

# The Role of Stakeholder:

## Encouraging Ecotourism Development in Batu City

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**Abstract**—This study aims to discuss stakeholder interactions in ecotourism development in Batu city. This research method is a qualitative research with a descriptive exploratory research type where the focus of the research refers to indicators based on stakeholder collaboration that allow for broad networking and strong, synergistic and participation between actors. This research is expected to provide a complete picture to the stakeholder collaboration model in ecotourism management in Batu City as stated in the objectives of this study. The results of this study are cooperation and interaction between stakeholders have not been maximal in the development of ecotourism. The city government through the tourism bureau of Batu City only plays a limited role in planning and facilitating ecotourism implementation. Forestry bureau has the authority to manage social forests, so people who want to manage within the area must go through Forestry bureau. The society takes the initiative in managing the area to become an ecotourism destination. Academics have not been maximal in contributing to development. Meanwhile, the private sector has self-managed ecotourism destinations. Therefore, the ecotourism destinations that only have low resources and are remote is a lack of good handling. So, it is necessary to maximize the cooperation role of stakeholders to minimize the problems of ecotourism destinations, the survival of the ecosystem and the community itself in the long term.

**Keywords**—collaboration, stakeholder, tourism development, sustainable

### I. INTRODUCTION

Regional development is one part of national development that cannot be separated from the principle of regional autonomy. In Law Number 23 of 2014 states that what is meant by regional autonomy is the rights, authorities, and obligations of the autonomous region to regulate and manage government affairs and the interests of the people themselves. This shows that the basic meaning of autonomous regions is the existence of an authority for local governments to determine their own policies [1]. With the existence of an autonomous region, the region is obliged to be independent. Like Batu City, Batu City is an area resulting from the division of Malang Regency with the existence of Law Number 11 of 2001 concerning the

formation of the Batu City area, the city of Batu is demanded to be independent. One of the efforts for the independence of Batu City by developing the potential of the area it has. The Batu City area has abundant natural potential by utilizing the natural potential of the Batu City Government's strategy in developing its regional potential by developing tourism.

The development of tourism has an important role for the development of an area. With the existence of various tourism activities, areas that have basic tourism potential will be more developed and developed. In addition, tourism in several regions can have a positive impact on the economy, especially foreign exchange. With the existence of various tourism missions, regions that have tourism potential tend to develop the potential of the regions they have, this is evident in the Batu City Medium Term Development Plan (RPJMD) 2018-2022 which states that during the 2012-2016 period the number of tourists showed positive growth. In 2014, the number of tourist visits reached 3,834,021 people, increasing in 2016 to 3,961,021 people. From this figure, visitors to commercial tourist attractions reached 2,265,308 people, while the rest were visitors to hotels, restaurants, home stays and other tourist objects including tourist villages and Batu City square.

The tourism sector can contribute to the increase in regional growth and income in Batu City, while the agricultural activities that support the lives of almost all residents of Batu City make a small contribution. The agricultural sector is a unique sector and has its own characteristics in the economic sector. This sector is very much accommodating the overflow of workers, but in general the contribution of the agricultural sector in compiling the Gross Regional Domestic Product (GRDP) is not as big as the hotel and restaurant trade sector. In 2000 the agricultural sector contributed to the GRDP value of 22.36% and in 2010 it decreased to 20.64% while the tertiary sector (trade, hotels and restaurants, services, transportation, communication) was 65, 95% in 2000 and 68, 67% in 2010 [2]. The Batu City Government also continues to provide encouragement to the community and third parties to develop tourism destinations, so it is hoped that many new investors will organize tourism activities from managing tourism destinations, managing lodging / hotels, managing

transportation, restaurant businesses and tourism businesses. others that can have a direct impact on the welfare of the community around the tourist attraction. The local government is also committed to providing cheap and friendly tourism services for the community. Some private investors are also involved in the development of tourism in Batu City Government of Batu City opens opportunities for investors in the tourism sector to invest. It has been noted that several new tourist attractions have been built, all of which are natural or artificial tourist attractions such as. Man-made tours that are famous in the city of Batu such as Batu Night Spectacular (BNS) and Museum Satwa or Jawa Timur Park 2, Jawa Timur Park 1 are tours that were founded by investors (Jatimpark Group), besides that, Batu City is also famous for tourism. nature like Selecta owned by PT. Selecta Group, Kaliwatu rafting, and coban lanang belonging to Kaliwatu Group. The existence of these new tourist attractions can encourage an increase in the number of tourists to Batu City. Tourism planning is a multi-sector, multi-aspect and multi-regional planning, so collaborative planning is needed as a process towards integrated planning both hierarchically (Province, Regency, City) and in the institutional / ministerial sector [3].

Research conducted by Osman et al. stated that to achieve success in tourism development, through collaboration between the first player and the second player. The first players such as Government, local community, tourism industry and other related CSOs. Meanwhile, the second player or secondary players consist of academics, funders, and ecotourists. The importance of participation in stakeholder collaboration, especially the affected local communities and other stakeholder groups more generally, all of whom must be involved in carrying out these tourism activities. However, in the management of ecotourism carried out by the Batu City Government and Batu City Tourism Office, it is felt that it is still lacking, based on previous research. The role of the Regional Government in tourism development is only facilitating, coaching, assistance related to the resources needed [4]. Whereas in the Minister of Home Affairs Regulation No. 33/2009 concerning guidelines for ecotourism development, local governments participate in controlling tourism. The role of government in the development and management of the infrastructure of tourism is providing both physical and non-physical, facilitate the provision of all forms of facilities, coordination of activities between government officials and the private sector, regulation and dissemination to other regions and abroad. The government has the authority in regulating, providing, and allocating various infrastructure related to tourism needs. Not only that, the government is responsible for determining the direction in which tourism travel should go [5]. Therefore, it requires strong cooperation between interested stakeholders such as local government, society, the private sector, mass media and universities. This collaboration concept is called collaborative governance, in general it is explained that Collaborative Governance is a process which involves various Stakeholders (stakeholders). related to carrying out their respective interests in achieving common goals [6].

So far, more of previous studies have discussed ecotourism development models [7,8] and ecotourism development strategies [9]. Ecotourism is a form of travel to an unspoiled area which aims to understand the culture and natural history of the environment, maintain ecosystem integrity, and create opportunities to develop economies through conservation resources that can beneficial for local communities[10]. However, the research conducted [11] states that the development of ecotourism was initially driven more by NGOs, community service providers and the environment. This is based more on a commitment to environmental conservation, economic development, and community empowerment in a sustainable manner. His research also discusses the elements of ecotourism development that involve the community. According to him, community involvement is absolute starting from the planning level to the management level. However, the city of Batu still applies a community approach through "entrepreneurship" or entrepreneurship.

The concrete manifestations that have been taken include the construction of multipurpose buildings for the general public, village markets, management of village financial institutions (Village Banks), management of sports fields for the public, Association of Farmers Groups, electricity administration, development of tourist villages and so on. From some of the concepts that have been implemented, in principle, there are still many things that must be developed and realized to become a truly independent village with the concept of entrepreneurship. In fact, the principle of ecotourism is based more on a commitment to environmental preservation. Therefore, it is necessary to have community participation in preserving the tourism environment. Besides that, Stakeholder collaboration as a major factor for sustainable ecotourism development in developing countries using stakeholder theory to map stakeholders, collaboration theories to find out what forms of collaboration between actors, and on triple-bottom-line principles [12]. Penta helix [13] is an extension of the triple helix strategy by involving various elements of society or non-profit organizations to realize this innovation. Through this synergy, the collaboration is expected to create an innovation supported by various kinds of resources that interact synergistically. However, the success of policy implementation really depends on the complexity of the organization and the parties involved [5]. From the results of research that [14] examines regarding Penta Helix Synergy on Tourism Development in Batu, East Java or the development of tourism in Batu City through the Penta helix synergy model approach. The Penta Helix model represents collaboration in knowledge and technology and promotion, science, and implementation of regulations in the form of laws and regulations, which bring about new and important changes. The five actors in the Penta Helix concept must go hand in hand as one unit that supports each other, is related to each other, elements. It turns out that collaboration between actors in developing ecotourism in Batu City is still not optimal, it is necessary to have a collaboration with various actors or stakeholders. There is a need for strong cooperation from all actors involved, this is in line with the Governance paradigm in public administration, namely

encouraging some of the role of government to other groups [15].

Of course, in carrying out collaborative interests of each stakeholder, analysis of the role of stakeholders is very important in order to reveal the interests and influences (roles) of stakeholders, [16] and suggest making stakeholder mapping inventions that can play a role. decision making, measuring their importance through their level of influence and interest in a particular outcome, mapping the relationships between actors, and their understanding of the potential for developing alliances. The analysis becomes a process of systematic gathering and qualitative analysis of information to determine whose interests will be involved in development and / or implementation of a program or policy. This stakeholder analysis aims to identify and understand the nature of cooperation between different stakeholders, in addition to pinpointing opportunities to develop cooperation within a certain period. The analysis of the role of stakeholders begins by arranging stakeholders in a two-by-two matrix according to stakeholder interest in a problem and stakeholder power in influencing the problem. Interest is the interest or interest of stakeholders in development [17]. Meanwhile, what is meant by power is the power of stakeholders to influence or make policies. Therefore, this study will discuss the interaction between stakeholder stakeholders in development by involving five ecotourism collaborations in Batu City.

## II. PREVIOUS RESEARCH

The first, previous research that has entitled *Government Strategic Collaborative Partnership in Tourism Affairs A Study in Malang And Batu City Governments* concluded that there is a relationship between Malang City government and Batu City. The two regions have complementary tourism potentials, and this is a major force in realizing regional cooperation. The Regional Government of Malang City has the potential for educational, cultural, thematic, shopping, and culinary tourism. Batu City Government also has the potential for artificial tourism and agro-tourism. In addition, there are indications of tourism potential that reinforces the formation of regional cooperation, namely: proximity of regions; One-way land transportation, tourism support system infrastructure (hotels, homestays, etc.) and social conditions suitable for city activities as tourist destinations. On the one hand, these indications reveal similar problems. which both regions have. Therefore, regional cooperation is overly concerned with overcoming problems such as congestion due to an abundance of tourists, especially during the holiday season, challenges from investors, and land transportation that has not been integrated. Therefore, according to him, the intergovernmental network scheme is very suitable as a framework for cooperation starting with policies or activities that are more specific related to tourism. In the near future the appropriate cooperation model is a development cooperation model in the form of physical procurement of road buildings as a link between tourist destinations in the two regions and a joint service cooperation model can also be carried out by both

parties by forming a one-stop service as a tourist information center for the two cities but This research has not discussed the role of the community in tourism development [18].

The second, previous research that has entitled *Penta Helix Synergy on Tourism Development in Batu, East Java* The development of tourism in Batu City in the Penta helix concept consists of five actors, the first being the government as the first actor and policy regulators must massively accommodate the concepts [14]. Applicable in tourism management within the scope of regionalism to outside areas. The second actor is media, power and one strategic component that will be the most effective voice for publishing. Through journalists, the media is particularly important in developing various tourism potentials, especially those of Batu. Third actors are academics, or universities that act as community educators; a buffer to build the robustness of tourism human resources that are of high quality, reliable, professional, intelligent, and efficient, as well as global insight. Academics and universities uphold the values of local wisdom, by providing good education or input on tourism development in ways that are relevant and effective, although sometimes they cannot be maximized (data processed from various sources: 2016). The fourth actor is the private sector. The private sector is one of the important stakeholders that ensures the implementation of tourism support facilities. Meanwhile, the last or fifth actor is environmental institutions, where these environmental factors are related to tourism development. The local community as partners in environmental management plays a close role in the progress and development of tourism in Kota Batu in particular. The community is only limited to partners or actors managing the environment in tourism development even though local people can also convey their aspirations in development issues [19].

The third, previous research that has entitled *stakeholder analysis in the development of ecotourism in Betung Kerihun National Park, Kapuas Regency* in this study, the method used for classification of stakeholders using a stakeholder grid (stakeholder interest level) in ecotourism development, there are 23 stakeholders involved in the development of ecotourism in TNBK, who are positioned as Subjects, Key Players, Contex Setter and Crowd based on their influence and interests. The relationships that occur between stakeholders are in the form of communication, coordination, and cooperation, both written in documents (tupoksi) and those carried out in the field. Stakeholders who are classified as Key Players and have many relationships among stakeholders have a big role in the development of ecotourism in BKNP. Collaborative ecotourism management, synchronization of activity programs among stakeholders and synergizing with each other are necessary to increase the effectiveness of ecotourism development in TNBK [20].

Finally, previous research that has entitled *Stakeholder Analysis in the Development of Stakeholder Ecotourism in the Ammatoa Kajang Customary Forest in South Sulawesi* in a research that has involvement in terms of power and high interest in the management of customary areas and development plans. Customary forest ecotourism in Ammatoa

Kajang based on stakeholder analysis is divided into two groups, namely key players (Dispar District of Bulukumba, Dinas LHK of Bulukumba Regency, Bappeda of Bulukumba Regency, Kajang District, Tanah Towa Village, and Ammatoa) and Context Setter (Disdikbud Bulukumba Regency and NGO Alliance Indigenous People of the Archipelago). The development of sustainable ecotourism in the Ammatoa Kajang customary area can be obtained by assessing the perceptions, motivations, preferences, and participation of the parties in terms of various related indicators. The perception of the availability and condition of existing infrastructure and facilities in the Ammatoa Kajang customary area is considered moderate by him, it is necessary to make improvements to some infrastructure and facilities so that their availability and condition can support the comfort of visitors / tourists. From some of the research above, it can be concluded that stakeholder interest mapping is necessary to identify stakeholder interests based on their interests [21].

### III. LITERATURE REVIEW

#### A. *Tourism in the Concept of Ecotourism*

Ecotourism is in line with the "adaptation" stage which emerges a theoretical platform through the evolution of tourism, under the broader category of alternative tourism, which is a response to mass tourism [22]. Currently developing countries face acute challenges from the strategic, planning and operational competencies required for the successful development of ecotourism [23]. The complex nature of the ecotourism sector due to the presence of multiple actors along with competing interests is a challenge for effective development and management [24–26]. Ecotourism from three perspectives, namely: (1) products, which are all attractions based on natural resources. (2) the market, is all trips directed at efforts to conserve the environment and (3) the development approach, is a method of utilizing tourism resources that is responsible for environmental welfare and preservation [27].

#### B. *Stakeholders*

Stakeholders are all those who influence or are influenced by decisions or actions [16]. In stakeholder tourism activities, a business group that does not specifically offer tourism products and services but depends on tourists as users of these services and products [27]. The stakeholders referred to here are both the government, non-governmental organizations (NGOs), and local communities who live in tourist areas. Stakeholders or what is also called institutional actors have certain capacities such as knowledge and skills and / or comparative advantages such as proximity or mandate to manage resources and generally have the willingness to provide certain resources such as time, funds and political authority [28]. Stakeholders are groups or individuals who can influence and / or be influenced by the achievement of the objectives of a program [29].

#### C. *Collaborative Governance in Tourism*

Collaborative Governance or what is known as collaboration, generally means collaboration with several assembled elements. Both individual institutions or parties who are involved directly and indirectly and feel the benefits [30]. Collaborative Governance is a concept that regulates where one or more public bodies directly involve non-state stakeholders in a formal, consensus-oriented, and deliberative collective decision-making process and which aims to make or implementing public policy or managing public programs or assets [31].

The management and development of tourism was initially carried out by the government, but along with the increasing public need for tourism services and when the government's capacity is increasingly limited, the involvement of the private sector and the community in providing tourism services is a necessity [32]. This condition makes it possible to see tourism problems from a governance perspective. Governance is a new process in which various actors manage the public arena through mutual interactions [33]. Zadek in O'Brien [34] argues that public-private partnership, which is basically a collaborative initiation between state and non-state, commercial and non-profit actors born from the participation of pragmatism. Collaboration is a form of collaboration that involves several parties who are then united on a real view or goal. This makes the collaborative government system have its own role between the elements in it.

In the tourism sector, there are many actors who play a role in driving the system. The actor is a tourism actor from various backgrounds. In general, these actors are grouped into three main pillars, namely government, private sector, and society [35]. The government in question is the government in various administrative areas, starting from the central government and local and village governments that function as facilitators or regulators, the existence of private groups which include tourism business associations and entrepreneurs / tourism industry as direct actors of tourism services, and the community in them including the in community leaders, certain community groups, intellectuals, NGOs and the media who function as tourism supporters [32]. Therefore, collaborative governance is carried out by various actors, both public and non-public, who have authority, and can work together in non-hierarchies and flexible alliances" [36,37].

#### D. *Stakeholder Interaction Analysis*

Stakeholder Analysis is a technique used to generate knowledge about stakeholders and to better understand the interests and behavior of stakeholders in decision making [38]. Generally, stakeholder analysis is used to generate information about relevant participants to understand their actions, perceptions, agendas, and influence on the decision-making process. It also helps identify opportunities and threats to the project, finds compatibility between stakeholder goals and aspirations [39] and to better understand the diversity of viewpoints of potential conflict stakeholders.

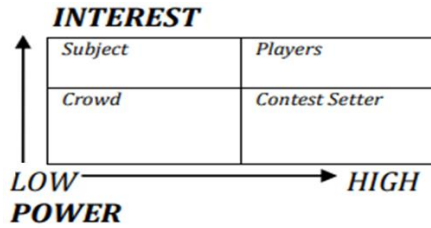


Fig. 1. Stakeholder role analysis matrix [17].

In the Matrix analysis of the role of the stakeholder, the stakeholder maps the role of stakeholders according to their classes. The first Contest setter has high influence but little importance. Therefore, they can be a significant risk to be monitored, both Players, are active stakeholders because they have high interest and influence on the development of a project / program, all three Subjects, have high importance but low influence and even though they support activities, their capacity for impact may not exist. However, they can be an influence if they form alliances with other stakeholders, and finally Crowd, is a stakeholder who has little interest and influence on the desired outcome, and this is a consideration for including them in decision making. Influences and interests will change from time to time, so they need to be taken into consideration.

**IV. METHODS**

This study uses a qualitative approach. The approach used in this research is qualitative research with a descriptive exploratory type of research. This is because the findings were not obtained by statistical procedures or form of calculation [40]. In this connection, qualitative research is very suitable to be used considering that in this study it mainly describes the phenomenon of stakeholder collaboration, the role of the organization (community), social movements or reciprocal relationships. This research will be carried out in 3 phases, namely: literature review, qualitative, and integration. The first phase, the process of identifying and tracing literature that is appropriate and relevant to the topic being researched, for further review and citation. The second phase is the collection and analysis of qualitative data obtained through semi-structured interviews to explain the initial findings and further explain the depth of information provided by the respondents. Finally, the third phase is the integration phase of the findings in phases 1 and 2

This research was conducted in Batu City from March to July 2020 by focusing on the research location, so the location taken was the Batu City Tourism Office which is located at the Among Tani City Hall Jl. Panglima Sudirman No.507, Pesanggrahan, Batu City. And several tourist attractions in Bumiaji District, Batu City, the type of data used in this study, namely primary data, and secondary data. Primary data is data obtained directly from informants. Primary data is obtained through written questions using a questionnaire or oral using the interview method. Primary data is a source of data that researchers collect directly from the source. The sample of

informants from this study were the Tourism Awareness Group as part of the community that took part in encouraging tourism development in the Tourism Village of Kutut, Batu City Government: Bumiaji District Government and the Tourism Office as regulators and facilitators for community needs, especially related to tourism, and Perhutani gave permission to build tourism objects. on forest land. As well as tourism management (business): Management of outbound, cafes, and management of other tourism objects in the Tourism Village of Kutut as an actor who also plays a role in the development of the Tourism Village of Kutut. Meanwhile, secondary data is a support obtained from relevant sources, usually in the form of taking documents, reports, or data, as well as other supporting material and information in research.

**V. RESULTS AND DISCUSSION**

Stakeholders in tourism development in Batu City have different influences and interests. Therefore, stakeholder mapping is carried out based on the “influence” and “interest” of each stakeholder involved. This is in accordance with an interview conducted with the manager of the Batu City tourism awareness group who mentioned that

“In tourism management, we collaborate with several stakeholders such as the surrounding community, community institutions, namely tourism awareness groups, several private investors who develop their tourism here, the Tourism Office from the government and also Perum Perhutani, a state-owned enterprise as a permit door to establish tourism objects.” (Interview on July 14, 2020).

Thus, stakeholders are groups of individuals who can influence and be influenced in achieving planning objectives in the decision-making process carried out by the community, government, and private sector according to their interests. To classify and categorize stakeholders, a categorization analysis is used which classifies stakeholders based on their level of interest and influence [16]. The method used to classify stakeholders is to use an influence interest matrix based on the interest influence matrix of interests or interests and influence of stakeholders [41]. Stakeholders are grouped into key players, and context setters, subjects, crowd. Key players have high importance and influence. have high influence context setters but low importance. Subjects have high importance but low influence, whereas are the crowd of stakeholders who have low influence and low influence. The interest-influence matrix can be a tool to map the level of interest and influence of stakeholders on an issue. The stakeholder mapping analysis of ecotourism development is based on the concept of influence and interest, the analysis of the role of stakeholders begins by compiling stakeholders in the stakeholder interest matrix on a problem and stakeholder power in influencing the problem. Interest is the interest or interest of stakeholders in development, whereas what is meant by power is the power of stakeholders to influence or make policies or development regulations [42].

If mapped according to this method of [16], the development of ecotourism has an analysis of the interests of the first one Subject consists of the Tourism Office, Private, the second mass media Key Players Perum Perhutani, District in the Batu City area, the third Crowd consists of tourism object managers, tourism awareness groups, villagers who agree with the development, the last youth organization Conten Setter consists of home stay travel sponsors of the tourist exhibition Café. The following is a mapping of the interests of the Ecotourism Development Stakeholders in Batu City.

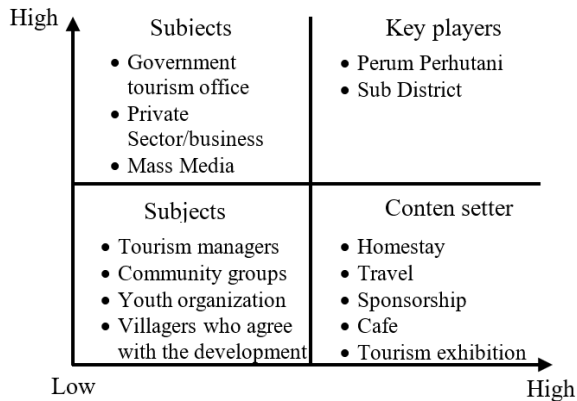


Fig. 2. Stakeholder interest mapping analysis in tourism development in Batu City (Processed data, 2020).

In the development of ecotourism, there is an analysis of the interests of the first solder. Subject, the subject is the stakeholders who have high interest but low influence and although they support activities, their capacity for impact is small. These stakeholders can increase their influence if they form an alliance with other parties in the development of ecotourism in Batu City, which is said to be the first subject is the Tourism Office, In terms of the interests of the tourism office providing facilities for ecotourism development, this is certainly very useful to support tourism development, other interests With the active tourism village, it indirectly adds to the image of Batu City to become a tourist city. The second thing is that private parties who help develop tourism focus on developing natural tourism-based tourism services. In terms of the interests of the private sector, it provides promotional facilities for tourism in Batu City.

Finally, the Mass Media, the mass media is a social institution as a vehicle for mass communication. The mass media helps develop ecotourism in the form of promotion of various programs made to promote tourism in Batu City to promote tourism in collaboration with the Jawapos print media such as following the Expedition program to explore a thousand beaches and explore a thousand coban. Furthermore, key players are stakeholders, key players are active stakeholders because they have a high interest and influence on the development of a project / program, in the development of ecotourism in Batu City, which are considered as Key Players, the sub-districts of Bumiaji and Perum Perhutani Perhutani. The bumiaji sub-district is a government institution that

functions as a mediation for the tourism office and the community to convey community aspirations. The role of the bumiaji sub-district is very influential on the development of a tourist village if the sub-district is active, the community will feel immensely helpful. while perum Perhutani is a State-Owned Enterprise that grants permission to develop tourism objects on forestry land, a permit granted by Perum Perhutani. Permission from Perum Perhutani is important, with a permit, the tour has been legally and legally recognized.

Tourism development cannot be separated from the role of other supporting stakeholders or Contest setters. Contest setters are stakeholders who have high influence but little interest, in terms of ecotourism development in Batu City which acts as a contest setter stakeholder, namely a) Homestay b) Travel c) café d) Sponsor. Indirectly, they include community business actors to strengthen the village economy and local tourism. The last category is the crowd is a stakeholder who has little interest and influence on the desired result and this is a consideration to include it in decision making, the influence and interests will change from time to time, so it needs to be taken into consideration in the development of ecotourism in Batu City. Berapan as Crowd is the manager of a tourism conscious group, the villagers agree with the development, Karang Taruna. Judging from the interest, it is still relatively lower than other stakeholders. The development of ecotourism in Batu city, especially in Bumiaji sub-district, of course cannot be separated from the interactions of stakeholders (Stakeholders) as expressed by the Head of Bumiaji Sub-District in an interview conducted on the date of explaining that this was also supported by interviews with the managers of the tourist village of Kutut Bumiaji.

“Of course, in the management of the village of Kutut Bumiaji it is inseparable from the support of interaction with the community, government, private parties, community institutions and the university, but in the management of the village tourism, most of it is managed with the surrounding community, and tourism awareness groups because of the beginning of a tourist village. Kungkup itself is managed directly by the local community and tourism awareness groups.” (Interviewed on July 6, 2020).

The coordination process between stakeholders needs to be built to create effective collaboration [43]. With the interaction of stakeholders, development on tourism should require attention and commitment from all actors including local governments, namely collaboration between actors, between sectors. and between lines in a sustainable and integrated manner. This can be realized if local government and stakeholders carry out policies and roles consistently and are contained in regional programs and activities through a sustainable tourism strategy. Strategies that support collaborative action between stakeholders in the protection, preservation and use of world heritage sites as a highly prioritized goal. In addition, the community must have awareness both as a group and individually on the importance of tourism in their region by connecting elements of business, government, community, academics and the media [3].

## VI. CONCLUSIONS AND RECOMMENDATIONS

Tourism development plays an important role for the development of an area. With the existence of various tourism activities, areas that have basic tourism potential will be more developed and developed. The strategy of the Batu City government in developing its tourism by cooperating with several actors. Such as the private sector, society, community institutions. The government collaborates with Perum Perhutani in licensing, the private party is the investor who builds tourism in the city of Batu, the Tourism Awareness Group as a community institution as coordination between communities. And the government is also working with local communities who agree with tourism development. Cooperation and interaction between stakeholders have not been maximal in the development of ecotourism, such as the Government through the Batu City tourism office only plays a role in planning and facilitating in a limited manner the implementation of ecotourism. Perhutani has the authority to manage social forests, so people who want to manage within the area must go through Perhutani. The community takes the initiative in managing the area to become an ecotourism destination. Academics have not been maximal in contributing to development. Meanwhile, the private sector has self-managed ecotourism destinations.

Therefore, in ecotourism destinations that only have low resources and are remote, and there is a lack of good handling. So, it is necessary to maximize the cooperation role of all stakeholder sectors to minimize the problems of ecotourism destinations, the survival of the ecosystem and the community itself in the long term.

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