

Stakeholder Synergy For Sustainable Tourism

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Article History

Received on 2 September 2022

1st Revision on 6 September 2022

2nd Revision on 7 October 2022

3rd Revision on 10 October 2022

Accepted on 10 October 2022

Abstract

Purpose: This study aims to describe the synergy between stakeholders in revitalizing tourist destinations to support sustainable tourism in Way Tebabeng, North Lampung.

Methods: The research was conducted using a descriptive-qualitative approach, and the data collection techniques are in the form of interviews, observations, and documentation.

Results: The results show that the synergy of stakeholders is not optimal due to the one-way communication, leading to coordination which only takes place at the beginning. The inhibiting factors for the revitalization of the Way Tebabeng destination are the lack of budget, leaders, and human resource factors.

Limitation: This study uses a qualitative approach with a limited level of generalization. Therefore, it should be reviewed with other approaches and wider research locations.

Contribution: The revitalization of tourism destinations in terms of synergy between stakeholders was reviewed as the basis for developing policies, especially in local communities.

Keywords: *Synergy, Stakeholders, Revitalization of tourism objects, Sustainable Tourism*

How to cite: Sulistiowati, R. Adisa, A. F., & Caturiani, S. I. (2021). Stakeholder Synergy For Sustainable Tourism. *Journal of Sustainable Tourism and Entrepreneurship*, 3(1), 53-60.

1. Introduction

Each region can develop tourism potential in its respective regions, where the tour can become an icon or superior tourism, such as North Lampung Regency. The district, which borders West Lampung, Way Kanan, and Central Lampung, is known for its culture. The local government has begun to open new tourist destinations such as waterfalls and rivers with panoramic views of the hills. Nature tourism is also known as ecotourism, relying on the natural environment for attractions or arrangements (Ekpah, 2021; Nistoreanu, DOROBANȚU, & ȚUCLEA, 2011; Vitrianto, Nuryanti, & Rahmi, 2021). The opening of new destinations can increase the number of tourists in 2017-2019. This can be seen in the following table:

Table 1. Number of tourist visits to North Lampung in 2017-2019

No	Year	Amount
1	2017	32,000
2	2018	80,000
3	2019	112,705

Source: North Lampung Regency Youth, Sports and Tourism Office, 2021

Table 1 shows a significant increase in domestic tourists from 2017 to 2019. One of the reappointed tourist locations by the North Lampung Regency Government is Way Tebabeng Tourism. The local administration in North Lampung has initiated a revitalization effort, focusing on making Way Tebabeng a tourist destination that is both profitable and enjoyable. The Kimpraswil Department (Khairuni, 2018) reported that the region should be revitalized because it is now abandoned. In the

revitalization plan, Way Tebabeng Tourism, as one of the PAD targets, is hindered by various obstacles faced by the local government. The constraints in question include road infrastructure that should be repaired and the absence of guidance for POKDARWIS (Tourism Awareness Group). Therefore, North Lampung Regency does not have a legal umbrella that regulates regional tourism under the mandate of Law No. 10 on Tourism. The government has designed the RIPPARDA (Master Plan for Regional Tourism Development), which entered the PROPEMPERDA (regional regulation formation program) in 2020 but is yet to be approved.

Revitalizing the management of the tourism sector should be supported by the synergy of *stakeholders*. Rakamdani (2019) defined synergy as a combination of elements or parts to produce a better output. According to Covey Fitri and Anwar (2020), synergy combines elements to create a superior product of higher quality. In line with Bitok (2019); da Conceição Walkowski, dos Santos Pires, and Tricário (2019); Sulistiowati, Meiliyana, Ma'arif, and Meilinda (2020), managing tourism should involve stakeholders to increase tourist visits.

Stakeholder synergy in tourism development is needed to achieve satisfactory results. This development attracts tourists and provides all the necessary facilities and infrastructure to serve the needs of tourists (Kastolani in Febriantini, Indriani, Kusuma, and Yuniari (2019). In encouraging tourism development more broadly, it needs to be motivated by an awareness of the tourism trend. For example, the changing trend from general to nature tourism or ecotourism (Sulistiowati, Ali, Wulandari, Riniarti, & Meilinda, 2021). The Way Tebabeng reservoir tourism and the traditional culture of the North Lampung community are typical examples of ecotourism. Furthermore, ecotourism is a reflection of sustainable tourism that maintains harmony between elements such as the needs for development, protection of the natural, social and cultural environment, quality of tourism products, professionalism of human resources, and satisfaction (Zolfani, Sedaghat, Maknoon, & Zavadskas, 2015)

The North Lampung regency government aims to develop the Way Tebabeng dam into nature and family tourism to contribute to Regional Original Income (PAD), create jobs, and preserve cultural sustainability with a sense of love for the homeland. It requires the support of all stakeholders involved, even though the synergy has not been maximally established. This can be seen from the coordination and communication between stakeholders that have not been appropriately created and seem to have sectoral egos (source: researcher interview, 2022). Therefore, it is necessary to study the synergy of stakeholders in the revitalization of Way Tebabeng for sustainable tourism.

2. Methodology

A qualitative descriptive research method was used to describe the synergy of stakeholders in revitalizing the development of Way Tebabeng Tourism for sustainable tourism. This method identifies the inhibiting factors and opportunities for synergies in revitalizing development.

Research informants have been predetermined to answer the problem formulation correctly. Data collection techniques are 1). Interview, 2). Observation, and 3). Documentation. The steps in data analysis are 1). Reduction, 2). Presentation, and 3). Conclusion Withdrawal.

3. Results and Discussions

3.1 Stakeholder Identification

Stakeholders are individuals or groups influenced by the Freedman program's existence (Aryono, 2019). Identification of the role can be mapped into 4 groups based on techniques from Aden and Ackermann in Handayani and Warsono (2017). This research can map stakeholders using the Power Versus Interest Grid technique focused on power and interest, namely:

POKDARWIS are stakeholders with a high level of interest but low influence. Furthermore, they provide comfort and security to tourist destinations. However, the great interest is not balanced with a significant influence due to the absence of guidance and empowerment. Therefore, POKDARWIS

work according to orders from the Tourism Office and are only limited to carrying out parking operations.

The North Lampung Regency Government is a stakeholder with high interest and influence. This is because the revitalization of the Way Tebabeng tourist destination is a project of DISPORAPAR and OPD.

As a context setter, DPRD (Regional Representative Council) North Lampung Regency includes highly influential stakeholders. It significantly influences the legislative function to ratify regional regulations with RIPPANDA (Master Plan for Regional Tourism Development). In addition, the DPRD has a significant influence, where the Tourism Office is under commission 4 to provide input.

Crowds are stakeholders who have little interest and influence over the desired outcome. In this case, ITERA (Sumatra Technological Institute) collaborates with DISPORAPAR in the context of making a site plan. After completing the plan, the results of the implementation of ITERA's development are no longer involved.

3.2 Stakeholder synergy in the revitalization of the development of Way Tebabeng Tourism

3.2.1 Communication

Communication is the first step in determining Way Tebabeng Tourism is the leading tourism in North Lampung Regency. Based on the opinion of Sofyandi and Garniwa (Triana, Noor, & Wanusmawatie, 2014) about the definition of communication:

3.2.1.1 Communication on source orientation

According to Sofyandi and Garniwa in (Triana et al., 2014), source-oriented communication states that communication is an activity in which a person (source) seriously transfers stimuli to expect a response. Different tools and methods were used to convey information. In this case, DISPORAPAR North Lampung Regency is a critical stakeholder in conveying information about Way Tebabeng as the leading tourism.

Based on the data from interviews with informants, Iriantara & Syaripudin's organizational communication was used (WALONI, LENGKONG, & MAMBO, 2021). This includes the continuous process of making and exchanging a message or information from within a network with interrelated relationships. After the DISPORAPAR is initiated, internal communication begins, resulting in ideas to construct tourist destination reports to the regent.

After the assessment was completed, a formal meeting was held to present the site plan results to several OPD (Regional Apparatus Organizations) of North Lampung Regency. These include PUPR Service, Food Security Service, Agriculture Service, Transportation Service, and BAPPEDA, related to the revitalization of Way Tebabeng. From the explanation, the regent issued an oral order as an appeal to make Way Tebabeng Tourism superior tourism. After the joint meeting and verbal orders, most follow-up communications were directly from the office to discuss the sustainability of development. Furthermore, Sudrajat (2014) stated that formal organizational communication follows the path of relationships depicted in a corporate structure. Informal communication networks are formed based on social connections to convey messages or information through a formal system. This method receives the message directly from the formal communication network system.

Formal communication can be seen from informants' statements as an internal study of the DISPORAPAR of North Lampung Regency. The Regent of North Lampung Regency leads the communication, characterized by formal meetings.

After the presentation or follow-up, communication was established informally. This was expressed by several informants, such as the PUPR Service, where communication was established through direct visits in the form of discussions. This is consistent with the research (Dwinugraha, 2017), where actors communicated through formal and informal methods in Urek-Urek Village, Malang

Regency, East Java. The government has successfully liaised with traditional, religious, and community leaders.

From the description above, communication on the orientation of the source is concerned with DISPORAPAR North Lampung Regency.

3.2.1.2 Communication Recipient orientation

Based on the delivery of information from DISPORAPAR and the response from the recipient, according to Sofyandi and Garniwa in Triana et al. (2014), communication has been established, but the response is not sustainable. This can be seen from the previous preparations regarding the idea of building a tourist destination. The Regent of North Lampung Regency immediately gave orders or verbal appeals to make or prioritize Way Tebabeng Tourism as leading tourism. However, the recipient's response took place at the beginning. This was not sustainable because the mutual interaction of information existed with OPDs such as the PUPR Service and the Transportation Service communicated in an informal form. However, the communication was cut off at several OPDs, such as the Food Security Service and the Agriculture Service. Furthermore, communication is still one-way at POKDARWIS, only limited to receiving information and carrying out directions from DISPORAPAR. This caused non-interactive and ineffective communication between stakeholders in the revitalization of Way Tebabeng Tourism, which affected the coordination course. This is consistent with the research conducted by Triana et al. (2014), where stakeholder communication in the SEMIPRO program (a week in Probolinggo City, East Java) was less effective and interactive.

3.2.1.3 Coordination

According to Sugandha, coordination is a combination of actions from organizational units (Hartono, 2016). The obtained data were presented and analyzed using effective coordination indicators to analyze the effectiveness of a coordination relationship. Moekijat's (Rakamdani, 2019) requirements for effective coordination determined 4 sub-indicators of effective coordination, namely direct relationship, initial opportunity, continuity, and dynamic.

a. Direct Relationship

Coordination can be more easily achieved through direct relationships (Rakamdani, 2019) between the PUPR Office of North Lampung Regency and the Way Tebabeng Tourism POKDARWIS. The impact of this direct personal relationship is felt by stakeholders, where the intensity of incoming information is more efficient. However, it has not been established at the Agriculture Service and the Food Security Service because the joint meeting for the site plan presentation has not been coordinated.

b. Early Chance

From the informants' information, stakeholders have optimized coordination following the involvement of DISPORAPAR from the planning stage. The result was established with the Regent and BAPPEDA of North Lampung Regency from the results of the coordination to make a master plan as a presentation material at a joint meeting with the OPD (Regional Organization for North Lampung Regency). However, only a site plan was made due to funding constraints.

Furthermore, when the site plan is complete, the North Lampung Regency DISPORAPAR will hold the first coordination with the OPD in 2019, led by the regent. This is in line with Moekijat's expression in (Rakamdani, 2019) that coordination can be achieved more quickly in the early stages of planning and policy-making.

From the first coordination, there was an appeal from the Regent of North Lampung Regency and DISPORAPAR to make Way Tebabeng a leading tourist destination for the district and RIPPARDA (Master Plan for Regional Tourism Development). Several OPDs continued to coordinate with field observations after the presentation.

Locals from the Way Tebabeng Dam area (POKDARWIRS) were left out of the planning and presentation meetings for the site plan held by the Regional Government of North Lampung Regency.

c. Continuity

According to Moekijat's (Rakamdani, 2019) continuity opinion, coordinating is a continuous activity that begins with pre-planning. From the interviews with the informants above, the coordination does not run sustainably regarding the discussion on continuity. As with the PUPR Office, only the PUPR Service and BAPPEDA remain active in the ongoing coordination of the gazebo's development, which has now reached 15 separate components. In addition, the North BAPPEDA coordinates the preparation of RIPPARDA and monitors the development of Way Tebabeng Tourism.

However, Despite initial coordination efforts, various parties have stated that they have not yet taken any steps to further the development of Way Tebabeng, particularly in becoming the district's primary tourist attraction. This was stated by the Department of Food Security, Transportation, and the Department of Agriculture. Furthermore, BAPPEDA indicated that there had been no joint meeting with the Regent/Sekda to discuss this subject.

Different field analyses occurred in the research conducted by (Febriantini et al., 2019). The continuity between the Village Government and the Subak Institution is guided by subak as a cultural heritage. Evidence of this can be found in the regularly scheduled meetings with a team line and a plan or goal to discuss a strategy and conduct annual monitoring. Therefore, continuity of coordination is needed to obtain effective coordination.

d. Dynamic

Effective coordination should be continuously changed due to the environment. Moekijat (Rakamdani, 2019) revealed the dynamic related to an organization that the concept should be constantly changed considering the internal and external environment.

Coordination is still stagnant, limited to meetings or side discussions where there is no particular agenda or timeline to discuss the sustainability of the Way Tebabeng planning. Therefore, the coordination results are not stated in photos or minutes.

The coordination at the Way Tebabeng Tourism POKDARWIS is one-way or commando, and no further management can be conducted. There is only one-way coordination in the form of moving when receiving and carrying out information contacted from the Lampung Regency. For the Department of Transportation, Food Security, and Agriculture, interview data were stopped when collaboration was not forthcoming.

The results were carried out by (Putri, Zetra, & Putera, 2021), where the coordination that exists in the development of BUMDES Tirta Mandiri is well-established, formally and non-formally. After the manager of Tirta Mandiri BUMDES, has conducted the normal meetings, reports on new developments concerning the innovations are considered. Therefore, the coordination between the actors in the Tirta Mandiri BUMDES is formal and clearer. The results of the field analysis showed the process of achieving effective coordination.

3.3 Inhibiting factors and opportunities for stakeholder synergy

3.3.1 Inhibiting Factor

3.3.1.1 Budget

The inhibiting factor that becomes an obstacle to the synergy of stakeholders is the limited budget/funds. This has been evident since the proposal for a RIPPARDA (Master Plan for Regional Tourism Development) was first presented in 2019 to receive APBD/DAK funding assistance. The North Lampung Regency BAPPEDA proposed to complete documents as a master plan, while DISPORAPAR could only make a site plan due to an insufficient budget. There are also budget constraints in coordination with OPDs, such as the PUPR Service and the North Lampung Regency Transportation Service. The Covid-19 pandemic in 2020 impacts the tight budget since funding for agencies is being reallocated to the health sector.

As a result of the lack of funds, the Department of Transportation has been unable to repaint the roads or install new pavement markings, both of which negatively affect safety. Therefore, the technical OPD further optimizes existing resources by building slowly and sustainably. This budget issue is crucial because each OPD has its development program priorities. The budget contribution assistance adjusts the development needs of Way Tebabeng Tourism to make the place a leading tourist destination.

Due to financial limitations, Way Tebabeng Tourism still lacks basic infrastructure, like a fence around its designated tourist attraction. Since North Lampung Regency DISPORAPAR has limited resources, it has prioritized short-term, low-cost development, such as the construction of a playground, to ensure that Way Tebabeng Tourism remains popular (Master Plan for Regional Tourism Development).

3.3.1.2 Human Resources (HR)

Another obstacle in human resources that still need to be fostered and empowered is the Way Tebabeng Tourism POKDARWIS. This tourism awareness group still needs guidance and empowerment. For the last 2 years, POKDARWIS only served as guards because the development and management have not been maximized. Therefore, the existing POKDARWIS can only run operations such as parking and visitor fees for boat rides.

Human resources have an essential role in realizing tourism development because skilled and adequate human resources can contribute to Way Tebabeng Tourism's success as leading tourism in North Lampung Regency. (Atika, Sulistiowati, Caturiani, & Puspawati, 2019) stated that sustainable tourism development can provide benefits to rural communities.

3.3.1.3 Commitment

From the interview results, joint commitment is an inhibiting factor, connecting budget and human resources. Mutual commitment needs to be a concern because of limited funding constraints, and each stakeholder has an internal priority scale with precedence. From the findings of communication and coordination, there has not been a joint meeting to discuss revitalization of Way Tebabeng Tourism as a leading tourist attraction.

3.4 Opportunity Factor

3.4.1 RIPPARDA

Based on interview data, observations, and studies documentation, North Lampung Regency does not have a PERDA (Regional Regulation) regulating tourism since the issuance of the regulation of Law Number 10 of 2009 (Nomor, 2009). However, 10 years since the regulation was issued, precisely in 2019, the North Lampung Regency Government has compiled a RIPPARDA (Master Plan for Regional Tourism Development). Under the legal protection provided by RIPPARDA, regional apparatus organizations (OPD) like the DISPORAPAR have references or guidelines to follow when planning and administering regional tourism development.

The North Lampung Regency Regional Representative Council (DPRD) first broached the topic in 2019. From the beginning of the 2020 fiscal year, RIPPARDA has been a part of PROPEMPERDA. Due to the need to prioritize other measures in light of the current pandemic crisis, the RAPERDA (Draft of Regional Regulations) has been put on hold for the time being.

North Lampung Regency can accommodate its growing tourist industry in a way that benefits the local economy. This includes the growing interest in the region's entertainment, as well as its religious and cultural attractions. This is because RIPPARDA includes tourist destinations, planning for developing the tourism industry and marketing. Therefore, other sectors such as agriculture, industry, and fisheries will become outputs sold as objects of visit.

3.4.2 Water Tourism Potential

Way Tebabeng tourism has the potential of a reservoir dam, which presents a great opportunity for coordinated management. (Hakim, 2010) stated that marine tourism is related to activities or sports in water, bays, beaches, and lakes. Way Tebabeng Tourism, an 8-meter deep dam, has the potential for water tourism. The dam is known to be one of the population's livelihoods, namely freshwater fish farming. This can encourage the North Lampung Regency Government to maximize and facilitate local fishermen in cultivating freshwater fish. Furthermore, it can reduce water play areas such as water duck bikes or the provision of tourist boats to attract visitors. The potential of the location can be optimized for tourism development and the local community to synergize with each other.

4. Conclusion

Based on the results of research and discussion, the synergy between stakeholders has not been maximized. This can be seen from the communication and coordination between stakeholders.

Stakeholder communication has been established at the beginning of planning. This can be seen from the method used in conveying formal and informal communication. In response and follow-up communication, few stakeholders respond to the stimuli given by the communicator. Several stakeholders lack communication after the 2019 site plan presentation meeting.

Stakeholder coordination has not been effective, and this can be seen from the existing relationships and initial opportunities. Several agencies, such as the Food Security and Agriculture Service, claim to have further information related to sustainability. Revitalization of Way Tebabeng Tourism and coordination is stagnant, and the command is still ongoing at the stakeholder level.

Synergistic inhibiting factors such as a limited budget and human resources (POKDARWIS) needed guidance and commitment among stakeholders. This includes ratifying RIPPARDA and managing the Way Tebabeng tourism water tourism potential.

4.1 Suggestion

Based on the results, the suggestions obtained are:

1. DISPORAPAR should re-establish communication with the leaders of the REGENCY/SEKDA to promote the revitalization of Way Tebabeng Tourism.
2. A particular schedule or timeline should be conducted related to the Revitalization of Way Tebabeng tourism.
3. They can open a discussion about the budget with stakeholders and start re-activating Way Tebabeng Tourism promotion by collaborating with local influencers or the community to attract investors.
4. Cooperation can be built with the empowerment and guidance of POKDARWIS to provide community service.
5. DISPORAPAR, as the technical OPD, can build communication and coordination with the leadership of the regent to discuss and oversee the ratification of RIPPARDA by the DPRD of North Lampung Regency.

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