actors, resulting in a role disparity between formal actors and local communities.

This is consistent with the findings of Rachmadam (2024:73) which reveal that although the Bandung Regency Government has designed revitalization strategies for Situ Cileunca (including the construction of public facilities and tourism attractions), their implementation remains suboptimal. The incomplete execution of revitalization efforts has generated conflicts and tensions, not only related to the development of physical facilities but also in the form of passive community resistance toward policies perceived as unfavorable. For instance, when community access to business spaces or certain tourism areas is restricted to accommodate investors, a sense of social exclusion arises, eroding public trust in both the government and private partners. Unfortunately, there has been no formal conflict-resolution mechanism facilitated by the local government, leading to prolonged issues and polarization of interests at the local level.

This situation is further exacerbated by limited information transparency and the absence of accountability mechanisms that allow citizens to access, scrutinize, or provide feedback on tourism development directions. In collaborative governance, however, trust building is a key element inseparable from principles of transparency, equality, and mutual listening among actors. Trust does not grow in isolation; it is built through inclusive and consistent collaborative processes. It is cultivated not only through short-term outcomes but also through sustained commitment and long-term transparency. Therefore, to ensure the sustainable management of Situ Cileunca, reforms are needed in information governance, expanded community participation in strategic decision-making, and the establishment of regular conflict-resolution and joint evaluation forums. Only through these measures can trust be continuously nurtured, providing a solid

foundation for long-term collaboration.

3. Commitment to Process

In the context of Situ Cileunca's tourism management, commitment to the collaborative process is demonstrated in a limited manner by several key actors, particularly the Bandung Regency Department of Tourism and Culture, local communities, and some tourism operators. The local government has shown preliminary commitment through revitalization programs and technical training initiatives, such as capacity-building for tour guides and environmental awareness campaigns. Meanwhile, local communities have engaged in environmental conservation activities and management of tourist attractions, such as boating services and camping grounds. This commitment is reflected primarily through community contributions of time and effort, alongside ad hoc programs organized by the government.

Nevertheless, such commitments are not supported by policy instruments or technical regulations that could clarify the structure of collaboration, the roles of each actor, and mechanisms for long-term coordination. The absence of a formal collaborative guideline or joint action plan has resulted in each stakeholder working in silos, without strong cross-sector synergy. This directly affects the management of strategic issues, including tourist safety during rafting activities, local disaster risk mitigation, domestic waste management, and ecological impact control on the lake ecosystem.

Rachmadam (2024:75) points out that while the local government has developed strategies for the physical, economic, and social revitalization of Situ Cileunca, their implementation remains far from optimal. The main challenge lies in the lack of a long-term task-sharing mechanism to regulate collaborative responsibilities among stakeholders in relation to safety, environmental management, and risk governance. As a result, joint commitment toward sustainable tourism management remains sporadic and inconsistent.

Commitment to process should not only be interpreted as stakeholder participation in meetings or formal activities but also as their willingness to invest sustainably in collaborative processes. This involves allocating time, resources, supportive regulations, and establishing a shared long-term vision. Without policy instruments that legally and operationally safeguard cross-actor cooperation, existing commitments are at risk of weakening or even dissolving due to leadership changes or macro policy shifts. Therefore, to sustain collaborative tourism management at Situ Cileunca, institutional strengthening is essential, along with the development of an inclusive joint action plan and clarification of roles and responsibilities through adaptive and participatory local policies.

4. Shared Understanding

Most stakeholders involved in the management of tourism at Situ Cileunca recognize the importance of realizing inclusive and sustainable tourism. This awareness is primarily reflected in

the public discourse promoted by local government, local communities, and tourism operators, emphasizing that area development should not be solely profit-oriented but must also account for social, cultural, and environmental dimensions. Nevertheless, this shared awareness has not yet been fully internalized into a collective vision that is explicitly formalized in master planning documents or cross-sectoral agreements.

The consensus among actors regarding the direction of area development remains normative and has not been constructed through a systematic deliberative forum. No formal mechanism exists in the form of joint planning documents (such as a collaborative master plan) to serve as a cross-sectoral reference. Stakeholder dialogues or coordination meetings are still infrequent, limiting opportunities to harmonize perspectives and formulate joint strategies. Consequently, stakeholders' understanding of crucial issues such as ecological pressures, lake water conservation, accessibility for vulnerable groups, and the potential of local culture often remains unsynchronized.

(Wardiana, 2020) in *The Implementation of Tourism Development Policy in Situ Cileunca Tourism Area, Bandung Regency*, reveals that although most stakeholders, including government and business actors, acknowledge the importance of positioning Situ Cileunca as a sustainable tourism destination, such awareness has not yet been formalized into integrated planning. This lack of institutionalization has hindered the optimal development of tourism potentials such as white-water rafting, fruit gardens, and camping grounds due to the absence of shared agreements among stakeholders. Moreover, information concerning ecological degradation threats and the importance of water quality monitoring has not been distributed evenly, widening gaps in understanding among actors.

Divergent interests have also not been adequately accommodated, as no mediation mechanism or representative forum exists to bridge aspirations among stakeholders. Vulnerable groups such as women, rural youth, and local micro-businesses (MSMEs) lack meaningful participation spaces to voice their perspectives on tourism policy directions. As a result, their strategic interests are often marginalized in both planning and program implementation.

From a collaborative governance perspective, shared understanding is a critical prerequisite for building equitable and effective collaboration. This can only be achieved through open communication processes involving all stakeholders inclusively, whether through face-to-face meetings, community discussions, or the joint formulation of collaborative documents. Therefore, efforts to establish shared understanding in Situ Cileunca must begin with the drafting of a collective vision that involves all stakeholders, equal access to data and information, and the creation of multi-actor forums that unify perspectives and fairly accommodate diverse interests.

5. Intermediate Outcomes

Although collaboration has not yet been fully realized, several preliminary outcomes indicate progress toward sustainable management. Examples include the initiation of organized parking facilities and designated tourism routes, local MSME training programs led by community groups, and the partial revitalization of the lake area for ecotourism. These achievements signal early stages of collaboration among stakeholders, particularly between the Department of Tourism, business actors, and community groups. However, such initiatives remain sectoral in nature, not yet integrated into a shared management plan, nor supported by regulatory changes or local policies that strengthen collaborative governance structures.

This is supported by Wardiana (2020:83) who notes that the Bandung Regency Government, through the Department of Tourism and Culture, has carried out physical interventions such as restructuring tourism routes and organizing parking areas in the Situ Cileunca region. Yet, these interventions have not accelerated the development of integrated and sustainable tourism due to weak multisectoral coordination mechanisms. Similarly Rachmadam (2024:14) in a study on revitalization strategies at Situ Cileunca, highlights programs such as local MSME training and partial revitalization of the lake for ecotourism. Nevertheless, without strong stakeholder synergy, these results risk remaining temporary achievements without long-term integration into tourism governance structures.

These findings suggest that, although there are positive initial efforts, the sustainability and effectiveness of these outcomes largely depend on the establishment of a stronger and more structured collaborative framework. In the absence of legal or institutional mechanisms that regulate responsibilities, authority, and sustainable cross-actor coordination and without reinforced cross-sectoral collaboration these results risk stagnation and exclusion from long-term governance structures.

In relation to the ultimate goal of achieving inclusive and sustainable tourism, these intermediate outcomes remain insufficiently significant. There has yet to be a fundamental shift toward a comprehensive, equitable, and ecologically resilient management system. Vulnerable groups such as women, rural youth, and persons with disabilities, for instance, have not been specifically involved or accommodated in tourism development policies. Similarly, ecological conservation efforts remain largely symbolic and have not been integrated into a systematic environmental quality monitoring system.

Thus, while these intermediate outcomes are important as early indicators of collaborative success and serve as valuable capital for strengthening the process, they must not remain superficial. Consolidation among stakeholders is required through the formulation of cross-sectoral action plans, institutional capacity building, and the implementation of collaborative monitoring and evaluation systems. By doing so, the preliminary achievements can serve as a strong foundation for building more inclusive, sustainable, and long-term governance

of tourism at Situ Cileunca.

IV. CONCLUSION

Based on the findings analyzed through the collaborative governance framework of (Ansell & Gash, 2007:558-561) it can be concluded that the management of Situ Cileunca as a tourism destination in Bandung Regency still faces structural and institutional challenges in achieving inclusive and sustainable tourism. Despite its extraordinary natural potential and high tourist interest, collaborative processes among stakeholders have yet to develop optimally.

First, in terms of face-to-face dialogue, coordination and communication among actors remain incidental and are not institutionalized in regular and inclusive formal forums. Important groups such as academics, the media, women, youth, and persons with disabilities have not been actively engaged, leading to vision formulation and decision-making processes still dominated by government and private actors.

Second, regarding trust building, community participation is still limited to operational aspects and has not extended to strategic involvement. Power imbalances, lack of information transparency, and the absence of conflict-resolution mechanisms remain significant barriers to establishing long-term trust among actors.

Third, commitment to the process remains sporadic and unsupported by policy frameworks that guarantee collaborative sustainability. Stakeholders tend to work in silos, without clear role distribution or structured cross-sector coordination.

Fourth, shared understanding of the direction and objectives of tourism development has not yet been fully established. Although most actors hold normative awareness of the importance of sustainable and inclusive tourism, no collaborative planning documents or deliberative forums have been created to unify perceptions and interests fairly.

Fifth, the intermediate outcomes achieved thus far such as MSME training and partial revitalization remain fragmented and are not yet integrated into a well-established cross-sectoral strategy. Without strengthened collaborative institutions, these achievements risk stagnation and may fail to address long-term challenges, including environmental pressures and social exclusion of vulnerable groups.

The successful management of Situ Cileunca as an inclusive and sustainable tourism destination depends on strengthening genuine collaborative governance practices. This requires the establishment of a permanent collaborative forum, greater inclusion of vulnerable groups, the formulation of joint action plans, and the development of participatory monitoring and evaluation systems. Without institutional transformation and serious cross-sectoral consolidation, it will be difficult to optimize the potential of Situ Cileunca in an equitable, sustainable, and resilient manner over the long term.

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