

## **TOURISM DESTINATION GOVERNANCE PLAN IN THE REGION CIWIDEY, BANDUNG DISTRICT, INDONESIA**

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### **Abstract**

Indonesian development in tourism is an important task of the various stakeholders involved, it is beneficial for all stakeholders because it can grow the community's economy, tourist visits to destinations, valuable tourist experiences, and many others. The management of tourism destinations in an area/destination is very much needed by the stakeholders/stakeholders so that tourism development can be sustainable. One of the areas designated as a Tourism Area is the Ciwidey Area of Bandung Regency which has districts namely Pasir Jambu District, Ciwidey District, and Rancabali District. In this study, the writer took one of the Rancabali Districts, because as many as 35% of the tourism objects in Bandung Regency were located in the Rancabali District and tourists who frequently visited the Ciwidey Region were in the Rancabali Districts. This study uses a Destination Management Organization (DMO) concept pattern which basically can directly involve stakeholders in the management of destinations in a tourism area. In this case, destination governance is not just planning but implementation must be carried out by the stakeholders involved. The concept used regarding stakeholders related to destination governance in this study uses the concept of the level of importance and influence of stakeholders and stakeholder involvement/involvement in destination governance that can improve coordination, communication, and participation between stakeholders. The problems that occur in the Rancabali Region are about tourism objects that have not been well managed, human resources that are utilized for governance are not optimal, there are still stakeholders running each, and coordination and stakeholder involvement are still not optimal. Therefore an organization's management of tourism development must go in one direction and cooperate among stakeholders.

**Keywords:** The Governance of Destination, Stakeholders, The Level of Interest and Stakeholder Influence

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### **A. INTRODUCTION**

The tourism sector is one of the sectors that contributes to the largest foreign exchange for Indonesian countries. Nowadays it's an effort to tourism development in Indonesia continues, starting from access to tourism destinations/areas, facilities tourism, and its tourist attractions. Indonesia has many destinations for tourism, starting from tourism destinations natural, cultural, and artificial as well as Indonesia has such natural charm beautiful, thus tourists from outside State or Domestic visits to tourism destinations in Indonesia.

Over time, tourism as a travel pattern is moving towards tourist interest that is focused on environmentally sound and sustainable tourism activities. This leads to various choices of sustainable tourism destinations (Louise et al., 2022). In fact the tourism sector still not fully developed in the field, tourism destinations must continue to develop, and develop a tourism destination that will not be separated from coordination and cooperation efforts carried out by internal stakeholders tourism sector.

Development of the tourism sector in an area will provide benefits economical for society, Tourism Business/Industry, and Government, and can be a valuable experience for visiting tourists, sustainability

natural environment, preservation of customs society, and socio-cultural sustainability public. Hence it requires a mature planning strategy and systematic towards the development of tourism in a tourism area.

An area that has a purpose for tourism activities in West Java Province namely Bandung Regency, to be precise in the Ciwidey area. Based on data Bandung Regency statistics in figures 2018, the number of tourist attractions was recorded as many as 32 tourist attractions in the area Ciwidey. Based on the Plan Document Regency Spatial Planning (RTRW). Bandung 2016-2036, one of the areas intended for tourism is the Ciwidey area.

The Ciwidey area has three sub-districts are Ciwidey District, Rancabali District, and Pasir District Jambu, the three sub-districts has different tourist attractions, namely Mushroom Hill, Picking Strawberry, Rawabogo Tourism Village, Lebak Muncang Tourism Village, Medicine Garden, Rabbit Park, Padang Mountain, Ciwidey Valley Design Pond, Kawah Putih, Situ Patenggang, Rancabali Tea Plantation, Rengganis Crater, Cimanggu Hot Springs, Walini Hot Springs, Glamping Lakeside, Kampung Cai Ranca Upas, Barusen Hills, D'riam River Side Resort, Mushroom Hill Rancabolang Ciwidey, Cipanji Waterfall, Bukit Indah Gambung.

Refer to the Plan Document Parent Tourism Development (RIPPDA) Bandung Regency 2018-2025, have an institutional policy strategy, as follows, "Increased integration and coordinating tourism development district with governance" then "Developing tourism governance district area at the destination of the tour and tourism areas". For the sake of realizing the policy that is to manage structured and coordinated between stakeholders (Abdurahman, 2014).

From this research, destination governance tourism in the Ciwidey area, namely regarding institutional policy strategies which refers to the Regency RIPPDA Bandung 2018-2025 and problems governance that occurs in the Ciwidey area, with intermediate destination governance stakeholders/stakeholders as well refer to the concept of Destination Management Organization (DMO) is considered effective because it can involve stakeholders in the process of regional tourism development Ciwidey.

So that everyone can be involved stakeholders in the Ciwidey area must through the stages of stakeholder analysis. According to (Farida et al., 2018) there are several stages, namely: 1) Level Stakeholder Interest; 2) Influence and Stakeholder Interests; and 3) Identification of Stakeholders, who can improve stakeholder participation in the Region Ciwidey. Bandung Regency in particular the Ciwidey area, which is designated especially for tourism activities Some problems occurred management of tourism destinations namely, 1) lack of supporting facilities tourism such as ATMs, bank agents, and health clinics; 2) care for infrastructure is still lacking; 3) road conditions some holes will consequences for the local community and visiting tourists; 4) wide Narrow roads cause traffic jams on holiday; 5) there is a tourist attraction not yet developed like Cibuni Crater and Situ Lembang; 6) minimal provision of special transportation to some tourism objects in the Ciwidey Region; 7) promotion is still not effective in some tourist attractions in the Ciwidey Region; 8) cleanliness conditions in the Ciwidey area especially in tourism objects still not enough; 9) related data and information tourism resource potential is still inadequate; 10) management of tourism development from stakeholders is still individual in terms of tasks and function.

From so many problems It is hoped that this will occur in the Ciwidey area able to manage more productively for improve coordination between stakeholder's interests. That's why it's needed optimal management so that each stakeholder has duties, functions, and a clear role in the development of tourism. To develop all tourism activities in the area Ciwidey, good governance must be needed appropriately.

Therefore, management as a stakeholder in a tourism area becomes a necessity, not just a necessity It's just planning, and priority implementation. So that governance can be sustainable comprehensively from various engagement stakeholders.

Of the many tourist destinations in the Ciwidey area that can be utilized in tourism activities, resources people involved in tourism and other potential resources that have not are still managed optimally, so it must be a management format is required correct and clear, so that these resources can run optimally and sustainably. Therefore, the goal what you want can be achieved, that is, you can map stakeholders, develop a coordination system of institutions, assessing the level of importance, influence, and stakeholder involvement interest in destination governance tourism so that it can improve contribution from each stakeholder in the Ciwidey area

As a tourism area has several tourism destinations and various kinds of actual problems from the tourism sector that occur in the region Ciwidey, Bandung Regency. Governance Tourism destinations are very important among stakeholders/stakeholders who must be managed with effective results so that they can be used optimally and sustainable.

## B. RESEARCH METHOD

This research uses the method qualitative descriptive research where a Research methods regarding phenomena that happened next are included in the form of a factual and accurate description and aim to describe everything that happens when examined. The population in this research is Pasir Jambu District, Ciwidey, and Rancabali, and all stakeholders in Bandung district. Then the sample District Rancabali and stakeholders who related to tourism. Data Collection Techniques and Tools are In-depth Interviews and Observation. In-depth interviews are a way to earn clear information, openness, and free from a problem. Technique The interview uses a checklist prepared questions writer to get information and an understanding of a phenomenon that occurs in the field (Moleong, 2018). Observation is a research process by paying direct attention in the field regarding a problem and current phenomenon, then noting down whatever is considered important for research (Subagyo, 2006).

The unit of analysis is each stakeholder who related to tourism activities in the Rancabali area, namely:

Table 1  
Stakeholders in Rancabali

Stakeholder	Information
Natural Resources Conservation Center, West Java / BBKSDA West Java	Government
Village Owned Enterprises / BUMDes Patengan	Government
Department of Tourism and Culture, Bandung Regency / Disparbud Bandung Regency	Government
The Public Works Department, Bandung Regency / Dinas PU PR Bandung Regency	Government
Development Planning Agency at Sub-National Level, Bandung Regency/ BAPPEDA Bandung Regency	Government
National Disaster Relief Agency, Bandung Regency/ BPBD Bandung Regency	Government
Security Forces (Koramil, Polsek, dan Satpol PP)	Government
Department of Housing, Settlement Areas and Land, Bandung Regency/ Disperkimtan Bandung Regency	Government

Rancabali District	Government
Perum Perhutani Unit III West Java and Banten	Private
PT. Perkebunan Nusantara (PTPN) VIII	Private
Forest village community institutions/ Lembaga Masyarakat Desa Hutan (LMDH)	Society
Situ Patengan Integrated Management	Society
Merchant Group	Society

### Analysis Techniques

The analysis technique used is technique descriptive analysis, based on (Miles & Huberman, 1992) a The analysis process are Data Reduction, Data Display and Verivication and Conclution. Data Reduction, The process of reducing data is collect all the data that has been obtained, then discard the data which is not necessary or doesn't matter then it can be withdrawn conclusion of the data. After reducing the data, the next process, the data is displayed in the form of a chart, matrix, table, and image which includes the results data findings in the field. And than nest is Verification and Conclusion. At the stage of verification and conclusion, the data that has been obtained then the conclusion is drawn carefully and double-checked research notes so data does not exist overlooked and can be proven fact.

### Data analysis

The data analysis process uses a matrix assessment of interests and stakeholder influence, as well as grouping stakeholders which include Key, Primary, and Secondary Stakeholders in (Buckles, 1999). Furthermore, assessment or scoring on the concept of which it is a matrix regarding Subject, Key Player, Crowd, and Context Setters.

## C. RESULTS AND ANALYSIS

Stakeholders in Tourism Rancabali Areas based on findings in the area Rancabali has 14 stakeholders consisting of Government, Private, and Public. Grouping stakeholders in divide into 3 groups (Buckles, 1999), namely:

Table 2  
 Grouping of Stakeholders in the Rancabali Region

Key Stakeholder	Primary Stakeholder	Secondary Stakeholder
BBKSDA West Java	BUMDes Patengan	Perum Perhutani Unit III West Java and Banten
	Department of Tourism and Culture, Bandung Regency	PT. Perkebunan Nusantara (PTPN) VIII
	The Public Works Department, Bandung Regency	Forest village community institutions/ Lembaga Masyarakat Desa Hutan (LMDH)
	Development Planning Agency at Sub-National Level, Bandung Regency	Situ Patengan Integrated Management
	National Disaster Relief Agency, Bandung Regency	Merchant Group
	Security Forces (Koramil, Polsek, dan Satpol PP)	

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Department of Housing,  
Settlement Areas and Land,  
Bandung Regency  
Rancabali District

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### Stakeholder Coordination in Rancabali Region

Tourism Conditions of tourism management in The Rancabali area are managed physically by BBKSDA West Java, Perum Perhutani Unit III West Java and Banten, PT. Nusantara Plantation (PTPN) VIII, Forest Village Community Institution (LMDH), Village Owned Enterprises (BUMDes Patengan), and Situ Patengan Integrated Management.

Coordination in management inter-tourism objects are mutually sustainable to preserve the environment, but what happens in the field of coordination between stakeholders is still not optimal due to their respective roles stakeholders have task criteria, function, and authority. Suppose as following: a) West Java BBKSDA has a role in the protection and preservation natural environment and the role of social and ecological aspects. b) Perum Perhutani Unit III West Java and Banten as protection, preservation, and utilization as well as a role in the economic, social, and ecology. c) LMDH, PTPN VIII, BUMDes Patengan, and Situ Patengan Integrated Management serve as a criterion utilization of the natural environment as well as role on economic aspects and social.

Stakeholders directly involved regarding management in the Rancabali Area have their respective roles and duties, this is a problem regarding the coordination that will be achieved for tourism development in Rancabali. The best way to improve coordination must be carried out in multi-stakeholder collaboration, (Agranoff & McGuire, 2003) explain collaborative governance is a process for facilitating and operating multi-stakeholders to complete a problem problems faced by stakeholders in a tourism destination.

### Classification of Stakeholders in Rancabali Region

Tourism, this section will explain regarding conditions of interest level and stakeholder influence and assessment of interests and influence stakeholders in destination governance tourism in Rancabali. Deciding stakeholder assessment can be carried out by mapping the internal stakeholders matrix form which is filled with scoring of the level of importance and the influence of related stakeholders on the results of respondent interviews and observations directly in the field regarding governance tourism destinations that occur in Rancabali. To determine the assessment or Scoring is done by measuring data on score values from 5 interest questions and influences are then attributed to questions from the interview, then scored and added up the results are in matrix form. Technique scoring in this research is a concept from (*Mekanisme Perencanaan Partisipasi Stakeholder Taman Nasional Gunung Rinjani*, 2005).

Table 3  
Scoring of Stakeholder Interests

Score	Mark	Criteria	Information
5	21-25	Very High	Very support for tourism development in Rancabali
4	16-20	High	Support for tourism development in Rancabali
3	11-15	High Enough	Enough support for tourism development in Rancabali
2	6-10	Low	No support for tourism development in Rancabali

1	1-5	Very Low	Very not support for tourism development in Rancabali
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Table 4  
 Scoring of Stakeholder Influence

Score	Mark	Criteria	Information
5	21-25	Very High	It greatly influences the development of tourism in Rancabali
4	16-20	High	Influences the development of tourism in Rancabali
3	11-15	High Enough	Enough to influences the development of tourism in Rancabali
2	6-10	Low	Less influence on tourism development in Rancabali
1	1-5	Very Low	Very little influence on tourism development in Rancabali

By filling in the table 4 and 3 values the result will be in the form of a matrix consisting of 4 next indicator or quadrant the position of the stakeholder quadrant will be based on this assessment, 4 The quadrants in the matrix are a) Subject, b) Key Player, c) Context Setters, and d) Crowd

#### Assessment of Interests and Stakeholder Influence in Rancabali Region

Rating given to stakeholders are the result of interviews, observations, main tasks as well functions and programs that have been implemented related to the management of tourism destinations in the Rancabali area.

Information of Interest :

K1 = Stakeholder involvement in tourism development in Rancabali

K2 = Tourism development is a stakeholder priority work program in Rancabali

K3 = Duties, functions, and authority stakeholders towards tourism development in Rancabali

K4 = Benefits from tourism development for stakeholders in Rancabali

K5 = Stakeholder relationship to tourism development in Rancabali

Influence Description:

P1 = Stakeholder capabilities fighting for his aspirations towards tourism development in Rancabali

P2 = Stakeholder's ability to implementation of tourism development in Rancabali

P3 = Human resource capacity stakeholders towards contribution to tourism development in Rancabali

P4 = Contribution given by stakeholders regarding infrastructure or facilities in tourism development in Rancabali

P5 = Allocation of human resources stakeholders towards tourism development in Rancabali

Table 5  
 Assesment Result of Interest Stakeholders

Stakeholder	K1	K2	K3	K4	K5	Total
Natural Resources Conservation Center, West Java	5	4	5	4	4	22
Village Owned Enterprises	4	3	4	4	4	19
Department of Tourism and Culture, Bandung Regency	4	4	4	3	4	19
The Public Works Department, Bandung Regency	3	2	2	2	3	12
Development Planning Agency at Sub-National Level, Bandung Regency	4	3	4	3	4	18
National Disaster Relief Agency, Bandung Regency	3	2	3	2	3	13
Security Apparatus (Koramil, Polsek, dan Satpol PP)	3	2	3	2	3	13
Department of Housing, Settlement Areas and Land, Bandung Regency	3	3	2	3	3	14
Rancabali District	4	4	4	4	4	20
Perum Perhutani Unit III West Java and Banten	5	4	4	5	4	22
PT. Perkebunan Nusantara (PTPN) VIII	3	3	3	4	3	16
Forest village community institutions/ Lembaga Masyarakat Desa Hutan (LMDH)	4	3	4	3	4	18
Situ Patenggang Integrated Management	3	4	4	4	3	18
Merchant Group	3	3	2	5	2	15

Source : Results processed by researchers, 2020

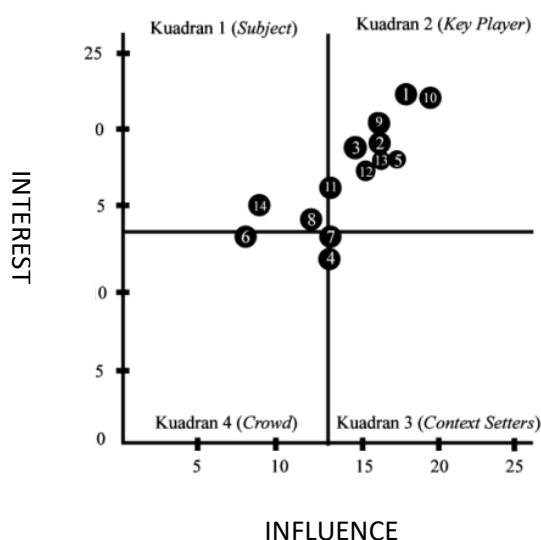
Table 6  
 Assesment Result of the Influence of Stakeholders

Stakeholder	P1	P2	P3	P4	P5	Total
Natural Resources Conservation Center, West Java	4	3	4	3	4	18
Village Owned Enterprises	4	3	3	3	3	16
Department of Tourism and Culture, Bandung Regency	4	4	2	2	3	15
The Public Works Department, Bandung Regency	2	2	3	4	2	13
Development Planning Agency at Sub-National Level, Bandung Regency	4	4	3	3	3	17
National Disaster Relief Agency, Bandung Regency	1	1	2	2	2	8
Security Apparatus (Koramil, Polsek, dan Satpol PP)	3	3	3	1	3	13

Department of Housing, Settlement Areas and Land, Bandung Regency	3	2	2	3	2	12
Rancabali District	4	3	3	3	3	16
Perum Perhutani Unit III West Java and Banten	5	4	4	3	3	19
PT. Perkebunan Nusantara (PTPN) VIII	3	3	2	3	2	13
Forest village community institutions/ Lembaga Masyarakat Desa Hutan (LMDH)	4	3	3	2	3	15
Situ Patenggang Integrated Management	4	3	4	3	3	17
Merchant Group	2	1	2	3	1	9

Source : Results processed by researchers, 2020

Figure 1  
 Matrix of Interest and Influence Stakeholders in the Rancabali Area



Information :

1. Center for Resource Conservation Nature (BBKSDA) West Java
2. Village Owned Enterprises (BUMDes Patengan)
3. Department of Tourism and Culture
4. Office of Public Works and Spatial Planning
5. Development Planning Agency, Regional Research and Development /BAPPEDA
6. Regional Disaster Management Agency / BPBD
7. Security apparatus (Koramil, Sector Police, etc Satpol PP)
8. Public Housing Service, Area Settlements and Land
9. District Rancabali
10. Perum Perhutani Unit III West Java and Banten
11. PT. Perkebunan Nusantara (PTPN) VIII
12. Forest Village Community Institutions (LMDH)
13. Integrated Management of Situ Patenggang
14. Merchant Group



In this matrix there are 3 parts stakeholders consisting of the Government, The private sector, and the community, whose respective positions include:

a. Quadrant Position 1 (Subject)

In quadrant position 1 (subject), The stakeholders included are the Department of Public Housing, Region Settlements, and Land and Traders Group because they have high importance but low influence management of tourism destinations in the Rancabali area.

b. Quadrant Position 2 (Key Player)




In the quadrant 2 position (key player), Stakeholders included are Balai Great Conservation of Natural Resources (BBKSDA) West Java, Development Planning, Research, and Regional Development Agency/ BAPPEDA, Perum Perhutani Unit III West Java and Banten, Departement of Tourism and Culture, Village Owned Enterprises (BUMDes Patengan), Rancabali District, Forest Village Community Institution (LMDH), Situ Patengan Integrated Management and PT. Nusantara Plantation (PTPN) VIII due to stakeholders who have influence and interest which is high against successful development and tourism development.

c. Quadrant Position 3 (Context Setters)

In quadrant position 3 (context setters), stakeholders included is the Department of Public Works and Management Space and Security Apparatus (Koramil, Sector Police, and Satpol PP), because it has a high influence but has little importance can influence governance Tourism destinations in the region of Rancabali.

Table 7  
 Results of Stakeholder Relationships Against Destination Management in the Region Rancabali

No	Stakeholder	Linkages Stakeholders to Destination Governance in Region Rancabali
1	Natural Resources Conservation Center, West Java	↑
2	Village Owned Enterprises	↑
3	Department of Tourism and Culture, Bandung Regency	↑
4	The Public Works Department, Bandung Regency	↓
5	Development Planning Agency at Sub-National Level, Bandung Regency	↑
6	National Disaster Relief Agency, Bandung Regency	↓
7	Security Apparatus (Koramil, Polsek, dan Satpol PP)	↔
8	Department of Housing, Settlement Areas and Land, Bandung Regency	↔
9	Rancabali District	↑
10	Perum Perhutani Unit III West Java and Banten	↑
11	PT. Perkebunan Nusantara (PTPN) VIII	↑

12	Forest village community institutions/ Lembaga Masyarakat Desa Hutan (LMDH)	
13	Situ Patenggang Integrated Management	
14	Merchant Group	

Source : Results processed by researchers, 2020

Keterangan :

 = Linkages Stakeholders Strong

 = Linkages Stakeholders Moderate

 = Linkages Stakeholders Weak

Based on the research results above, Stakeholder linkages to governance destinations in the Rancabali area can be seen from the results of the interest assessment and influence of stakeholders, activities that have been carried out on the destination governance of results of interviews and observations in the area Rancabali, and from duties, functions, and authority of each stakeholder.

#### D. CONCLUSION

The conclusion of the research from "Tourism Destination Management Plan in the Ciwidey area, Bandung Regency" It can be concluded, that there are 14 stakeholders involved with tourism on governance destination management consisting of the Government, Private, and Community. The results obtained are:

1. Results of research findings in Rancabali There are 14 stakeholders consisting of Government, Private, and Community including BBKSDA West Java, BUMDes Patengan, DISPARBUD, PUPR Department, BAPPEDA, BPBD, Security Apparatus (Koramil, Polsek, & Satpol PP), DISPERKIMTAN, Rancabali District, Perum Perhutani, PTPN VIII, LMDH, Merchant Group.
2. Grouping stakeholders in Rancabali is a Key Stakeholder is BBKSDA West Java, Primary Stakeholders, and Stakeholders Secondary whose description is in Table 5.
3. Coordination between each current stakeholder regarding the system manage destinations in the Rancabali area which can be seen in the structure chart stakeholder organizations, still in nature top-down or orders from superiors to subordinates. Management conditions tourism in the Rancabali area physically managed by BBKSDA West Java, Perum Perhutani Unit III West Java, and Banten, PT. Plantation Nusantara (PTPN) VIII, Forest Village Community Institution (LMDH), Village Owned Enterprises (BUMDes Patengan), and Situ Patenggang Integrated Management.
4. Stakeholder conditions regarding interest and influence in governance manage destinations in the Rancabali area based on the results of the matrix, i.e. quadrant 1 (subject) Department of Housing People, Residential Areas and Land and Merchant Groups, quadrant 2 (key player) BBKSDA Java West, BAPPEDA, Perum Perhutani Unit III West Java and Banten, DISPARBUD, BUMDes Patengan, Rancabali District, Institution Forest Village Community (LMDH), Situ

Patenggang Integrated Management and PT. Nusantara Plantation (PTPN) VIII, quadrant 3 (context setters) Service PUPR and Security Apparatus (Koramil, Polsek, and Satpol PP), and quadrant 4 (crowd) Response Agency Regional Disasters / BPBD.

Research recommendations "Organizational Plan Manage Tourism Destinations in the Region Ciwidey Bandung Regency" is Tourism Governance Forum (FTKP). This forum is a tool for internal stakeholder organization management to coordinate development tourism, especially in the Rancabali area.

1. Definition of Governance Forum Tourism (FTKP). Based on General Guidelines Formation of Tourism Governance Forum by the Ministry of Tourism in 2014, describes the Governance Forum Tourism (FTKP) is a forum for active stakeholders in the region or tourism destination which is the development of the Local Working Group, consisting of Local Government, Private/Industry, Society, and Academics are together Collaborate/coordinate with tourism development in a tourism area/destination to achieve common goals.
2. Objectives of the Tourism Governance Forum (FTKP). FTKP aims to support work together, communication, coordination, collaboration, and leadership on management in a tourism area/destination.
3. Functions of the Tourism Governance Forum (FTKP)
  - a. As a medium in building development and realize commitment together from each stakeholder towards management tourism from Internal Destination Development (IDD) and External Destinations Marketing (EDM)
  - b. As a communication medium systematically and sustainably (continuity)
  - c. As a forum for the division of roles so that the function of each stakeholder will become clearer
  - d. As a medium for empowering stakeholders

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