

Journal of Government & Civil Society

Journal of Government
and Civil Society

Volume 5

No. 2

Pages 146 - 276

October 2021

ISSN 2579-4396



Daftar Isi (Table of Content)

Journal of Government & Civil Society

- New Public Management (New Public Comparison Meta-Analysis Developed and Developing Country Policies)
- 146 - 163 **Dyah Mutiarin², Misran¹**
(¹ Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia)
(² Jusuf Kalla School of Government, Universitas Muhammadiyah Yogyakarta, Indonesia)
- Policy Networks: Actors, Interests, and Power Relations in the Jakarta Reclamation Project
- 164 - 183 **Rizki Hegia Sampurna^{1,2}, Chih-Chieh Chou¹**
(¹ Department of Political Science, National Cheng Kung University (NCKU), Taiwan)
(² Department of Public Administration, Universitas Muhammadiyah Sukabumi (UMMI), Indonesia)
- National Insights and Youth Political Attitudes in Rural Lampung Against Negative Campaign
- 184 - 197 **Hertanto¹, Handi Mulyaningsih², Asep Nurjaman³**
(¹ Departement of Government Science, Universitas Lampung, Indonesia)
(² Departement of Sociology, Universitas Lampung, Indonesia)
(³ Departement of Government Science, Universitas Muhammadiyah Malang, Indonesia)
- Ethnic Identity and Local Politics: Study on Regional Head Election in Merauke Regency 2020
- 198 - 213 **Misran¹, Wahdania Sardi¹, Zuly Qodir¹**
(¹ Department of Government Affairs and Administration, Jusuf Kalla School of Government, Universitas Muhammadiyah Yogyakarta, Indonesia)
- Stakeholder Collaboration Model for Ecotourism Development: A Case Study from Batu City, East Java Province
- 214 - 236 **I Gede Eko Putra Sri Sentanu¹, Ardian Prabowo¹, Klara Kumalasari¹, Aulia Puspaning Galih¹, Rendra Eko Wismanu¹**
(¹ Departement of Public Administration, Universitas Brawijaya, Indonesia)

Farmers Social Movement Studies: A Systematic Literature Review for A Conceptual Model

237 - 262

Wahyudi¹

(¹ Department of Sociology, Universitas Muhammadiyah Malang, Indonesia)

Factors Affecting Trust in E-Government

Ulung Pribadi¹, Muhammad Iqbal², Fittia Restiane³

263 - 276

(¹ Post-Graduate Program Universitas Muhammadiyah Yogyakarta, Indonesia)

(² Department of Political Science National Cheng Kung University, Taiwan)

(³ Department of Government Affairs and Administration Universitas Muhammadiyah Yogyakarta, Indonesia)

Stakeholder Collaboration Model for Ecotourism Development: A Case Study from Batu City, East Java Province

I Gede Eko Putra Sri Sentanu^{1*}, Ardian Prabowo¹, Klara Kumalasari¹, Aulia Puspaning Galih¹, Rendra Eko Wismanu¹

¹ Department of Public Administration, Universitas Brawijaya

*Email correspondence: sentanu@ub.ac.id

ABSTRACT

This research aims at creating a concept of cooperation between stakeholders in developing ecotourism in Batu City. Eco-tourism and the role of stakeholders are related to one another. It is due to the urge of stakeholders to work together in managing the potential of eco-tourism to achieve a development goal. This study applies the Penta-helix model and triple-bottom-line theories to investigate the contribution of stakeholders to sustainable development. The Penta-helix model is used to identify relevant stakeholders and to conduct effective collaboration, while the triple-bottom-line is applied to observe the environmental and socio-economic aspects of the eco-tourism sector. This study employs a qualitative method with an interactive approach from Miles, Huberman, and Saldana by deepening literary understanding; and field interviews. The results of this study show that cooperation and interaction between stakeholders in developing eco-tourism are inferior. Thus, the researchers develop a stakeholder collaboration model through the Penta-helix model covering the government, private eco-tourism enterprises, communities, academics, and the media. They collaborate in determining the sustainability agendas covering environmental, economic, and social as a reflection of the triple bottom line element. Those designed agendas are to encourage the realization of eco-tourism development in Batu City, Indonesia. The research recommends further research to evaluate whether this ecotourism development model can be effective if implemented.

Keywords: Stakeholder collaboration, ecotourism, triple bottom line, penta-helix model

ABSTRAK

Penelitian ini bertujuan untuk menciptakan konsep kerjasama antar stakeholder dalam pengembangan ekowisata di Kota Batu. Karena ekowisata dan peran pemangku kepentingan berkaitan satu sama lain. Hal ini dikarenakan adanya dorongan dari para pemangku kepentingan untuk bekerja sama dalam mengelola potensi ekowisata untuk mencapai tujuan pembangunan. Studi ini menerapkan model penta helix dan teori triple bottom line untuk menyelidiki kontribusi pemangku kepentingan terhadap pembangunan berkelanjutan. Model Penta helix digunakan untuk mengidentifikasi pemangku kepentingan yang relevan dan untuk melakukan kolaborasi yang efektif, sedangkan triple bottom line diterapkan untuk mengamati aspek lingkungan dan sosial ekonomi dari sektor ekowisata. Penelitian ini menggunakan metode kualitatif dengan pendekatan interaktif dari Miles, Huberman, dan Saldana dengan pendalaman pemahaman literatur; dan wawancara lapangan. Hasil penelitian ini menunjukkan bahwa kerjasama dan interaksi antar pemangku kepentingan dalam pengembangan ekowisata masih rendah. Oleh karena itu, peneliti mengembangkan model kolaborasi pemangku kepentingan melalui model Penta helix yang mencakup pemerintah, swasta, komunitas, akademisi, dan media. Mereka berkolaborasi dalam menentukan agenda keberlanjutan yang meliputi lingkungan, ekonomi, dan sosial sebagai cerminan dari elemen triple bottom line. Agenda yang dirancang tersebut adalah untuk mendorong terwujudnya pembangunan ekowisata di Kota Batu, Indonesia. Peneliti

Citation : Sentanu, I. G. E. P. S., Prabowo, A., Kumalasari, K., Galih, A. P., & Wismanu, R. E. (2021). Stakeholder Collaboration Model for Ecotourism Development (Studi in Batu City, Indonesia). *Journal of Government and Civil Society*, 5(2), 214–236. <https://doi.org/10.31000/jgcs.v5i2.4420>

merekomendasi pada penelitian selanjutnya untuk mengevaluasi apakah model pembangunan ekowisata ini dapat efektif jika diimplemetasikan.

Kata Kunci: Kolaborasi pemangku kepentingan, ekowisata, triple bottom line, penta helix model

INTRODUCTION

An over growth-oriented development approach has resulted in social exclusion and three majority crises in the form of violence, poverty, and environmental destruction (Korten, 2006). According to Arowoshegbe & Emmanuel (2016), ignoring the current and predicted imbalances in natural systems (such as shortages of fresh water, energy supply, global climate change, and population increases) will harm economic systems and the quality of human life. This condition requires a new development paradigm, especially development that is not only based on economic growth but also takes sides with social and environmental aspects. This development approach is called sustainable development. Sustainable development has a high potential for every community within economic, social, cultural, ecological, and physical boundaries (Bhuiyan et al., 2012).

Moreover, the importance of sustainable development in every sector of activity (Alinska et al., 2018; United Nations, 2008) includes the tourism sector (Kiper, 2013). Hall (2008) states: *"sustainable development and tourism present-change which refers to the movement from one state or condition to another"* It implies that tourism is a very complex activity and therefore it requires tools as assistance in effective decision making to accept the competing economic, social, and environmental demands of sustainable development (Fadahunsi, 2011). This activity is called eco-tourism, which not only focuses on the economic and social sectors but also on preserving environmental balance (Syarif, 2017; Taufiq, 2014). So that eco-tourism is rooted in the concept of sustainable development (Stem et al., 2003). Kiper (2013) argues that eco-tourism is a sustainable version of tourism in natural areas, which at the same time, includes elements of rural and cultural tourism. In addition to this, Yoeti (2016: 195) states that eco-tourism refers to eco-friendly tourism. It suggests that tourism activities should be related to nature and be able to invite the tourists to see and witness the beauty of nature in up close, enable them to enjoy the authenticity of nature and its environment so that it can inspire them to love nature. The advantages of implementing eco-tourism are in the form of a contribution to government revenue and a provision of job vacancies (Faladeobalade & Dubey, 2014). Moreover, eco-tourism is one of the fastest-growing segments of the sustainable tourism industry (Das & Syiemlieh, 2009; UNEP, 2013). In addition, the tourism industry is also the largest foreign exchange contributor for developing countries like Indonesia (Holik, 2016)

In addition to this, government participation is necessary for the developing economy. It can control tourism planning and promotion directly (Bhuiyan et al., 2011). The importance of the government's role in realizing eco-tourism means that there is a role for stakeholders in eco-tourism (Hidayah et al., 2019). The involvement of stakeholders in the eco-tourism

development process is not only desirable but also necessary to create real eco-tourism (Su et al., 2014; Osman et al., 2018). The involvement of non-governmental tourism actors in developing tourist destinations is a necessity (Zaenuri et al., 2021). Since various stakeholders are potentially interested in eco-tourism development, analysis of all the main stakeholders should be a significant step in building a network. It is also weighty to categorize and define their roles during the planning process in order to identify gaps so that a balance between underrepresented or more stakeholders can be achieved (Taschner & Fiedler, 2009). Referring to Kuhaja (2014) as tourism development refers to a very complex effort, the efforts of developing tourism are not merely the responsibility of the government, but the active participation from the public and the private sector are also expected in terms of planning, implementing, and controlling tourism.

Besides, Wondirad et al. (2020) argue that the term stakeholder collaboration as the main factor in sustainable eco-tourism development in developing countries uses stakeholder theory to map stakeholders. Besides, it employs collaboration theory to observe the cooperation forms between related parties and how they are on the triple-bottom-line principle. Furthermore, the approach of the stakeholder collaboration model is different from one region to another (European Commission, 2017). Meanwhile, Hardianto (2019) examines the Penta-Helix Synergy on Tourism Development in Batu, East Java, or the development of tourism in Batu City through the Pentahelix synergy model approach. The actors (stakeholders) in this Penta-helix refer to government, business, media, academia, and the environment. Research conducted by Hardianto did not show the community (as the actors) to be the most important actors. Local communities want to have a voice in development issues to enable them to protect community interests, and increase transparency and accountability, and wipe out embezzlements and abuse of offices, which are rampant acts amongst decision-makers (Muganda et al., 2013).

On the contrary, in his research conducted by Widowati et al. (2019) revealed that the development of eco-tourism requires the involvement of five parties to accelerate the establishment maximally as the synergy of stakeholders can direct the community to achieve the goal of developing agro-tourism potential. From the previous research, it leads to community empowerment in realizing agro-tourism. From these previous studies, researchers tried to improve stakeholder collaboration models in eco-tourism development by using a combination of the Penta-helix model and triple bottom line concepts that did not exist before, or separately in developing eco-tourism.

Batu City is one of the cities that has a development concept based on natural tourism, because Batu City has geostrategic regional tourism potential. In addition, Batu City is a gateway to enter *Kawasan Strategis Pariwisata Nasional* (KSPN) or the national tourism strategic area, namely the Bromo Tengger Semeru area. However, in the process of tourism development in Batu City, there are still obstacles such as still not being controlled properly or not having a blueprint in the development planning of each of the influential actors in

the development of ecotourism in Batu City. According to Obot & Setyawan (2017) in a study entitled *Implementation of Batu City Government Policies in Realizing an Environmentally Sustainable Tourism City*, that the development of Batu City tourism still has obstacles, one of which is the conversion of land functions carried out by the community, and the private sector. Where people use forestland for agriculture. While the private sector builds residential areas, hotels, and artificial tourism, so it needs a model for actors in the development of ecotourism tourism. The purpose of this study is to provide a conceptual framework for the five actors involved in developing eco-tourism in Batu City, Indonesia.

RESEARCH METHOD

In an advanced data collection process, researchers search for meaning or an explanation of causes. Researchers make conclusions based on the obtained data with strong evidence at the data collection stage. If there is no supporting evidence, initial conclusion assumed as temporary. Therefore, they may change. But if there is valid (strong) substantiation support the initial conclusion, then it is categorized as an accurate conclusion. Not only employing interactive methods in managing data, but researchers also applying Osman’s (2018) data collection techniques and methods. These data collection technique and method have several stages, as follows:

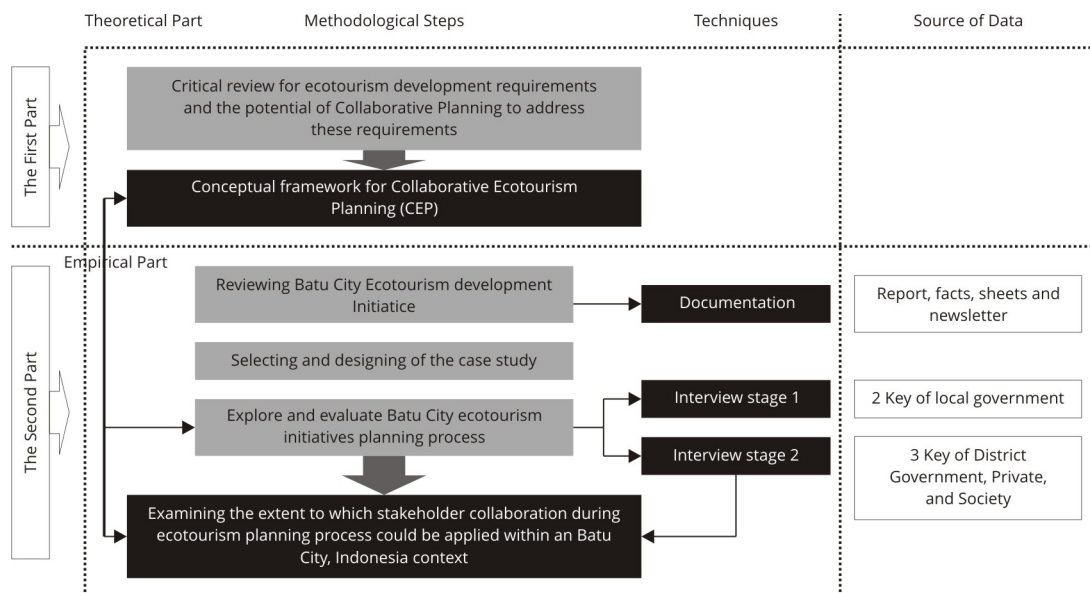


Figure 1. The Stages of The Research Methodology

Source: Adopted by Osman et al. (2018)

There are two parts shown in that picture. Those parts comprehend the story behind each eco-tourism development initiative, gather necessary pieces of documentary evidence, and critically mapping stakeholder networks covering who involved or participated in such development. The first part critically reviews the requirements for eco-tourism development and the potential for collaboration planning (CP) to address these requirements. Furthermore, in the second part, there are several documentary evidence collection and interview stages. The first interview stage involves two interviewees from the Batu City government, as the person in charge of eco-tourism development in Batu City. Besides, the second interview focused on evaluating process of the eco-tourism planning, that has been experienced in each place in Batu City with three interviewees. It includes representatives from relevant actors. Several stakeholders have been involved directly in the process. Thus, the researcher can provide the best opportunity and ability to explain and discuss their experiences about eco-tourism planning in depth.

Furthermore, this study employs purposive sampling along with data collection techniques with specific considerations (Sugiyono, 2015) in determining the interviewees. They are expected to be able to provide complete information to the researcher. All interviewees gave consent to the interview after the nature and objectives of the study explained clearly. The selected qualifications of interviewees are the Tourism Awareness Group as part of the community that participates in encouraging tourism development in Kungkuk Tourism Village, Batu City. The governments of Batu City, including the Bumiaji District Government, the Tourism Office, and Perhutani (as regulators and facilitators for the community's needs related to tourism) allow the construction of a tourist attraction in forest land along with tourism management (business). It includes the management of outbound, cafes, and management of other tourism objects in the Tourism Village of Kungkuk as an actor who also plays a role in the development of the Tourism Village of Kungkuk. That study was implemented from March to August 2020.

Research framework in this research, Osman et al. (2018) obtain the conceptual framework which is used to evaluate the ecotourism initiative. There are two main components: (1) How can stakeholder networks be established and sustained, during the planning process?; and (2) How effective the stakeholders during those different stages of the planning process and how can participation rates can be increased? Thus, it is the important for stakeholders collaborating the ecotourism development planning process. It started from the network development from stakeholders and involved the stakeholder in the planning. According to the researcher's finding in picture 4, the recommendation is for stakeholder collaboration framework in developing ecotourism. This framework is a complement to previous research conducted by Hardianto (2019), Wondirad et al. (2020) and Widowati (2019). According to Wondirad et al. (2020), stakeholder collaboration is the main factor in sustainable ecotourism development especially in developing countries use this theory to map the stakeholder,

the collaboration theory considers at how cooperation forms between actors and at the triple-bottom-line principle.

The cooperation between stakeholders in the scope of development is necessary (Wanna, 2006; Prabowo et al., 2021). Lacomba et al. (2011) argue that based on its probability in the future, the collaboration is more likely than the competition. It is due to the financial constraints that tend to increase rather than reduce competitive pressure. The concept of this relationship is successful in identifying paradoxes or tensions (problems) found in organizations (Chin et al., 2008). In line with this, the results of research conducted by Zeho et al. (2020) found that stakeholder collaboration has a positive role in the accountability of village funds. In addition to this, the results of research from Laurisz (2019) show that stakeholders play a role in developing the economic sector and the tourism sector (Fathimath, 2015). From the results of these previous studies, stakeholder collaboration theory is necessary for various development sectors, especially in ecotourism development. The importance of stakeholder collaboration is inseparable from the concept of the Penta-helix model.

Besides, Muhyi et al. (2017), state that Penta-helix model in a simple way can be interpreted as a framework to optimize the results of activities or work through multi-stakeholder engagement. There are five parties to be reckoned with in terms of their roles, interests, and character. They are administration (government), society (people), business/ investors, knowledge (researchers), and media. Penta-helix collaboration, which is a collaborative activity between Academic, Business, Community, Government, and Media lines/ fields, otherwise known as ABCGM, is known to accelerate the development of considerable potential (Yunas, 2019; Muhyi et al., 2017). Meanwhile, the Triple Bottom Line concept is a decision making that considers social, environmental, and economic aspects (Dwyer, 2015). The Triple Bottom Line can test the efficiency of the tourism sector, because it consists of actors who have different values and interests (Wondirad et al., 2020). In addition to this, Carter and Rogers (2008) and Sapukotanage et al. (2018) Triple-Bottom line approach is a popular framework used to evaluate the sustainability of a supply chain where it is not only concern on financial aspects. It emphasizes environmental and social measures.

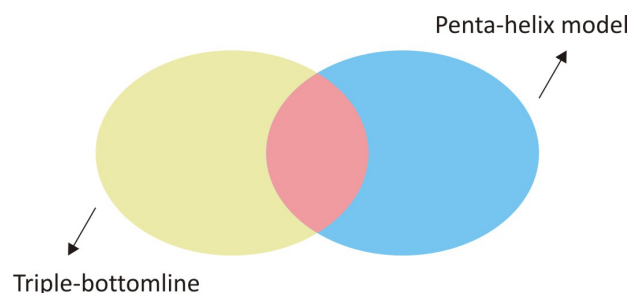


Figure 2. Conceptual Framework of Stakeholder Collaboration

Source: Managed by The Researcher, 2020

Therefore, the Triple-Bottomline considers the balance of environmental, social, and economic elements in carrying out development in all sectors of activity. Combining these two theories allows current research to understand the precise mechanisms of stakeholder analysis and ecotourism development strategies better. This solution will be more sustainable in the long term because it will meet more stakeholder needs socially, environmentally, and economically (Lee, 2007). The researcher expects that stakeholders will not only pursue profit but also pursue the Triple-Bottom line. Thus, the success of the Triple- Bottom line depends on the role of stakeholder action (Vergetis, 2000).

In this study, there was no specific theory of cooperation between actors. Moreover, the case studies in this study are in developing countries and not specifically in Indonesia, so that they cannot be the main approach in ecotourism development. Since an approach from the stakeholder collaboration model is different from one region to another (European Commission, 2017). Meanwhile, according to Hardianto (2019), the role of actors in this pentahelix such as government, business, media, academia, and the environment is very important. However, this research did not show that community actors were the most important actors. Whereas community participation is very helpful in ecotourism development. For instance are voicing development, protecting community interests, increasing transparency and accountability and corruption (Muganda et al., 2013). Meanwhile, in the study conducted by Widowati et al., (2019) stated that the development of ecotourism requires the involvement of five parties to accelerate its development optimally because the synergy of stakeholders can direct the community to achieve the goal of developing agro-tourism potential.

According to several previous studies, the researcher used pentahelix method namely government, private, media, academia, and the environment along with element of environment, economic and social. Those elements show in triple bottom line concept. This becomes a differentiator or renewal from the previous study that researcher have done by integrating the pentahelix model theory with triple bottom line principles. The framework unifies ecotourism stakeholders in a platform to enable discussion and action on issues that are important to them and the ecotourism sector (Wondirad et al., 2020). According to Muhyi et al. (2017) Pentahelix model is done in order to make it simple, can be interpreted as a framework for optimizing the results of activities or work through multi-stakeholder engagement. Pentahelix Collaboration is a collaborative activity among Academic, Business, Community, Government and Media in order to develop a large amount potential (Yunas, 2019). Ecotourism development requires the involvement of those 5 parties to accelerate its development mainly because the synergy of stakeholders can direct the community to achieve development goals (Widowati et al., 2019). Pentahelix is done to obtain the map of stakeholders and collaborative activities. The synergy is needed among the tourism destination development, tourism industry, and tourism institution (UNWTO, 2018). If you want to see the success of the collaborative planning process, you

can identify who are the relevant stakeholders and what their potentials and barriers are. This is based on the level of involvement, and the effect on decision making that reflects their interests (Osman et al., 2018).

RESULT AND DISSCUSION

Result

Batu City has a strategic position for the development of regional potential geostrategically. The economy of Batu City is supported by several sectors, one of which is tourism. Batu City has a wealth of natural tourism with a beautiful and charming panorama, located in a mountainous area, has fresh air temperature. This condition is suitable for agriculture and plantations with the development of tourism with natural nuances. It makes Batu City becomes the center of agriculture and tourism (Lestari & Firdausi, 2017). Besides, Batu City has adequate facilities and infrastructure. Therefore, BAPPEDA or Development Planning Agency at Sub-National Level of Batu City said Batu City as the “The Real Tourism City of Indonesia”. It makes Batu City becomes well known as a mainstay tourist destination in Malang Regency and “the belle” of tourist attractions in East Java Province (Lestari & Firdausi, 2017). Batu City is one of the cities that has a development concept based on natural tourism, because Batu City has geostrategic regional tourism potential. In addition, Batu City is a gateway to enter *Kawasan Strategis Pariwisata Nasional* (KSPN) or the national tourism strategic area, namely the Bromo-Tengger-Semeru area. However, in the process of tourism development in Batu City, there are still obstacles such as still not having a blueprint in the development planning of each of the influential actors in the development of ecotourism in Batu City. According to Obot & Setyawan (2017) that the development of Batu City tourism still has obstacles, one of which is the conversion of land functions carried out using forestland for agriculture, builds residential areas, hotels, and artificial tourism.

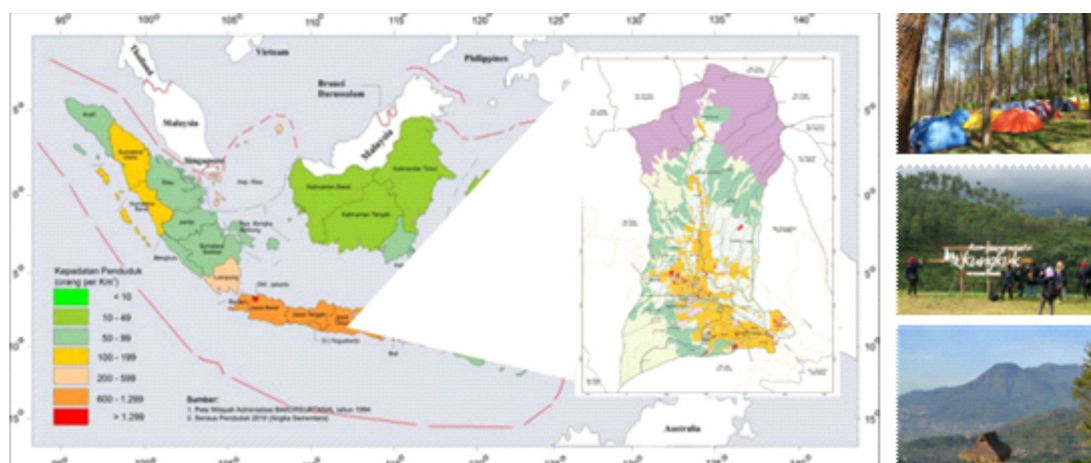


Figure 3. Batu City Map and Ecotourism Destinations

Source: Karinov.co.id, 2020; outboundmalang.com, 2017; Winartie, 2015 (remanaged by the researcher, 2020)

The stakeholders also contribute to the development of ecotourism in Batu City. Thus, it triggers the researcher to identify each stakeholder involved in the development of ecotourism in Batu City. The involvement of a tourism awareness group (Pokdarwis) has a crucial role in building eco-tourism in Batu City, as stated by the chairman of Pokdarwis, Bumiaji, stating that:

“Kelompok sadar wisata sangat berperan dalam mengenalkan, melestarikan, dan memanfaatkan potensi daya tarik wisata lokal. Kepala Pokdarwis dan masyarakat sekitar juga turut serta mengelola potensi wisata desa wisata Kungkuk menjadi daya tarik wisata dan menjadi daya tarik bagi wisatawan untuk dikunjungi” (The tourism awareness group has a role in introducing, preserving, and utilizing the potential of local tourist attractions. The head of Pokdarwis and the surrounding community participate in managing the tourism potential of Kungkuk tourism village to become a tourist attraction and become an attraction for tourists to visit) (based on an interview conducted on July 14, 2020).

The statement above implies that Pokdarwis plays a crucial role in management. Besides, good management will encourage the development of tourism in the Kungkuk Tourism Village. The management carried out by the Kutut Tourism Awareness Group includes the management of tourism objects, outbound management, cafes, and the management of other tourism objects in Kungkuk tourism village. Apart from Pokmawas, the participation

of young people in Bumiaji Village is very helpful in managing the tourist village of Kengkuk. The chairman of Pokdarwis Bumiaji states:

“Sejak desa wisata kungkuk sudah berjalan, anak muda disini semakin aktif mengelola desa wisata, beberapa diantaranya adalah pemandu wisata, hampir semua karyawan disini adalah anak muda lokal” (Since Kungkuk tourism village has been running, the young people here are increasingly active in managing tourist villages, some of which are tour guides, almost all employees here are local young people) (Interview conducted on July 14, 2020).

These young people help in accompanying tourists when visiting Kungkuk tours. Meanwhile, another actor seen in ecotourism development is the Batu City Government through the Tourism Office. The Head of Human Resources for the Batu City Tourism Office stated:

“Dinas pariwisata memfasilitasi kebutuhan masyarakat terkait pariwisata dalam pengembangan objek wisata. Kami juga membantu mempromosikan pariwisata di kota Batu. Misalnya dengan mengadakan event tahunan, mengadakan study tour antar kota maupun desa wisata, dan mengadakan sosialisasi desa wisata di setiap kabupaten” (The tourism office facilitates the needs of the community related to tourism in development of tourist objects. We also help to promote tourism in the city of Batu. For example, by holding annual events, holding study tours between cities as well as tourism villages, and holding socialization of tourist villages in each regencies/cities) (interview conducted on July 14, 2020)

Based on the Head of the human resources sector's statement following the Regulation of Mayor of Batu Number 73 of 2016 concerning Position, Organizational Structure, Job Description and Work Procedure of the Batu City Tourism Office, the role given by the Tourism Office includes providing resource facilities Humans, developing tourism promotion, developing tourism products. Apart from the role of the Batu City Government, Perhutani also plays a crucial role. Perhutani, as a stakeholder, plays a role in decision making and policymakers in the development of ecotourism in Batu City, specifically in the Bumiaji District. Perum Perhutani is a State-Owned Enterprise (BUMN). PERUM Perhutani has a very crucial role in ensuring the existence of forest areas as a support for the environmental, social, and economic carrying capacity of the community based on Government Regulation Number 72 of 2010 Article 7 concerning public companies (PERUM) of State forestry has mandated that in Forest Management. Furthermore, to establish a tourist attraction the owner must ask permission from Perhutani since Batu City has an area surrounded by forests.

Another concern is the role of business or the private sector. In Bumiaji District, there is the Kaliwatu Rafting tour managed by a private sector with the concept of sustainable eco-tourism. Kaliwatu Rafting Tourism in collaboration with Kungkuk Village tours. According to information from the manager of the village tour in the village of Kungkuk regarding cooperation stating that:

“Kerjasama Desa Wisata Kungkuk dengan Wisata Arung Jeram Kaliwatu merupakan bentuk kepercayaan kami dalam mengembangkan pariwisata berbasis ekowisata berkelanjutan. Kerjasama dimulai dengan paket wisata untuk wisatawan, pola pengembangan ekowisata berkelanjutan, dan promosi kedua hal tersebut. Ini adalah bentuk kerjasama kami atas kepercayaan kami dengan wisata Rafting Kaliwatu” (The cooperation of the Kungkuk Tourism Village with Kaliwatu Rafting Tourism is a form of our belief in developing sustainable eco-tourism-based tourism. The collaboration starts with tour packages for tourists, sustainable eco-tourism development patterns, and the promotion of these two tours. It is a form of our cooperation based on the trust on our part with the Kaliwatu Rafting tour) (an interview conducted on July 14, 2020)

The interview result shows that there is a contribution by private sector in managing the Kaliwatu Rafting. It seems that the belief is not only established on the management of Kungkuk tourist village with Kaliwatu Rafting, but also the belief from Perum Perhutani to the local villager of Kungkuk tour. The result also shows that some stakeholders who play role in Batu City such as the Tourism Awareness Group, Batu City Government and Perhutani and Tour Management (Business). However, the data shows that the role from stakeholder in collaboration has not been maximized and the absence of other stakeholders involved such as media and academics.

Along with the efforts in developing the tourism in Batu City, the researcher hopes that Batu City will get better in terms of development especially tourism development. The good paradigm of development is the sustainable paradigm which uses four benchmarks which include: pro-economic welfare, pro-environmentally sustainable, pro-social justice, and pro-environment (Sutrisna, 2006). The tourism development especially ecotourism in Batu City is influenced by the involvement of many actors, the researcher identified these actors are Batu City Government, Perhutani, Pokdarwis, and Tourism Management (Business). According to the researcher, the involvement of these actors can be added to the other actors and their roles maximized. The involvement of stakeholder in the process of ecotourism development is not only desired but also required in order to ensure the genuine ecotourism (Su et al., 2014), because there are some stakeholders who interested to develop ecotourism, analyzed toward all major stakeholders should be an important step in building a network (Taschner & Faidler, 2009).

From those statements, the researcher identified that there needs to be a classification between the highest level stakeholders and the below. To do the classifier, the discussion among all stakeholders who involved to the ecotourism development is needed. It is in alignment with CISS & EDG (2012) which stated that all stakeholder should be gathered to classify according to the appointed individual's position (Top Executive, First line decision makers, employees of regional/local executives), or the sector (public, private, local communities and NGOs). Each potential stakeholder is considered to have the same level of importance, although they have different interests, influences and powers on matters. The main invented stakeholders from both initiatives were involved in most activities regardless of their background or position. In developing ecotourism in Batu city, the researcher identified stakeholders who played an important role and maximize their role. The development of a conceptual framework combines an understanding of the requirements for successful ecotourism development with the potential for a collaborative planning approach to address their requirements.

Discussion

In analyzing pentahelix model, the researcher has two formulations of the problem to identify the stakeholder for instance: who is involved in the ecotourism development? And what are their roles (stakeholders) in the collaboration? The further information is:

1. Government. Government has the main role in the development of the tourism sector, such as regulators, facilitators, and encouraging success in tourism governance (Sentanu & Mahadiansar, 2020). This role as facilitator can be seen especially in supplying infrastructure which is still under assured by the Tourism Office, facilities for distributing stimulant funds for people who want to develop a tourism objects, efforts to promote tourism objects, as well as facilities provided to the third parties such as investors and tourism entrepreneurs to develop their tourism business in Batu City. The government participation is required in developing economies where tourism planning and promotion tends to be directly controlled by the government (Bhuiyan et al., 2011). So far, the Batu City Government has not focused on ecotourism development. This is a new focus that needs to be developed by the Batu City Government. In addition, the Government has not maximized the natural potential contained in Batu City in ecotourism development, so far the development has only 'replaced' not 'managed' natural tourism potential into artificial ones. The absence of an Ecotourism Road Map in Batu City has also resulted in many private parties and the public being able to freely convert the function of green land into residences, villas, agriculture, and others. In addition, the government has not tried to maximize the role of existing actors, not only the community and the private sector. However, it can also invite academics and the media. Kungkuk Village Tourism is one form of ecotourism that can be developed in Batu City. Meanwhile, State-Owned Enterprise

(BUMN) is still under the Government. BUMN referred to in the development of ecotourism in Batu City which plays a role as PT Perhutani through Government Regulation Number 72 of 2010 concerning State Forestry Public Company (Perum) or called Perhutani. Perhutani has the authority to manage social forests, so the people who want to manage within the area must go through Perhutani. This statement is based on the government regulation Number 44 of 2004 about forestry planning, Law Number 18 of 2013 concerning on prevention and eradication forest destruction, and Regulation of Director General of Social Forestry. The government (Tourism Office) facilitates the needs of the community related to tourism in development of tourist objects. We also help to promote tourism in the city of Batu. For example, by holding annual events, holding study tours between cities as well as tourism villages, and holding socialization of tourist villages in each regencies/cities.

2. Private eco-tourism enterprises. Several private sectors act as facilitators between players in terms of eco-tourism. By increasing the level of public understanding, protected area entrepreneurs and managers (Perhutani) contribute to a better assessment of the economic and environmental feasibility of an eco-tourism venture. Besides, private eco-tourism enterprises can be created based on community or private principles. In addition to this, partnerships can take many forms depending on the circumstances. It can be assisting eco-tourism ventures with financing, land leases, marketing, promotion, or impact monitoring (Drumm et al., 2004). This form of cooperation is also found in the management of the Kungkuk Tourism Village. In the development of ecotourism in Kungkuk Tourism Village. private parties and the community play an important role in the development of this ecotourism. The collaboration between the two stakeholders is the second initiative, meaning that the government does not participate in the process of establishing the Kungkuk tourism village. The form of cooperation from the private sector is in the form of managing several Kaliwatu Rafting services, selling tour packages for tourists, sustainable ecotourism development patterns, and tourism promotion. Private eco-tourism enterprises need to manage it properly to minimize environmental damage and still contribute to the community and other stakeholders (Romero-Brito et al., 2016). It can be a 'standard view' of industrial responsibility reflecting: 1) social movements, 2) loose, flexible, and growing partnerships creating new market dynamics, 3) the hospitable tourism industry for local people, governments, and communities, 4) the obligation to protect and preserve nature, culture, and legacy of resources to sustain the economy and be passed on uninterruptedly to future generations (UNEP, 2001; WTO, 1995; Arevin et al., 2014). The form of cooperation between the private sector and the community that exists in Kungkuk Tourism Village is going well, so far there has been no environmental damage done by the private sector. This is very good, because in other locations in Batu City there is a lot of damage done by the private sector such as making villas or making artificial tourism in nature.

3. **Community.** Community participation in the development of eco-tourism as “an eco-tourism program that is controlled and participated actively by the local communities who inhabit or have natural attractions.” plays a crucial role. Kiss (2004) argues that through the involvement of local communities, tourism can generate support for conservation among these communities as long as they derive some benefit. Hence, community-based eco-tourism is the best choice to earn income by running a tourism business in areas that are conserved, owned, and managed by the community (Das & Syiemlieh, 2009). Community-based eco-tourism in protected areas has supported the livelihoods of local communities by providing opportunities for national and international visitors to engage in community activities (Acharya & Halpenny, 2013). Besides, management strategies must focus on how to achieve sustainability by involving local communities (Walsh & Zin, 2019). Community involvement was also carried out in the kungkuk tourism village. A tourism awareness group in which there are local communities who play a very important role in managing the tourism potential of the kungkuk tourism village to become a tourist attraction and become an attraction for tourists to visit. In addition, since the Kungkuk tourism village has been running, these young people are increasingly active in managing the tourist village, some of whom are tour guides, almost all of the employees here are local youth. These findings prove that there is a high level of awareness about eco-tourism projects in forest fringe communities. It implies that the essence of community participation is capacity building. For local communities to be in a better position to make meaningful contributions to eco-tourism development and management, they must possess definite crucial competencies. However, they also need to consider capacity building of local communities living around social forests through the provision of management training, hospitality, tour guides, and other job skills. The essence of community participation in tourism is involvement in the process of shaping life as a human right which includes involvement in decision making, management and control over tourism development (UNDP and KLH, 2000). Community participation is not just the provision of resources from and by the community or their involvement as labor in tourism (Damanik, 2005). Ecotourism development activities by the community in Kungkuk Village can be imitated by other village communities, so that they do not damage the natural state of nature but can still improve the economy of the village community.
4. **Media.** It refers to the power that is the most efficient way to disseminate information to the entire community (Wu et al., 2016). Through journalists, the media plays an important role in disseminating the uniqueness of tourist destinations, especially in Batu City. Through journalists, the media plays an important role in disseminating the beauty of tourist destinations, especially in Batu City. Because Batu City has been designated as a Tourist City in Indonesia. With digital media, information becomes a necessity. The role of the media is very important in encouraging the tourism sector.

Journalists and the media will inform readers and listeners about interesting and unique tourist destinations. So that it attracts tourists to come to promoted tourist destinations (Hardianto, 2019). The use of media actors in tourism promotion is very efficient and effective in Indonesia (Kurniawato, 2016). In addition to this, Strand (2010) states that news media not only contain newspapers but also print, broadcast, and television media as providers of news and information. Besides, anything that is combined above the characteristics of the news media and presented with the digital method can be said to be electronic media (Hall, 2012). Therefore, eco-tourism marketing through online media brings changes in it in a positive direction by presenting its information effectively.

5. Academics. Ecotourism theory arguably would not exist and definitely would not exist in its current form, were it not for the involvement of academics. Academics have played a critical stewardship role in the conceptualization and operationalization of eco-tourism (Arraize et al., 2018). Academics or universities, as an educational practitioner, contribute to creating high-qualified tourism human resources that are reliable, professional, intelligent, efficient, as well as having global insight. Furthermore, academics and universities uphold the local wisdom values by providing satisfactory education or input on tourism development, both relevantly and effectively ways (Hardianto, 2019). Therefore, an academic role is also necessary for the development of ecotourism in Batu City. In the Malang Raya area (Batu City, Malang City, and Malang Regency) there are several universities such as Brawijaya University, Malang State University, and other universities. Every university has the capacity of human resources in the development of environmental-based tourism (ecotourism), because academics need to develop this knowledge in the real world. In addition, academics have a priogram in community service. The program is contained in the *Tri dharma* (three basic obligations) of higher education (Law No. 12 of 2012).

From the involvement of these actors, there are several weaknesses and strengths that have been processed in the development of ecotourism in Batu City, especially in Kungkung tourist village. So that there is a need for improvement and renewal in the involvement of each actor. These improvements are expected to be more effective and efficient in ecotourism development. Furthermore, Stoddard & Pollard (2012) believe that triple-bottomline philosophical orientation lies in the ability of organizations in developing and implementing not only traditional strategies that are economically sustainable but also explicitly incorporate environmental and social sustainability strategies. In this term, the tourism sector provides a unique opportunity to test triple bottom-line efficiency as it includes several stakeholders with different values and interests. Besides, Carter and Rogers (2008), supported by Sapukotanage et al. (2018), argue the triple-bottom-line approach is

a popular framework used to evaluate the sustainability of a supply chain as it not only concern on financial aspects. It emphasizes environmental and social measures that allow organizations to understand that sustainability, at a broader level, consists of three components. It consists of the natural environment, society, and economic performance. In other words, the triple-bottom-line considers the balance of environmental, social, and economic elements in carrying out development in all sectors of activity. Therefore, the researcher combines these two theories to analyze and develop ecotourism development strategies through stakeholder collaboration.

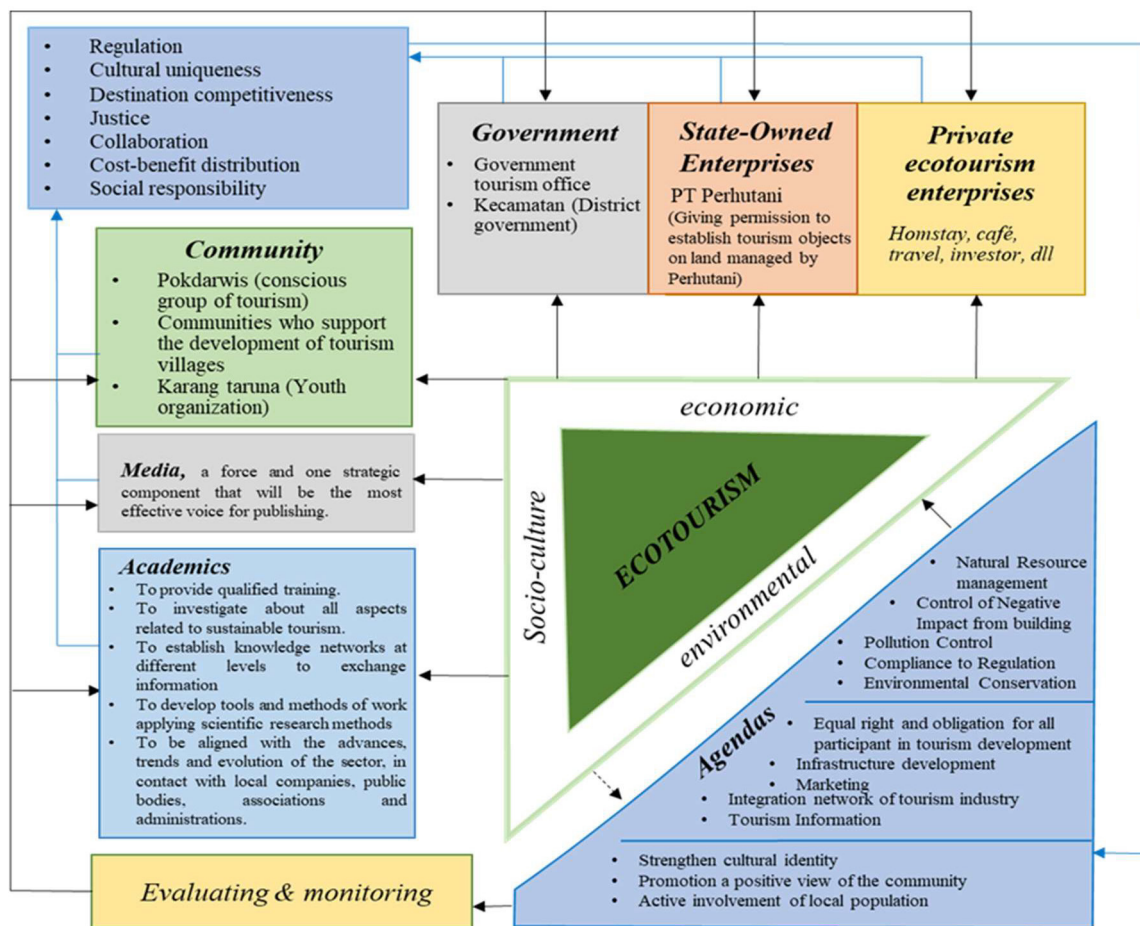


Figure 4. The Penta-helix Synergy Model in Eco-tourism Development
 Source: Adopted from Wondirad et al., 2020; adopted from Osman et al., 2018; managed by researchers, 2020

The figure above shows how the Penta-helix model works and how it solves various problems surrounding the ecotourism. It wants to inform each stakeholders about their role in achieving ecotourism development. The description of the black and blue arrows is the effect of one module on another. whereas the dotted arrow means that ecotourism

indirectly affects agendas. In addition, this collaborative model demonstrates environmental conservation, collaboration, socio-cultural uniqueness, economy and social responsibility, destination competitiveness, and equity, that demand the unity of the stakeholders as they must have the same vision regardless of their respective interests. Besides, that framework also suggests periodic monitoring and evaluation in the implementation of unifying the final result. Its application must ensure the development of eco-tourism that is economically sustainable, environmentally friendly, and socially responsible. It suggests that this concept has a mechanism where stakeholders involved, like government, private eco-tourism enterprises, community, academics, and the media, have a role in strengthening eco-tourism development. Furthermore, the government suggested in this term refers to the Tourism Office and the District Office. Meanwhile, the term private consists of homestays, cafes, travel, investors, and the like that focus on eco-tourism enterprises. Besides, the community consists of Pokdarwis, people who agree with the development of a tourist village, and youth organizations. On the other hand, media consists of television, radio, print media, and other electronic media. Meanwhile, Academic Education consists of students, researchers, lecturers, students, and the like who play a role in theory renewal. Therefore, researchers propose a clue for the coordination process. It contains regulations, cultural uniqueness, destination competitiveness, justice, collaboration, cost-benefit distribution, and social responsibility. In other words, it is necessary to build the coordination process between stakeholders in achieving effective collaboration (Zeho et al., 2020). The coordination can be related to the regulations. The regulation becomes a basic for the success of developing ecotourism (Archana, 2013). The coordination process aims to determine the agenda of the three building objectives such as social, economy, and environment. These three objectives are drawn in the triple bottom line. All stakeholders with an interest in ecotourism development are required to work accountably and transparently in the management of tourism resources (Damanik, 2005).

In the Figure 4, the environment agenda is placed in the top of the triangle. It means that the environment agenda is reinforced with the social and economic agenda placed in the below it. The environment agenda consists of some programs such as Management of Natural Resource, the Control of Negative Impact in the buildings, the Control of Pollution, the Compliance of the Regulation, and the Environmental Conservation. Because the satisfying of the tourists is influenced by the need to be close to the nature and respect with the nature, it needs to be done a conservation of natural resource correctly (Digun-Aweto et al., 2020). The agenda of economy consists of some programs of Rights and Obligations that are same for all participants of the development of tourism, the development of infrastructure, marketing, integrating network of tourism industry, and tourism information. Meanwhile, the agenda of social consist of strengthening the identity of the culture, the promotion of positive perspective from the communities, and the active involvement of the local society. These agendas decide the success of ecotourism development.

Thus, these agendas can evaluate and monitor the function inside of the step as the determiner of the success of three agendas (environment, economy, and social). Besides, the researcher use the black linking line after the step of evaluation and monitoring. The linking line is used to give the input toward some stakeholders involved in the development of ecotourism. The perfect model cannot separate every point, but it can explore and connect each other deeply. It is remembered that the framework like this is never made before. The concept series in this journal will explore each indicator. The newest concept in the ecology development is needed in Batu City, Indonesia. Because of the interesting tourism place, many local and international tourists visit this tourism place. According to the modern trend, the area of natural environment such as social forest is the one of interesting tourism places, and the other such as environment tourism, ecotourism, and qualified tourism (Ewieca et al., 2014).

CONCLUSION

This study has evaluated and explored the development of ecotourism in Batu city and identified the stakeholders involved in this development. The findings obtained by the researcher are that the Batu City ecotourism is currently still not going well. The government has not maximized the natural potential contained in Batu City in the development of ecotourism, so far this development has only 'replaced' natural tourism potential that has not been 'managed' into artificial tourism potential. The absence of an Ecotourism Road Map in Batu City has also, in many private parties and the public being able to freely convert the function of green land into residences, villas, agriculture, and others. In addition, the government has not tried to maximize the role of existing actors, not only the community and the private sector. However, it has not maximized the role of academics and media in developing and disseminating ecotourism objects such as Kungkuk Village.

The research shows that adopting the principle of triple bottom line can help to increase the relation between the stakeholders of eco-tourism in regard with increasing the financial work, spreading the market opportunity, formulating and deciding the inclusive decision, and increasing competitiveness of the destination. Besides, the research does not only propose the framework of new collaboration and holistic that integrate the theory of Pentahelix and the principle of triple bottom line to develop eco-tourism in the scientist only. Therefore, the framework can become the brief policy for the stakeholders of ecotourism to consider about the elements of environment, social and economy as the common agenda in determining the decision of the stakeholders. This research has limitations in technical coordination between stakeholders, it is necessary to develop and improve it so that this research can develop in the future.

REFERENCES

- Acharya, BP. and Halpenny, EA. (2013). Homestays as an Alternative Tourism Product for Sustainable Community Development: A Case Study of Women Managed Tourism Product in Rural Nepal. *Tourism Planning & Development*, 2013. 10(4): p. 367-387
- Alinska, A., Filipiak, Beata Z., & Kosztowniak, A. (2018). The Importance of the Public Sector in Sustainable Development in Poland. *Sustainability*, 10, 3278; doi:10.3390/su10093278
- Archana, K. (2013). Manace of Ecotourism and the Role of Legislations in India. *Bharati Law Review*.
- Arevin, Ayat T. Sarma, M. Asngari, Pang S. & Mulyono, P. (2014). The Empower Model of Coastal Homestay Business Owners in Five Strategic Areas of National Tourism. *International Journal of Administrative Science & Organization*, 21(1), 9-16.
- Arowoshegbe, A. O. & Emmanuel, U. (2016). Sustainable and Triple Bottom Line: An Overview of Two Interrelated Concept. *Igbinedion University Journal of Accounting*, Vol. 2.
- Arraiza, M.P.M, Cordo, C. et al., (2018) The role of academia in sustainable tourism. *Proceedings of INTED2018 Conference 5th-7th March 2018, Valencia, Spain*
- Bhuiyan et al. (2011). The Role of Government for Ecotourism Development: Focusing on East Coast Economic Region, Vol. 7, No. 4, Hal. 557-564
- Bhuiyan, A.H., Siwar, C., Ismail, S.M., Islam, R. (2012). The Role of Ecotourism for Sustainable Development In East Coast Economic Region (Ecer), Malaysia. / *OIDA International Journal of Sustainable Development*, 3 (9): 53-60.
- Carter, C. R., & Rogers, D. S. (2008). A Framework of Supply Chain Management: Moving toward New Theory. *International Journal of Physical Distribution and Logistics Management*, 38(5), 360-387. <https://doi.org/10.1108/09600030810882816>
- Cater, E. (2006). Ecotourism as a western construct. *Journal of Ecotourism* 5(1&2): 23-39.
- Chin, Kwai-Sang dkk. (2008). Identifying and prioritizing critical success factors for coopeition strategy. *Industrial Management & Data Systems*, Vol. 108, Hal. 437-454.
- Das, N. (2009). and Syiemlieh HJ., Ecotourism in Wetland Ecology. *Anatolia: An International Journal of Tourism and Hospitality Research*, 2009. 20(2): p. 445-450.
- David, Fely P. (2005). *Understanding and Doing Research: A Handbook for Beginners*. Iloilo City: Panorama Printing Inc.
- Damanik, J. (2005). Kebijakan Publik dan Praksis Democratic Governance di Sektor Pariwisata. *Jurnal Ilmu Sosial dan Ilmu Politik*, 8(3), 331-350.
- Digun-Aweto, O., Fawole, Ogbanero P., & Merwe, Peet Van D. (2020). Nature Tourism Satisfaction in Okomu National Park, Edo State, Nigeria. *Polish Journal of Sport and Tourism*, Vol. 26, Issue 4.

- Drumm, A., Moore, A., Soles, A., Patterson, C. & Terborgh, J. E. (2004). *Ecotourism Development – A Manual for Conservation Planners and Managers, Volume II: The Business of Ecotourism Management and Development*. USA: The Nature Conservancy.
- Dwyer, L. (2015). Triple bottom line reporting as a basis for sustainable tourism: Opportunities and challenges. *Acta Turistica*, 27(1), 33–62.
- European Commission. (2017). *Why Regional Development matters for Europe’s Economic Future*. Publications Office of the European Union. (<http://www.europa.eu>).
- Fadahunsi, J.T. 2011. Application of Geographical Information System (GIS) Technology to Tourism Management in Ile-Ife, Osun State, Nigeria *The Pacific Journal of Science and Technology*, 12(2): 274-283.
- Faladeobalade, Timothy A., & Dubey, S. (2014). Managing Tourism as a source of Revenue and Foreign direct investment inflow in a developing Country: The Jordanian Experience. *International Journal of Academic Research in Economics and Management Sciences* 3(3).
- Fathimath, A. (2015). *The Role of Stakeholder Collaboration in Sustainable Tourism Competitiveness: The Case of Auckland, New Zealand*. Thesis for PhD at School of Hospitality and Tourism, Auckland University of Technology.
- Hall, C.M. (1994). Ecotourism in Australia, New Zealand and the South Pacific: appropriate tourism or a new form of ecological imperialism? In Cater, E. and Lowman, G.L. (eds), *Ecotourism: A Sustainable Option?* John Wiley & Sons, Chichester, UK, pp. 137–158.
- Hall, C.M. (2008). *Tourism Planning: Policies, Processes and Relationships*. 2nd Edn., Pearson/Prentice Hall, Harlow, England, New York, ISBN: 10: 0132046520, pp: 302.
- Hall, R. (2012). The brilliance of this TNT advertisement is immeasurable. <http://blog.newsok.com/lcr/2012/04/18/the-brilliance-of-this-tnt-advertisement-is-immeasurable/>
- Harris R, Griffin T, Williams, P. 2002. *Sustainable Tourism. A Global Perspective*. Butterworth-Heinemann, p. 1-252.
- Hdayah, N. A., Hutagulung, S. S., & Hermawan, D. (2019). Analisis Peran Stakeholder Dalam Pengembangan Wisata Talang Air Peninggalan Kolonial Belanda Di Kelurahan Pajaresuk Kabupaten Pringsewu. *Jurnal Ilmu Administrasi Publik* (2019): 55-71 DOI: <http://dx.doi.org/10.31289/publika.v7i1.2179>
- Higham, James (ed). (2007). *Critical Issues in Ecotourism: Understanding a complex tourism phenomenon*. USA: Elsevier Ltd.
- Holik, A. (2016). Relationship of Economic Growth with Tourism Sector. *Journal of Economics and Policy*, Vol. 9, No. 1, pp. 16-33.
- Hutabarat, Haleluya T. (2019). *Jurus Jitu Publikasi Makalah di Jurnal Terindeks*. Technical Writing Workshop, DOI:10.13140/RG.2.2.14163.84009

- Kiper, T. (2013). Role of Ecotourism in Sustainable Development. *Advances in Landscape Architecture*. doi:10.5772/55749
- Kiss, A. (2004). Is community-based ecotourism a good use of biodiversity conservation funds? *Trends in Ecology and Evolution*, 19(5): 232-237.
- Korten, David C., 2006. *The Great Turning*, Berret Koehler Publisher Inc. San Fransisco and Kumarian Press
- Kuhaja, T. (2014). "Kajian Kelembagaan dalam Pengembangan Pariwisata Pantai yang Berkelanjutan," vol. 10, no. September, Hal. 278-292.
- Kurniawati, Wenday D. N. (2016). Pemanfaatan Instagram oleh Komunitas Wisata Grobogan dalam mempromosikan potensi Pariwisata Daerah. *Komuniti*, Vol. VIII, No. 2.
- Lacomba, J. A., Lagos, F., & Neugebauer, T. 2011. Who makes the pie bigger? An experimental study on co-opetition. *New Zealand Economic Papers*. Vol. 45, No. 1-2, hal. 59-68
- Laurisz, N. (2019). The Role of Stakeholders in Development of Social Economy Organizations in Poland: An Integrative Approach. *Administrative Sciences*. Vol. 9, No. 74.
- Lee, Kerry M. (2007). So, What is the 'Triple Bottom Line'? *International Journal of Diversity in Organisations, Communities and Nations*. Vol. 6.
- Lestari, Asih W. & Firdausi, F. (2017). The role of Government of Batu on the implementation of tourism policy based on sustainable development paradigm. *Jurnal Masyarakat, Kebudayaan dan Politik* Vol. 30, No. 3.
- Mayrowani, H. & Ashari. (2011). Agroforestry Development to Support Food Security and Farmers' Empowerment Nearby the Forests. *Forum Penelitian Agro Ekonomi*, Vol 29, No 2, Hal. 83-98
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative Data Analysis, A. Methods Sourcebook*, Edition 3. USA: Sage Publications
- Moleong, Lexy J. (2012). *Metodologi Penelitian Kualitatif*. Bandung : PT Remaja Rosdakarya.
- Muhyi, H. A., Chan, A., Sukoco, I., & Herawaty, T. (2017). The Penta Helix Collaboration Model in Developing Centers of Flagship Industry in Bandung City. *Review of Integrative Business and Economics Research*, 6(1), 412-417.
- Muganda, M., Sirima, A., & Ezra, Peter M. (2013). The Role of Local Communities in Tourism Development: Grassroots Perspectives from Tanzania. *Journal Hum Ecol*, 41(1), Hal. 53-66
- Obot, Filipus & Setyawan, D. (2017). Implementasi Kebijakan Pemerintah Kota Batu dalam Mewujudkan Kota Pariwisata Berkelanjutan yang Berwawasan Lingkungan. *Jurnal Ilmu Sosial dan Ilmu Politik*, Vol. 6, No. 3.

- Osman, T., Shaw, D., & Kenawy, E. (2018). Examining the extent to which stakeholder collaboration during ecotourism planning processes could be applied within an Egyptian context. *Land Use Policy*, Vol. 78, Pages 126-137.
- Outboundmalang. (2017). Outbound di Kungkuk Batu. <https://www.outboundmalang.co.id/news/-outbound-di-kungkuk-batu/>
- Prabowo, Ardian. Muluk, M. R. K. & Hayat, A. (2021). Model Collaborative Governance dalam Pembangunan Desa Pada Masa Covid-19: Studi di Kabupaten Lampung Selatan. *PUBLISIA: Jurnal Ilmu Administrasi Publik*. 6(1), 15-31.
- Romero-Brito TP, Buckley RC, Byrne J. (2016). NGO Partnerships in Using Ecotourism for Conservation: Systematic Review and MetaAnalysis. *PLoS ONE* 11(11): e0166919. doi:10.1371/journal.pone.0166919
- Sapukotanage, S., Warnakulasuriya, B. N. F., Yapa, S. T. W. S. (2018). Outcomes of Sustainable Practices: A Triple Bottom Line Approach to Evaluating Sustainable Performance of Manufacturing Firms in a Developing Nation in South Asia. *International Business Research*; Vol. 11, No. 12.
- Sentanu, I. G. E. P. S., & Mahadiansar. (2020). Memperkuat Peran Pemerintah Daerah: Mengelola Pariwisata Lokal Yang Berkelanjutan. *Jurnal Ilmu Administrasi Negara (JUAN)*, 8(1), 1-20. <https://doi.org/10.31629/juan.v8i1.1879>
- Stem, C., Lassoie, J., Lee, D., and Deshler, D. 2003. Community Participation in Ecotourism Benefits: The Link To Conservation Practices and Perspectives. *Society and Natural Resources*. 16: 387-413.
- Stoddard, James E. & Pollard, Carol E. (2012). The Triple Bottom Line: A Framework for Sustainable Tourism Development. *International Journal of Hospitality & Tourism Administration* 13(3):233-258
- Strand, M. H. (2010): The mere exposure effect and in-game advertising. MA thesis. California State University, Sacramento
- Sugiyono (2015). *Metode Penelitian Kombinasi (Mix Methods)*. Bandung: Alfabeta.
- Sutisna N (2006) *Enam Tolok Ukur Pembangunan Berkelanjutan*. Jakarta: Regional Development Institute.
- Ćewieca, Andrzej., Krukowska, Renata., & Tucki, Andrzej. (2014). Tourist potential of the ³eczna-w³odawa Lakeland and its application in the context of the functioning of the polesie national park. *Polish Journal of Sport and Tourism*, Vol. 21, Issue 4, Hal. 200-208. DOI: 10.1515/pjst-2015-0001
- Syarif, E. (2017). Environmental Management in Local Wisdom Perspective of Karampuang People, Sinjai District, South Sulawesi. *Jurnal Sainsmat*, Vol. VI, No. 2, hal. 49-55
- Taufiq, Ahmad. (2014). Upaya Pemeliharaan Lingkungan oleh masyarakat di Kampung Sukadaya Kabupaten Subang. *Jurnal Gea* Volume 14 Nomor 2014
- UNEP. (2011). *The Components of successfull ecotourism*. France: UNEP Press.

- UNEP. (2013). *Tourism: Trends, Challenges and Opportunities*, in *Green Economy and Trade*. United Nations Environment Programme. p. 259-291.
- United Nations. (2008). *Achieving Sustainable Development and Promoting Development Cooperation*. New York: United Nations Publications.
- Utami, N. N. (2015). *Pengelolaan Hutan Bersama Masyarakat Ditinjau Dari Perspektif Assets Based Community Development*. *Social Work Jurnal*, Volume: 5, Nomor: 2 , Halaman: 106 – 208.
- Vergetis, L. (2000). *The big payback*. *Buildings*, 94(11), 12.
- Walsh, J. & Zin, Khin K. (2019). *Achieving Sustainable Community-Based Tourism in Rural Myanmar: The Case of River Ayeyarwaddy Dolphin Tourism*. *Zegreb International Review of Economics and Business*. Vol. 22, Issue 2.
- Wanna, John. 2008. *Collaborative Government: Meanings, Dimensions, Drives and Outcomes*. Australia: ANU Press.
- Wheeller, B. (1994). *Ecotourism: a ruse by any other name*. In Cooper, C. and Lockwood, A. (eds), *Progress in Tourism, Recreation and Hospitality Management*, Vol. 7. Belhaven Press, London, UK, pp. 3-11.
- Widowati, S., Ginaya, G., & Triyuni, N. M. (2019). *Penta Helix Model to Develop Ecotourism: Empowering the Community for Economic and Ecological Sustainability*. *International Journal of Social Sciences and Humanities*. Vol. 3 No. 2, pages: 31-46.
- Winartie. (2015). *Sejuta Pesona Alam di Kampung Wisata Kungkuk*. <http://surabaya.panduanwisata.id/wisata-alam/sejuta-pesona-alam-di-kampung-wisata-kungkuk/>
- Wondirad, A., Tolkach, D., & King, B. (2020). *Stakeholder collaboration as a major factors for sustainable ecotourism development in development countries*. *Tourism Management*, Vol 78.
- World Tourism Organization (2018), *Tourism and Culture Synergies*, UNWTO, Madrid, DOI: <https://doi.org/10.18111/9789284418978>
- Wu, Y. H., Kuo, Y. H., & Yang, C. Y. (2016). *Key Factors In The Media Propagation Effect Of Ecotourism*. *Applied Ecology And Environmental Research* 15(2): 173-181
- Yunas, Novy S. (2019). *Implementasi Konsep Pentahelix dalam Pengembangan Potensi Desa Melalui Model Lumbung Ekonomi Desa di Provinsi Jawa Timur*. *Matra Pembaruan*. DOI: 10.21787/mp.3.1.2019.37-46
- Zaenuari, M., Musa, Y., Iqbal, M. (2021). *Collaboration Governance in the Development of Nature Based Tourism Destinations*. *Journal of Government and Civil Society*, Vol. 5, No. 1, pp. 51-62.
- Zeho, F. H., Prabowo, A., Estiningtyas, R. A., Mahadiansar, and Sentanu, I. G. E. P. S. (2020). *Stakeholder collaboration to support accountability in village fund management and rural development*. *Journal of Socioeconomics and Development*, 3(2), 12-22. <https://doi.org/10.31328/jsed.v3i2.1395>