Research article

Stakeholder Collaboration in Developing Sustainable Ecotourism in Badung

Hamka[1*], Eddy Koesponco[2], Anita[3], Sri Cahyaningrum[4], and Muhammad Yusuf[5]

[1]STIA LAN Polytechnic Jakarta, Jalan Administration II Pejompongan, Central Jakarta, Indonesia
[2]Applied Master Program, State Development Administration Study Program, STIA LAN Polytechnic Jakarta, Central Jakarta, Indonesia
[3]Applied Master Program, State Finance Management Study Program, STIA LAN Polytechnic Jakarta, Central Jakarta, Indonesia
[4]Applied Master Program, State Development Administration Study Program, STIA LAN Polytechnic Jakarta, Central Jakarta, Indonesia
[5]Applied Master Program, State Finance Management Study Program, STIA LAN Polytechnic Jakarta, Central Jakarta, Indonesia

ORCID
Hamka: https://orcid.org/0000-0002-9051-9556

Corresponding Author: Hamka;
email: laiccahamka@gmail.com

Abstract.
The main challenge in developing sustainable ecotourism in Indonesia is to maintain a balance of economic, socio-cultural, and environmental development. The emergence of problems in tourism development is due to the direction of policies that prioritize the economic aspect so that it has an impact on the destruction of environmental ecosystems and the erosion of local wisdom and culture. This study aims to assess stakeholder collaboration in developing sustainable ecotourism in Badung Regency, Bali Province. The research approach used is a qualitative and exploratory research design where the data are sourced from in-depth interviews, FGDs, and secondary data. The research paradigm adheres to a constructivist view, data analysis is inductive. The findings of this study indicate that there are initiatives from the government to support the private sector, the community, and environmental conservation although it is not yet optimal. The varied types of relationships among stakeholders still leave a lack of understanding in building mutual trust and interdependence. For this reason, it is necessary for the commitment of stakeholders, especially the government in the form of providing financial, coaching, and administrative support so that cooperation continues to be strengthened so that it can gradually improve collaboration and reduce community dependence on the government and encourage business independence without neglecting socio-cultural interests and environmental preservation. Further studies are needed to understand strategies that can drive appropriate initiatives that impact stakeholder understanding, mutual trust, and self-reliance of the private sector and local communities to develop sustainable ecotourism.

Keywords: collaboration, stakeholder, sustainable ecotourism

🔒 **OPEN ACCESS**

1. INTRODUCTION

Tourism development in Indonesia is directed at ensuring sustainable management of natural resources from economic, social, and environmental aspects. A large number of visits is the main indicator of the success of tourism development. The impact is the occurrence of environmental damage and the loss of community cultural values. To find a common ground for ecotourism issues from all aspects in a balanced way, this study will suggest alternatives for sustainable ecotourism development through effective collaboration between all stakeholders.

1.1. Background

Ecotourism emerged in the early 1960s as a choice of tourism development and the negative impact of mass tourism. The balance of economic, environmental, and social aspects of tourism culture is the main idea of ecotourism. Ecotourism has ideals and principles that should be adhered to by stakeholders. Ecotourism prioritizes community participation and reduces the exploitation of the natural environment. However, the expectations of different stakeholders are a challenge in carrying out ecotourism activities. For this reason, it is interesting to research how to achieve sustainable ecotourism goals by understanding the role and how to deal with ecotourism stakeholders.

Developing countries are often less competitive in various international trade items but they are endowed with diverse cultural and tourism resources that drive tourism. The Indonesian government utilizes the tourist sector as a fundamental source of foreign exchange generation, economic diversification, and job creation. Tourism continues to be considered globally as a major contributor to economic development and a decisive tool for alleviating poverty. Long-term tourism predictions[3] show that tourism is expected to grow in the coming years and reach nearly two billion international tourists by 2030. However, tourism also has a socio-cultural, economic, and environmental impact on destinations, especially in developing countries [4]. Adverse impacts of tourism include inflation, environmental and cultural degradation, economic leakage, coral reef damage, foreign dominance, wildlife disruption, and the introduction of alien species [5].

In addition, the occurrence of the Covid-19 pandemic since the beginning of 2020 has negatively affected various tourism sectors [6] which caused many tourism industries to close until early 2021. UNWTO's hope to create jobs and economic value through tourist activities also leads to efforts to suppress the socio-economic problems of Covid-19 and

encourage recovery [7]. The crisis caused by the Covid-19 pandemic led to a decline in tourism and hospitality activities around the world [8]. Also, economic downturns and crises can lead to fundamental changes in all components of tourism [9]. In addition, the signs of the end of the pandemic cannot be precisely predicted.

As researchers, we propose various alternatives to develop nature tourism sustainably. Ecotourism has attracted the attention of academics, government and non-governmental organizations (NGOs), industry, and the wider community since its emergence. Ecotourism focuses on relatively native types of natural attractions and exotic cultural destinations to understand, experience, admire and appreciate the beauty of nature, wildlife, and socio-cultural heritage[11]. Ecotourism is one type of community-based tourism, responsible tourism, and ecotourism that balances ecological, socio-cultural, and economic aspects.

Although many potential ecotourism profits are highlighted in the literature, several case studies around the world show that ecotourism fails to achieve its goals due to various factors[12]. Various literatures mention factors that hinder the successful development of ecotourism, such as: (1) Lack of collaboration in the planning, development and management of ecotourism between ecotourism stakeholders [13]; (2) Exclusion of local communities in the development of ecotourism [14] and lack of genuine participation of grassroots communities from inception to implementation of ecotourism projects, consequently provoking public opposition [15]; (3) Poor inertial arrangements and inefficient governance and management [16]; (4) Lack of expertise and absence of careful planning and management techniques, lack of financial resources and inadequate construction of infrastructure and facilities [14]; (5) Pursuing profits over ecosystem protection, emphasizing physical development and financial benefits rather than environmentally sustainable development[17] (Buckley, 2016) and pleasure over conservation [18]; and (6) The disconnect between theory and practice stemming from lack of awareness and poor academic-industrial relations [15].

The tourism sector in developing countries relies heavily on intact natural resource conditions, ecosystem degradation is a critical challenge exacerbated by widespread poverty [19], poor governance, and low media attention [20]. Increasing the economic benefits of the tourism sector while maintaining ecological sustainability and preserving socio-cultural heritage is a recurring challenge for developing countries such as the ecotourism in Badung. Previous studies[21] proposed ecotourism to benefit the economy from the tourism sector while preserving environmental resources and protecting socio-cultural heritage. Theoretically, ecotourism adopts the principle of *triple-bottom-line* (TBL) and strives to achieve maximum economic benefits and resource conservation

while providing authentic experiences to tourists and improving the well-being of the population[22].

The lack of effective stakeholder collaboration in the development of ecotourism is an ongoing challenge in many developing countries [23]. The issue of the effectiveness of ecotourism stakeholders in interacting and creating back-to-back relationships that lead to collaboration [24]. The issue of stakeholder collaboration has become one of the most important agendas in tourism academia [25]. However, the important contribution of ecotourism is limited by many factors, such as the presence of different stakeholders with competing interests[24], due to the complexity inherent in ecotourism [26]. Stakeholder relationships and interactions in the ecotourism sector are influenced by a variety of factors, such as power, trust, financial ability, external support, educational background, level of awareness, and entrepreneurial skills [27]. Therefore, collaboration to meet the expectations of ecotourism stakeholders is essential to achieving eco-tourism goals and shared benefits. To this end, this study seeks to find out the form of collaboration of ecotourism stakeholders in contributing to the sustainable development of ecotourism in Badung Regency, as one of the priority tourism development areas with attractive ecotourism resources in Indonesia's Bali Province.

In line with these goals, this study is intended to answer the following question: How is the collaboration of ecotourism stakeholders in Badung Regency to develop sustainable ecotourism? As for the theoretical benefits of this research, namely: (1) Stakeholder collaboration theory, namely analysis, and problem identification, regulation, and implementation; and (2), TBL principles and concepts covering social, economic, and environmental aspects are indicative to achieve ecotourism goals. Practically speaking, this research provides input to (1) Improve understanding of the process of building stakeholder collaboration; and (2) Provide relevant information to the government, local communities, ecotourism managers, and the private sector in collaboration with other actors for sustainable ecotourism development, improving destination competitiveness, and the impact of ecosystem damage and damage to cultural aspects.

1.2. Sustainable Ecotourism

There are different definitions of ecotourism from experts and organizations. However, in addition to the natural environment, ecotourism also pays attention to socio-cultural and economic perspectives [28] (Bjork, 2000). According to *The International Eco-tourism Society*[29], ecotourism is defined as "a responsible journey to a natural area that preserves the environment and sustains the well-being of local communities and

involves interpretation and education." TIES suggests participating in the conservation of fragile cultures, habitats, and species through the responsibilities and ethical behavior of tourists. [30] summarizes the concept of ecotourism as an environmentally friendly, responsible, educational, low-impact, and non-consumptive tourism that focuses on community empowerment.

The core concept of ecotourism according to Wondirad [24] is to understand and appreciate nature and nature-based activities, support local communities to improve their well-being, encourage educational and responsible tourism and promote sustainability and conservation of natural and artificial resources. Another definition of ecotourism is given by [28] which emphasizes the importance of stakeholder collaboration to achieve sustainable development goals. [28] emphasizes the work of all stakeholders to make room for tourists to genuine destinations to enjoy and understand nature and culture without damaging resources for the benefit of sustainable development.

The idea of sustainability ecotourism as alternative tourism arises from the belief of various parties that traditional approaches to economic development are ecologically or socially unhealthy in the long run ([31], [32]). Alternative tourism no longer only concentrates on the needs of ekonomi and technical, but must pay attention to the demands of environmental cleanliness and must pay attention to the needs of the local community [33]. The idea of developing alternative tourism developed over time with the platform of the theory of evolution of tourism dikenal as advocacy, prudence, adaptation, and knowledge-based [34]. Alternative tourism according to [32] is considered more sustainable compared to mass tourism because it includes all forms of tourism such as green tourism, responsible tourism, soft tourism, and ecotourism. On the other hand, the United Nations World Tourism Organization [35] defines sustainable tourism as "the development of tourism that takes full account of the current and future economic, social and environmental impacts, addressing the needs of visitors, industry, the environment, and host communities" (p. 12).

In addition, ecotourism also emphasizes development initiatives that reflect the surrounding landscape and cultural landscape di above promoting direct contact between visitors and hosts to enrich the visitor's experience of local natural resources and culture [36]. Thus, ecotourism pays great attention to sustainability principles that facilitate sustainable tourism development. Sustainable tourism is a broad term and umbrella whose principle applies to all destinations and all tourism activities whereas ecotourism is about conducting tourism activities, especially in natural areas, involving interpretive experiences, supporting conservation and indigenous peoples positively, and is usually organized for small groups [35].

Ecotourism also has basic principles that are defined by each stakeholder so that it is different from other alternative forms of tourism development. According to [37] ecotourism has seven different principles, namely: (1) Contribution to biodiversity conservation; (2) Maintaining the welfare of local communities; (3) Interpretation and learning experience; (4) Responsible behavior and actions of both consumers and suppliers; (5) Maintenance of carrying capacity; (6) Low use or consumption of non-renewable resources; and (7) Promote local participation, resources, and business ownership, particularly for communities where other options are limited.

1.3. Triple Bottom-Line (TBL)

The triple-bottom-line concept was first used in the business world by [38] to ensure corporate accountability in going beyond their values to social and environmental aspects beyond economic profitability. This concept combines environmental, socio-cultural, and economic aspects into a single framework in decision-making [40]. From an ecotourism perspective, TBL is understood as the management of all resources so that economic, social, and aesthetic needs can be met while maintaining cultural integrity, essential ecological processes, biodiversity, and life support systems [41]. According to [40], the tourism sector in turn derives great advantages such as improved efficiency and cost savings, improved market position, better stakeholder relationships, better strategic decision making, as well as the broader benefits and competitiveness of destinations from the triple-bottom-line concept. Furthermore, *the triple-bottom-line* has been applied in various tourism settings due to the high interrelationship between and among the tourism sector and the natural and socio-cultural environment in which it functions [42]. Furthermore, the *triple-bottom-line* concept was also used by [43] to develop transparent and clear guidelines for donors to evaluate the effectiveness of ecotourism projects.

1.4. Stakeholders

Management literature on inter-organizational relations and organizational theory is the forerunner of stakeholder theory [44]. *The Stanford Research Institute* 1963 introduced the term "stakeholder" to refer to groups who without its support the organization would no longer exist. External control of the organization and note that institutions are not independent but mutually dependent which implies a collaborative approach between them [46]. [47] States that stakeholder theory prioritizes the importance of collaboration

and partnership between organizations as social institutions for the achievement of common goals. [48] suggests that stakeholder theory is an effective and comprehensive method of managing a company. Primarily, stakeholder theory seeks to identify actors, their characteristics, interests, roles, and management strategies [49]. Therefore, organizations need to understand the problems to manage their stakeholders effectively and thrive in a competitive environment [48]. Efforts to be made are (1) identifying stakeholders and interests (2) identifying the desired mechanisms necessary to manage institutional and stakeholder relationships and (3) identifying efficient techniques of transaction management and reconciliation of agreements between the organization and its stakeholders.

Researchers in various fields have applied stakeholder theory including environmental management [50], public and private government [51], and in the context of tourism [52]. [53] revealing the reason for using stakeholder theory is to explore the values, attitudes, and behaviors of tourism stakeholders to provide an in-depth understanding of their needs, motivations, perceptions, and ability to influence the tourism industry. In addition, it helps to understand the dynamics of strength within stakeholders, identify and map the various roles of stakeholders in tourism planning and development, and improve understanding of conflict mechanisms and resolution. Interdependent attributes such as power, legitimacy, and urgency are the defining dimensions of stakeholder theory [54]. Power refers to the capacity of a party to obtain coercive, utilitarian, or normative powers to enforce its intent in the relationship. Power is a function of physical, material, and/or financial resource control. Legitimacy indicates the extent to which stakeholder claims gain popular support. Urgency, on the other hand, is a function of time sensitivity and relevance issues that are understood to the extent to which stakeholder claims require immediate attention [54].

1.5. Collaboration

Collaboration theory emphasizes that decisions have a high probability of implementation and success when key stakeholders participate sincerely and compressively in problem identification, direction setting, structuring, and endorsement [55]. Stakeholders need to agree on the relevance, urgency, and complexity of the problem and demonstrate commitment to collaborative efforts in addressing the identified problem [56]. Collaboration is determined by the following factors: (1) interdependence, (2) accommodative (3) shared ownership of decisions, (4) collective responsibility for the direction of the future, (5) trust, (6) external support of various types, (7) decentralized power, (8)

perceived benefits (9) democracy and (10) the number of participants and diversity of issues [57]. Collaboration theory is used to understand the effectiveness of stakeholder collaborative frameworks.

Collaboration theory underlines that decisions have a high probability of implementation and success when key stakeholders participate in problem identification, direction setting, structuring, and honing [55]. Collaborative efforts are considered effective (1) when fair and lasting agreements are reached and whether agreed issues are implemented [55], (2) when collaboration requires joint decision-making among participating stakeholders in the tourism domain to resolve planning and development issues [58] and (3) if collaborative efforts are sufficiently inclusive and enhance collective learning that leads to consensus building [59].

The amount of literature on the collaboration of interests in the field of sustainable tourism is still limited. In addition, in some studies (e.g. [60]), stakeholder collaboration in ecotourism has been neglected. Due to limited scope, existing research has not been able to draw comprehensively the dimensions of ecotourism, which can be better formulated using the concept of TBL. This deficiency demands the development of a comprehensive stakeholder collaboration framework to achieve the goal of continuing ecotourism development in the context of the Badung Regency.

1.6. Theoretical Framework

The study integrates stakeholder theory and collaboration theory with the concept of *triple-bottom-line* (TBL) in discussing and testing these research questions. The concept of *triple-bottom-line* (TBL) is used to understand the development of ecological ecotourism sustainability and socio-cultural and economic perspectives. Stakeholder theory is used to identify relevant stakeholders such as government, private sector, local communities, and ecotourism observers in identifying problems, managing their stakeholders, and developing in a competitive environment. Also, to identify their characteristics, interests, roles, and management strategies. Collaboration theory was adopted to measure the effectiveness of collaborative frameworks in the development of sustainable ecotourism, which includes power, shared ownership, fair agreement, mutual trust, and interdependence. This study takes Badung Regency in Bali Province as a research context aimed at investigating how stakeholders contribute to the development of sustainable ecotourism by working collaboratively.

1.7. Ecotourism in Badung Regency

According to [61], many tourism tracts in developing countries are linked to biodiversity and wildlife, such as national parks, beaches, and islands, as well as traditional ways of life. Protected areas such as national parks and uninhabited islands and beaches have a variety of flora and fauna species. Having the lion's share of global biodiversity, developing countries have a competitive advantage in attracting international tourists [62]. Badung Regency is one of the 9 districts/municipalities contained in the province of Bali and is located in the middle of the island of Bali from the north to the southern end. The northern part is bordered by the Buleleng regency, the western part bordered the Tabanan regency, while the eastern part bordered the Kabupaten Bangli, Gianyar, and Denpasar municipalities.

There are three development areas in Badung Regency, namely North Badung, Central Badung, and South Badung. North Badung which consists of The Evening and Abiansemal sub-districts is mostly a labor area for export purposes and supporting tourism, land and water maintenance, handicrafts, and small household industries. Tourist destinations in North Badung are oriented towards agricultural tourism and adventure tourism and still maintain their function as a buffer and protected area [63]. Badung Tengah with Mengwi subdistrict is a tourism area, agriculture, development of facilities and infrastructure in the city and other areas. Its development is directed at cultural tourism. The South Badung area consisting of Kuta, North Kuta, and South Kuta districts generally consists of trade activities, tourism, educational services, and others. Its development is intended as a tourism area with various tourism support facilities.

Badung Regency has an area of 418.52 ^{Km2} which includes 6 sub-districts, namely The District of Petang, Abiansemal, Mengwi, Kuta, North Kuta, and South Kuta consisting of 16 Villages, 45 Villages, 357 Banjar Dinas, 4 Banjar Preparatory Office, 147 Environment, 1 Preparatory Environment, 119 Customary Villages, 523 Banjar Adat and 523 Sekaa Teruna. The number of residents in Badung Regency according to the population registration in 2020 was 545,121 people. Most of the population adheres to Hinduism, with its unique and interesting religious and customary activities continuing all the time. The common languages of instruction used by the community are Balinese and Indonesian and a little English. The livelihoods of the population largely live off the sectors of agriculture, trade, and services. Its regional revenue is mostly sourced from the Tourism sector.

The Covid 19 pandemic has had a significant impact on the tourism sector in Bali, where revenue from tourism has decreased dramatically to 90%. The Badung Regency

Government which usually provides subsidies to the surrounding area can no longer do so, even the Badung Regency Government is the most affected district, with economic growth of minus 9.4% because Badung Regency fully relies on PAD in the tourism sector. This condition greatly affects the ecotourism development program in Badung Regency.

2. METHOD

The purpose of this research is to explore how the interests of ecotourism stakeholders in the Badung Regency can be managed properly so that they can collaborate and participate in the sustainable development of ecotourism. This study uses a qualitative research approach because it examines an individual or group's understanding of a social problem and seeks to understand the meaning people build about the world they live in and the experiences they face. This study is included in the study of destination development. This research refers to the design of exploratory research to look at the shortcomings of previous studies of a phenomenon, familiar and better understand the nature of the research problem. It also provides flexibility when it comes to utilizing a wide variety of data sources ranging from interviews to secondary data to comprehensively examine research questions. Furthermore, the exploration design allows researchers to explore deep information to improve their understanding of the problem.

The research view is constructivist about the existence of some constructed reality that is unique to a particular context. In addition, knowledge is generated through in-depth exploration of social phenomena from the perspective of participants [64]. Epistemologically, the constructivist paradigm recognizes the subjective relationship between researchers and reality[65] and recognizes the problematic nature of drawing a clear line between the researcher and the study period[66]. Instead, researchers are instruments and part of the process of making meaning and actively participate in interpretations based on what participants outline [64] Research methods are used in-depth interviews and focus group discussions, as primary data collection to obtain in-depth information.

The data and information used are sourced from primary and secondary data. Primary data is collected with semi-structured interviews and focus group discussions. Through the collection of secondary data, researchers consult documentaries and search for relevant literature (both published and unpublished) from scientific journals, central and local government archives, and databases of non-governmental organizations.

Interviews were conducted with 6 participants for in-depth exploration of a particular problem or experience and to collect effective data. To ascertain whether the questions in the semi-structured interview guide are well understood, the researchers conducted a trial. To reduce the bias of the interviewer the researcher adheres to the purpose of the study. Individual in-depth interviews and focus group interviews are recorded for transcription and discussion.

Focus group interviews are conducted as one of the data collection instruments because of their power in generating responses that cannot be obtained through individual interviews. Targeted group interviews are conducted after the in-depth interview is completed to obtain more information and triangulate the data collected through in-depth interviews. The study organized 2 focus group discussions. Researchers use several treatments including pilot studies, triangulation methods, member examinations, and confirmability audits. Furthermore, to maintain consistency, researchers conduct data collection.

In this study, data analysis techniques are inductive where researchers construct and reconstruct meanings about research problems known as *grounded theory*. Participants' ideas, opinions, and responses are encoded and categorized to develop relationships and associations among various concepts according to research problems. Encoding is used to extract the main theme from the transcribed data. Open coding is the first step in the coding process used to identify the main concepts or topics Axial coding is used to connect similar or related concepts into categories and to explore subcategories between subcategories. Finally, selective coding is used as a last resort to integrate and refine categories to build a theoretical framework. The three types of coding pay attention to concepts, ideas, and themes that arise with data.

The results of the data collection are then transcribed, summarized, and thoroughly screened for further analysis and interpretation. Data is organized into categories based on similar themes, concepts, or attributes and then new concepts are developed and relationships between concepts are formed [67]. Content analysis as a qualitative data analysis technique is a systematic description, explanation, and quantification of phenomena. It focuses on collecting, grouping, analyzing, and compiling data with systematic and meaningful how to produce valid conclusions and provide a holistic understanding of a given phenomenon.

There are four stakeholders in this research to play an important role in developing ecotourism in Badung Regency. They are (1) government organizations, (2) local communities, (3) private institutions, and (4) non-governmental organizations (NGOs). The reason for selecting these stakeholders is to agree with the purpose of this research

to see the collaboration of stakeholders in ecotourism from an offering perspective. As a result, the most relevant stakeholders who play an important role in the sustainable development of ecotourism in the Badung Regency are the four stakeholders mentioned above. Tourists are also one of the main actors in the development of sustainable ecotourism in terms of demand. However, the purpose of the study is limited to the perspective of the offer, and visitors are not considered participants. Visitor perceptions should be investigated in future studies to better understand consumers' perspectives on ecotourism.

3. Results and Discussions

In collaborating stakeholders have types of relationships including types of relationships based on power, common ownership, fair agreement, mutual trust, and interdependence. The types of relationships between stakeholders vary and differ from each other.

3.1. Power

The Central Government has provided assistance to maintain tourism in Bali, in the form of (1) budget stimulus for taxpayers whose tax payments are smooth and good. The stimulus budget can be used by employers for their business operating costs to (1) pay employees so that employees can avoid layoffs and it is expected that the hotel can continue to operate; (2) Provide basic food assistance was felt by the Balinese community which was then stopped and diverted into cash direct assistance (BLT); (3) Cash direct assistance to the people of Bali is also felt for several months due to budget constraints owned by the Government; (4) The Ministry of Tourism and Creative Ekonomi who pay special attention to the Government of Bali Province with offices in Bali also provide a lot of assistance, ranging from listening to community complaints to providing direct grant funds to the Regency/City Government.

As a tourist destination that was severely affected by the pandemic, Bali received a grant of RP 1.2 trillion. in 2020. The funds are intended for small tourism businesses in Bali, including Badung Regency where 1,065 hotels and 345 restaurants. The dance is used for hotel and restaurant operations, paying employees' salaries, maintaining infrastructure, and waste management. Kemenparekraf also carries out labor-intensive activities and vaccination activities. Labor-intensive activities carried out by menparekraf include beach structuring activities in Badung Regency, toilet arrangements, and others.

By the authority possessed, the support of the central government during the pandemic is very meaningful in maintaining the survival of ecotourism in Bali. A lot of social assistance and funds are given to local governments and local communities, hotel and restaurant entrepreneurs. The provincial government together with the district government also made policies on the management of tourist villages, how to involve the private sector in CSR programs, support local communities to develop labor-intensive activities, waste management, and cleanliness. Also, supervision and law enforcement of criminals, such as the arrest of turtle hunters in the wild. All parties agree to exercise their respective rights and obligations to achieve common goals economically, socio-culturally, and ecological conservation. Hotel and restaurant business owners are required to follow ISO standards in managing their activities and not to damage the environment through waste management and waste recycling.

However, the assistance provided cannot fully overcome the main problems such as decreased purchasing power of the community, quiet business transactions, termination of working relationships, and reduction of working hours by hotel managers, restaurants, and travel agencies. In addition, several land rehabilitation programs and rare animal conservation were forced to be canceled due to limited funds or funds diverted to prevent the Covid-19 pandemic. For this reason, the greater role of the central government is very important in providing financial assistance and daily necessities to entrepreneurs and local communities that feel the most impact of the pandemic. Creative economy managers are also expanding local product marketing networks and large entrepreneurs can expand CSR programs to reduce the economic burden on local communities. For local governments, the lack of tourist visits does not reduce the enthusiasm to implement ecotourism development programs according to their capacity where conservation principles are a priority in addition to socio-economic recovery efforts.

3.2. Joint Ownership

To encourage solidarity among stakeholders, the Provincial Government of Bali made a policy called "BISA Movement" which means: Clean, Beautiful, Healthy, and Safe. The program strongly supports environmentally sound tourism as a shared responsibility. In the development of ecotourism, the provincial government seeks to develop tourist villages, especially in the aspects of management, products, and services. Regarding the development of tourist villages, the Bali provincial government conducted a joint study with Universitas Brawijaya Malang for the development of tourist villages, but new

limitations that this study proposal could not be continued because the study funds were diverted for the handling of Covid 19.

The governor of Bali is currently so concerned with tourism that he included tourism as one of the development programs of 5 development programs in Bali. The realization of attention to tourism encouraged the Governor of Bali to form a new work unit, namely the tourism section. In addition, the Social Service and the Trade Office assisted 350 million rupiahs to develop the populist economy. By diverting tourism business that used to become a mainstay in Bali into a business of flower farmers and bananas. The proceeds from the farm were purchased by the Balinese government. For the development of tourism in Bali Kadispar Bali Province, I Putu Astawa stated the importance of realizing quality tourism. One of them is the MICE (*Meeting, Incentive, Convention, Exhibition)* program which is proven to be able to arouse solidarity and the Economy of Bali when Mount Agung erupts.

In addition, in the development of ecotourism in the Badung Regency, the government developed waste banks throughout tourist villages in Badung Regency. Waste banks are aimed at maintaining cleanliness, as well as helping the community's economy amid a pandemic. This waste bank program is intended to maintain the survival of flora and fauna to maintain natural ecosystems. This waste bank program is a collaboration between the Regional Development Bank and the local government.

The relationship is also established through tourist village associations, assistance village communication forums, human resource development, and the use of technology by collaborating with travel associations so that all tourist villages in Bali are touched in the form of local tour packages. Cooperation between travel associations, hospitality, creative economic actors, and small and medium-sized economic businesses remains intertwined for the sale of local products. The government with technical policies regulates and fosters the community about ecotourism. The community manages ecotourism destinations with the support of the government and non-governmental organizations. The private sectors provide accommodation and transportation facilities. Badung local government and non-governmental organizations regularly evaluate environmental conditions once a year.

However, the lack of banking involvement in other large entrepreneurs in providing financial and credit assistance to small entrepreneurs can slow down the process of the economic recovery of local communities and small entrepreneurs. It takes their commitment and sense of community in the form of alternative assistance that is even greater in terms of number and reaches and soft credit. In addition, assistance efforts are needed from various tourism associations to develop the quality of human resources,

the use of technology, and the marketing of creative economy products. In addition, the results of evaluations conducted by local governments and non-governmental organizations need to be identified and followed up, especially those related to the right partnership strategy to increase the spirit of solidarity, empathy culture, and win-win solution from all stakeholders.

3.3. Fair Deal

Quite a lot of ecotourism programs are produced through government, private and non-governmental organizations, ranging from program planning, development, and support to local communities in the management of ecotourism destinations. For example, there are private CSR programs for the community in the form of road construction, waste management sites for star hotel clusters, contributions to tourist villages, and equitable assistance to villages. In addition, the Badung Regency government is one of the main stakeholders through the Environment Office to supervise hotel waste management. The management of hotel waste must be by the analysis of environmental impacts (Amdal) that has been established by the government. If it is not by *amdal* then the hotel processing permit can be revoked, of course by doing the previous coaching. To monitor and supervise the condition of amdal surveys are always carried out by the Environment Office and Satpol Pamong Praja.

In addition, there is a massive reclamation program of Benoa Bay that has not continued due to rejection from local communities and non-governmental organizations, although the central government and the development authorities have agreed. The Bali People's Forum rejected the reclamation of Benoa Bay, as well as the People's Coalition for Fisheries Justice carried out the same activities to reject the reclamation, citing among others, the loss of the function of Benoa Bay as a flood shelter from five watersheds, eliminating sacred areas / great campuhan, destroying perfect ecosystem areas such as mangroves, seagrass meadows, and around which there are coral reefs. This demonstrates the importance of the agreement in the initial planning process by all stakeholders, especially local communities, to avoid material losses and greater environmental damage.

Furthermore, to revive the economy of the surrounding community, the Badung Regency Government in addition to promoting to foreign countries, including Germany online/virtual. In addition, the Government seeks to find special interest tourism or new tourist areas / artificial tourism such as mice industry (*Meeting, Incentive, Convention, Exhibition)* to increase the stay of tourists including the amount of expenditure. In

addition to being a large source of tourism income, MICE tourists are expected to have an impact on the social, cultural, and economic empowerment of local communities. The benefits of the mice industry include: (1) job creation; (2) an increase in state foreign exchange and regional income; and (3) provide advantages in other fields such as hotels, printing, transportation, crafts, and travel agencies. Other efforts about the socio-cultural empowerment of the local community's economy, namely choosing other sectors besides tourism, by developing the agricultural sector as an option, training in making Balinese cuisine via online, and online and other tourism.

3.4. Trust each other

The trust of all parties is getting better in developing ecotourism. Trust by carrying out functions independently and integrated. Because of mutual trust travel agents benefit from ecotourism activities managed by the community or jointly managed by the private / hotel and the government. Village and customary village heads jointly discuss eco-tourism problems and solutions through village deliberations and there are village regulations governing hygiene management including violating sanctions such as open announcements and fines.

The implementation of various traditional ceremonies in Bali has never been separated from the role of pecalang. Pecalang can also be referred to as the Balinese customary police. He has been trusted by the community and the government has a big role in maintaining the smooth running of each stage of the event procession. Pecalang is a guardian of order and security in Bali, but its nature is customary. If administratively the community has security guards and members of the National Police. Traditionally, Balinese people have Pecalang to maintain order and security when there are traditional events or Nyepi celebrations that require all Hindus not to move outside the home. In addition, there is a tourism conscious group (Pokdarwis) one of the components of society that has an important role and contribution to the development of tourism in the area.

Local communities such as indigenous villages that manage agrotourism in conjunction with the Badung Regency Government prepare and manage agro and coastal ecotourism destinations and supporting facilities. Local people formed a tourist conscious group in the village 5 years ago. The village communities of Tanjung and Sarangan Benoa with the support of the government conduct turtle breeding to attract tourist visits and turtle preservation and the environment. Previously there had been sales of turtle meat for consumption carried out by community members, but on public awareness and

sanctions from law enforcement, currently, the sale of turtle meat is no longer there. Another problem is the limited cost of turtle breeding which causes turtle chicks to be released into the sea prematurely. This action has an impact on the safety of turtles from predatory attacks.

3.5. Interdependence.

Private parties involved as stakeholders in the development of sustainable ecotourism in Badung Regency are creative economy actors, *the Association of The Indonesian Tours And Travel Agencies* (ASITA), and the Association of Indonesian Hotels and Restaurants (PHRI). Private parties as mentioned above before the pandemic played a lot of roles in Corporate Social Responsibility (TJSP) or *Corporate Social Responsibility (CSR*) where companies have a social responsibility for society and the environment from various aspects of company operations, especially those that have an impact on socio-economic and environmental. However, due to the pandemic from 2020 to 2021 TJSP cannot be realized by private parties. As a result, various nature conservation programs, economic improvement, and socio-cultural empowerment of local communities cannot be carried out. This happens because many private parties are forced to stop their operations. After all, there are no foreign or domestic tourist visits. The occupancy rate of hotels present is usually between 75 to 85%, after the pandemic, it dropped to 4% making it difficult for hotel bags to cover their operational shortcomings.

To develop a new type of ecotourism, a mentoring program has been implemented from universities to the community to diversify ecotourism with agriculture. This strategy is intended to derive economic benefits together. In addition, there is a division of results between indigenous villages and local governments from ticket sales in tourist destinations and other sources. With the support of funds from the central government to local governments, through the Department of Culture and Tourism and the Department of the Environment to make policies and assistance on products, services, and ecotourism management**.** Coaching and financing programs must continue to be carried out to increase the capacity and independence of entrepreneurs and communities in seeking new business opportunities that are environmentally sound and existing cultural values.

4. Conclusion

Stakeholder collaboration in the development of sustainable ecotourism in the Badung Regency has different and different types of relationships with each other according

to the role, interests, characteristics, and capacities of each party. The findings of this study demonstrate the importance of government and community initiatives and law enforcement so that stakeholders can perform their functions appropriately leading to effective collaboration. In addition, the relationships established between stakeholders such as relationships based on power, shared ownership, fair agreements, mutual trust, and interdependence relationships have taken place with varying intensity to keep ecotourism development in the balance between economic, socio-cultural, and environmental conservation aspects. However, the relationship of agreement and trust has not taken place as expected by the local community.

The existence of the Covid-19 pandemic over the past two years, caused the government with its existing power and authority has played a lot of roles and provided resource support and assistance so that the spirit and survival of the private sector and local communities continue, although these efforts cannot fully overcome the problem and are still far from their expectations. In addition, new tourist destination development policies and environmental rehabilitation programs are also widely diverted to the social and economic sectors of the community but do not hurt overall environmental conditions even though the threat is always lurking when the change of seasons occurs. For this reason, stakeholder initiatives and commitments, especially the government, are needed in the form of providing financial, coaching, and administrative / law enforcement support so that collaboration continues to be strengthened so that it can gradually reduce people's financial dependence on the government and encourage business independence without neglecting socio-cultural interests and environmental sustainability. Further study is needed to understand strategies that can drive appropriate initiatives that reflect the understanding and mutual trust of stakeholders, and the independence of entrepreneurs and local communities.

5. Acknowledgment

References

[1] Eshun G, Tagoe-Darko E. Ecotourism development in Ghana: A postcolonial analysis. Development Southern Africa. 2015;32(3):392-406.

[2] UNWTO. Affiliate members regional reports. Madrid; 2015

[3] UNWTO. Tourism towards 2030: Global overview. Madrid. 2011

[4] UNWTO. Sustainable tourism indicators and destination management. Paper presented at: Regional Workshop; 2007 Apr 25-27; Kolašin, Montenegro.

[5] Sirima A, Backman KF. Communities' displacement from national park and tourism development in the Usangu Plains, Tanzania. Current Issues in Tourism. 2013;16(7-8):719-735.

[6] Gossling S, Scott D, Hall CM. Pandemics, tourism, and global change: A rapid assessment of Covid-19. Journal of Sustainable Tourism. 2021;29(1) https://doi.org/10.1080/09669582.2020.1758708

[7] UNWTO. Supporting jobs and economies through travel & tourism: A call for action to mitigate the socio-economic impact of Covid-19 and accelerate recovery. 2020

[8] UNWTO. International tourist arrivals could fall by 20–30% in 2020. Available from: https://www.unwto.org/news/international-tourism-arrivals-could-fall-in-2020

[9] Dolnicar S, Zare S. COVID19 and Airbnb: Disrupting the disruptor. Annals of Tourism Research. https://doi.org/10.1016/j.annals.2020.102961. 2020

[10] Rai SC. Ecotourism and biodiversity conservation. New York: Nova science Publishers Inc.; 2012.

[11] McKercher B. Academia and the evolution of ecotourism. Tourism Recreation Research. 2010;35(1):15-26.

[12] Fletcher R. Romancing the wild: Cultural dimensions of ecotourism. Durham: Duke University Press; 2014.

[13] Björk P. Critical issues in ecotourism: Understanding a complex tourism phe-nomenon. Higham J, editor. Oxford: Elsevier; 2007.

[14] Saufi A, O'Brien D, Wilkins H. Inhibitors to host community participation in sustainable tourism development in developing countries. Journal of Sustainable Tourism. 2014;22(5):801-820.

[15] Rossberg MAE. Multi-stakeholder approaches to developing ecotourism des-tinations. Available from: http://wilderness.academy/wp- content/uploads/2014/10/17_ROSSBERG_tourism_mission-impossbile- Max.pdf.2013

[16] Vargas del Río, Brenner L. Community based ecotourism and environmental conservation in Mexico: the experience of La Ventanilla, Oaxac. Estudios Sociales. 2013; 21(41):33-63

[17] Buckley R. Encyclopedia of tourism. Jafari J, Xiao H, editors. Switzerland: Springer International Publishing; 2016.

[18] McKercher B, Prideaux B. Academic myths of tourism. Annals of Tourism Research. 2014;46:16-28.

[19] Pegas F, Coghlan A, Stronza A, Rocha V. For love or for money? Investigating the impact of an ecotourism programme on local residents' assigned values towards sea turtles. Journal of Ecotourism. 2013;12 (2):90-106.

[20] Graci, S. (2013). Collaboration and partnership development for sustainabletourism. Tourism Geographies, 15(1), 25-42.

[21] Shoo RA, Songorwa AN. Contribution of eco-tourism to nature conservation and improvement of livelihoods around Amani nature reserve, Tanzania. Journal of Ecotourism. 2013;12(2):75-89.

[22] TIES. What is Ecotourism? Retrieved fromhttp://www.ecotourism.org/what-is-ecotourism. 2017

[23] Backman KF, Munanura I. Introduction to the special issues on ecotourism in Africa over the past 30 years. Journal of Ecotourism. 2015;14(2-3):95-98.

[24] Wondirad A. Stakeholder collaboration for sustainable ecotourism development in Southern Ethiopia. The Hong Kong Polytechnic University; 2018

[25] Pansiri J. Collaboration and partnership in tourism: The experience of Botswana. Tourism Planning & Development. 2013;10(1):64-84.

[26] Kline CS, Slocum SL. Neoliberalism in ecotourism? The new development paradigm of multinational projects in Africa. Journal of Ecotourism. 2015;14(2-3):99-112.

[27] Kimbu AN, Ngoasong MZ. Centralized decentralization of tourism development: A network perspective. Annals of Tourism Research. 2013;40:235- 259.

[28] Björk P. Ecotourism from a conceptual perspective, an extended definition of a unique tourism form. International Journal of Tourism Research. 2000;2(3):189-202.

[29] TIES. TIES global ecotourism fact sheet. Available from: https://ibgeography-lancaster.wikispaces.com/file/view/TIES+GLOBAL+ ECOTOURISM+FACT+SHEET.PDF. 2006

[30] Sirakaya E, Sasidharan V, Sönmez S. Redefining ecotourism: The need for a supply-side view. Journal of Travel Research. 1999;38(2):168-172.

[31] Ceballos-Lascurain H. The future of ecotourism. Mexico Journal. 1987

[32] Chan R, Bhatta K. Ecotourism planning and sustainable community development: Theoretical perspectives for Nepal. South Asian Journal of Tourism and Heritage. 2013;6(1):69-96.

[33] Fennell DA. Ecotourism. London: Routledge; 2003.

[34] Jafari J. Tourism as a factor of change: A socio-cultural study. Bystrzanowski J, editor. Vienna: Centre for Research and Documentation in Social Sciences; 1989.

[35] UNWTO (2015). Affiliate Members Regional Reports, Volume four – Tourism inAfrica: A Tool for Development, Madrid.

[36] Bien, A. Bridging the Gap between Policies and the Field in Sustainable Tourism through New International Networks. Retrieved fromhttps://www.youtube.com/watch?v=de55JjVZVS8. 2010

[37] Wood, M. E. Ecotourism, its principles, practices and policies forSustainability. UNEP division of technology, industry and economics; 2002

[38] Elkington J. Cannibals with forks: the TBL of 21st century business. Oxford: Capstone; 1997.

[39] Tyrrell, T., Paris, C. M., & Biaett, V. A quantified triple bottom line fortourism: Experimental results. Journal of Travel Research. 2013;52(3), 279-293.

[40] Stoddard, J. E., Pollard, C. E., & Evans, M. R. (2012). The triple bottom line: aframework for sustainable tourism development. International Journal ofHospitality & Tourism Administration. 2012;13(3), 233-258.

[41] Buckley R. Environmental inputs and outputs in ecotourism: Geotourism with a positive triple bottom line. Journal of Ecotourism. 2003;2(1):76-82.

[42] Faux, J., & Dwyer, L. Triple Bottom Line Reporting of Tourism Organizations to Support Sustainable Development. BEST EducationNetwork Module. 2009:1-47.

[43] Wood, M. E. The role of sustainable tourism in international development: prospects for economic growth, alleviation of poverty and environmental conservation. In J. Higham (Eds.), Critical Issues in Ecotourism: Understanding a complex tourism phenomenon. Amsterdam, Elsevier Ltd. 2007:159-185.

[44] Sheehan LR, Ritchie JB. Destination stakeholders exploring identity and salience. Annals of Tourism Research. 2005;32(3):711-734.

[45] Marzuki A, Hay I. Encyclopedia of tourism. Jafari J, Xiao H, editors. Switzerland: Springer International Publishing; 2016.

[46] Pfeffer J, Salancik G. The external control of organizations: A resource dependence perspective. New York: Harper & Row; 1978.

[47] Bricker K, Donohoe H. Demystifying theories in tourism research. Wallingford: CABI; 2015.

[48] Freeman RE. Strategic management: A stakeholder approach. Advances in Strategic Management. 1984;1(1):31–60.

[49] Yodsuwan, C., & Butcher, K. (2012). Determinants of tourism collaborationmember satisfaction in Thailand. Asia Pacific Journal of Tourism Research. 2012;17(1), 63-80.

[50] Steurer R. Mapping stakeholder theory anew: From the 'stakeholder theory of the firm' to three perspectives on business–society relations. Business Strategy and the Environment. 2006;15(1):55-69.

[51] Zhang J, Dawes SS, Sarkis J. Exploring stakeholders' expectations of the benefits and barriers of e-government knowledge sharing. Journal of Enterprise Information Management. 2005;18(5):548-567.

[52] Nicholas LN, Thapa B, Ko YJ. Residents' perspectives of a world heritage site: The Pitons Management Area, St. Lucia. Annals of Tourism Research. 2009;36(3):390-412.

[53] Donohoe H, Reyes B, Becerra L. Demystifying theories in tourism research. Bricker KS, Donohoe H, editors. Wallingford: CABI; 2015.

[54] Mitchell R, Agle B, Wood D. Towards a theory of stakeholder identification and alliance. Defining the principle of who and what really counts. Academy of Management Review. 1997;22(4):853–886.

[55] Gray B. Collaborating: Finding common ground for multi party problems. San Fransisco: Jossey-Bass; 1989.

[56] Trist E. Referent organizations and the development of inter-organizational domains. Human Relations. 1983;36(3):269-284.

[57] Zapata MJ, Hall CM. Public–private collaboration in the tourism sector: Balancing legitimacy and effectiveness in local tourism partnerships. The Spanish case. Journal of Policy Research in Tourism, Leisure and Events. 2012;4(1):61-83.

[58] Jamal TB, Getz, D. Collaboration theory and community tourism planning. Annals of Tourism Research. 1995;22(1):186-204.

[59] Bramwell, B., & Sharman, A. (1999). Collaboration in local tourismpolicymaking. Annals of tourism research, 26(2), 392-415.

[60] Stone MT. Community-based ecotourism: A collaborative partnerships perspective. Journal of Ecotourism. 2015;14(2-3)

[61] UNWTO (2004). Indicators of Sustainable Development for Tourism Destinations:A Guidebook. Madrid: United Nations World Tourism Organization.

[62] UNWTO (2007). Sustainable tourism indicators and destination management. Regional Workshop, Kolašin, Montenegro, April 25-27.

[63] Dinas Pariwisata Kabupaten Badung. Visi dan misi. https://dispar.badungkab.go.id/visi-dan-misi-128. 2020

[64] Ritchie J, Lewis J, Nicholls CM, Ormston R. Qualitative research practice: A guide for social science students and researchers. Sage; 2013

[65] Schwandt TA. Handbook of qualitative research. Denzin NK, Lincoln YS, editors. Thousand Oaks: Sage; 2000.

[66] Guba EG. The paradigm dialog. Guba EG, editor. Newbury Park: Sage; 1990.

[67] Kreuger, L. W., & Neuman, W. L. (2006). Social work research methods: Qualitative and quantitative applications. Boston and New York, Pearson & Allyn Bacon.