

# Stakeholder involvement through a partnership model for sustainable tourism development

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**Abstract--** *This research aims to map stakeholder involvement in tourism developed through a public-private partnership and analyze the factors that hinder tourism development. This research used a descriptive method with a quantitative and qualitative approach, with an analysis unit of the Sukabumi Regency Tourism Office Employee. Sample selection using a purposive sampling technique. Data collection techniques used were questionnaires, in-depth interviews, and FGDs. The research results showed that stakeholder engagement and partnership implementation in tourism development have not been optimal. Although the average results of respondents' answers obtained a score of 4.0 included in the "good" category; there are factors that hinder tourism development, including limited quantity and quality of human resources in the tourism sector; the still low accessibility and infrastructure of tourism; the absence of specific guidelines in stakeholder engagement and tourism development partnership models. (3) Results of FGD recommended the need for institutional strengthening of the regional apparatus organization (OPD), the preparation of guidelines for exclusive partnership, roles, and responsibilities through capacity building, improvement of budget, infrastructure improvements, and increased accessibility.*

**Keywords--** *Public-Private Partnership, Stakeholder Engagement, Capacity Building, Infrastructure.*

## I INTRODUCTION

Tourism is a sector important in Indonesia's development, given the contribution of the sector this to state revenue is quite large. Tourism is a mainstay of Indonesia's foreign exchange because Indonesia has a variety of potential tourism types [1]. According to the Ministry of Tourism Pocket Book (2016), the contribution of the tourism sector to the national Gross Domestic Product (GDP) in 2014 has reached 9% or as much as IDR 946.09 trillion. While foreign exchange from the tourism sector in 2014 reached IDR 120 trillion and contributed to employment opportunities of 11 million people [2]. When compared with other countries in Asia, Indonesia is still lagging. For example, in Thailand, it reaches 6.5% of GDP, while Indonesia is only at 0.77% of GDP (Indonesian Bank, 2017) [2].

Indonesia has a lot of different tourism potential, but it is not optimal for attracting tourists. The number of foreign tourist arrivals in 2017 was 14 million, an increase of 16.7% from 2016, which amounted to 12 million tourists. It affected the foreign exchange earnings of 15,240 million USD, an increase of 22.51% from the previous year. Domestic tourists also increased, from 250 million trips in 2013 to 270 million trips in 2017. The number of

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domestic tourist spending increased from IDR 177 trillion in 2013 to IDR 253 trillion in 2017 [2]. Although the trend is up, but not yet significant enough to pursue the development of tourism in neighboring countries, this condition causes Indonesia to improve itself and develop sector tourism.

Tourism development requires the involvement of many parties and cooperation with all stakeholders, both the government, the community, and the business world [1]. The involvement of the community from various groups is a determinant of tourism development. It means that stakeholders' tourism has a significant contribution to achieving tourism development goals [3], [4]. Stakeholders are distinguished based on their interests and potential in influencing the decision making process [5].

Stakeholder involvement in efforts to develop tourism in line with Law No. 10/2009 states that in the context of improving operations, tourism coordinating cross-sectoral strategies at the level of tourism policies, programs, and activities, strategic coordination across sectors includes:

- (a) Customs, immigration, and quarantine services;
- (b) Security and order sector;
- (c) The field of public infrastructure that reaches roads, clean water, electricity, telecommunications, and environmental health;
- (d) Transportation, sea, and air; and
- (e) The field of tourism promotion and foreign cooperation.

Tourism policy is complex and related to various aspects, as the multidimensional tourism industry in its development and management involves cross sectors, including the private sector. The partnership is a step or a key strategy in the development of tourism. Competition in the tourism business world as well as providing services to customers is the reason for the importance of the partnership being implemented so that partnerships are deemed necessary in the development of tourism in the context of developing regional tourism as an effort to boost the increase in authentic regional income [6], [31], [32].

In the development of tourism, the practice of partnership is widely practiced and seen as a standard practice [7]. Stakeholders from the private sector are important actors in tourism development, including the private sector that manages hotels, accommodation, catering, transportation, marketing, sales, and tenants [8]. In addition to the private sector, the public sector also needed to make plans and policies for land use and governance [9]. This diversity of stakeholders can be grouped based on their commitment [10]. Informal stakeholders who have strong leadership can develop their brand image in the tourism sector [11]. The role of stakeholders and their participation in joint brand creation is significant [12], which involves local communities with a variety of content choices [13].

One of the regencies in Indonesia that has quite a lot of tourism potential and various types is Sukabumi Regency. However, tourism in this place has not yet developed. The beauty of the beaches in several locations in the Sukabumi Regency is no less beautiful than the beaches in Bali. Besides the beach, there is also a national park forest and Ciletuh Geopark as a natural tourist attraction. However, tourism in Sukabumi Regency has not been managed well, so it has not attracted too many foreign visitors. The number of tourists visiting the Sukabumi Regency has fluctuated. Counted from 2010 to 2015 cumulatively (domestic and foreign tourists) experienced an increase in the number of visits an average of 7.48% per year. However, it decreased the number of visits in 2016

compared to 2015 by 2.91% furthermore, if the breakdown between the number of domestic and foreign tourist visits fluctuates. The average increase in tourist arrivals (staying and not staying) from 2010 to 2016 increased tourist visits by 6.80%. While the number of foreign tourist visits decreased the level of visits, namely in 2012 by 0.16%, in 2014 decreased by 1.09%. Furthermore, in 2016 it was found that the number of tourist arrivals who did not stay compared to 2015, archipelago tourists who did not stay decreased by 18.03% and foreign tourists who did not stay decreased by 82.25% (Source: Document of the Tourism Office of Sukabumi Regency, 2016).

Although, in general, the number of tourists, both the archipelago and foreign countries has increased from 2015, but precisely decreased in 2016, so that the development of tourism in the Sukabumi Regency is not optimal and still needs to be increased. Based on this background, the purpose of this study is to map stakeholder involvement in tourism development through the public-private partnership model, analyzing the factors that constrain tourism development. Based on this background, the purpose of this study is to map stakeholder involvement in tourism development through the model public-private partnership, analyzing the factors that constrain tourism development.

## **II RELATED WORK**

There have been many studies on stakeholder involvement in tourism development activities, one of which is research on the development of Talang Air Tourism in Pajaresuk Village, Pringsewu Regency, Indonesia. In these locations, stakeholders are distinguished based on individual stakeholders, groups or organizations, and institutions of the Regional Government and Provincial Government [14]. Stakeholders in the development of tourism in Pringsewu are also distinguished based on primary and secondary stakeholders. Primary stakeholders are individuals or groups that have an interest in the direct use of resources as a livelihood, namely the local community. Secondary stakeholders are parties that are not directly interested in doing business from the utilization of resources, for example, local government or the provincial government [14]. This research only identifies stakeholders and maps stakeholder participation in tourism development. The discussion did not reach the map of the partnership model among the stakeholders.

Research on stakeholder involvement in tourism development has also been carried out in Karang Jahe Beach Attraction in Rembang Regency. This research not only identifies stakeholders and their role in the development of attractions, but also discusses the partnership model as literature. It is just that the results of the study did not explain the partnership model that exists at these tourist sites [15]. Stakeholders in this study are distinguished from primary and secondary stakeholders.

In the development of tourism, stakeholder one and other stakeholders collaborate with a partnership model, one of which is a public-private partnership—a partnership between the government and the private sector in the hope of developing tourism. Given the limited ability of the government, so it requires the private sector. However, this partnership must also provide space for communities local to benefit from the development of tourism in their area, not to let local people only become spectators.

Research on the Tourism Partnership Pattern has been carried out by previous researchers, and it's just that it focuses more on the management of the Pampang Tourism Village Attraction in Samarinda City. In this study,

researchers identified characteristics of patterns partnership and attraction management in the Pampang Tourism Village. The research result showed that the tourist sites' partnership was classified as a quasi-partnership model and subordinate combination. The partnership pattern is dominated by the pattern of assistance, including grants, both physical and financial programs, Private Investment, CSR, subcontracting, and general trade [16]. This research focuses on the form of partnership, but not to map the partnership model based on stakeholder interests.

Stakeholders in this study are the party eligible to become stakeholders in tourism development in Sukabumi, refer to the categories: following stakeholder people; institution; group; organization; Public; and the environment [17]. Stakeholders are individuals or groups, or any element that can influence or be influenced [17], in the context of this study, are elements that influence and are influenced by tourism development.

To identify stakeholders and partnership models that can be intertwined in tourism development, it must first know the definition of tourism, so that it can identify the elements that influence and are influenced by the existence of tourism. Tourism is the subject of much research and evaluation at the national or international level [18]. Tourism is a unity of elements which includes tourists, tourist destinations, travel activities, tourism services, industry, and other activities [19], [20]. Tourism activities fall into the category of complex phenomena involving economic, sociological, psychological, and ecological aspects [19], [21]. Thus, the development of tourism must also involve economic, sociological, psychological, and ecological aspects, so that the development of tourism is sustainable [33]. It means that tourism development is carried out by optimizing natural resources by paying attention to environmental sustainability, local cultural values, and economic growth [19], [22].

Sustainable tourism development includes the interdependence of social, economic, and environmental policy issues. Sustainable tourism aims to develop greater awareness and understanding of the objects awaited [23]. The significant contribution that tourism can do for the environment, people, and economy is to promote justice and development, improve the quality of life of the host community, provide quality experiences for visitors, and maintain environmental quality. The development of sustainable tourism requires cooperation between stakeholders, the community, government, the business world, and the private sector [19], [20]. Based on this definition, the indicators of success in sustainable tourism development are:

- (a) Participation of local communities;
- (b) Participation of other stakeholders;
- (c) Enable the use of resources;
- (d) Adequacies and environmental carrying capacity;
- (e) Collaboration between stakeholders to develop tourism and promote it.

Partnership with Tourism can be achieved if the partners have the same framework regarding political, administrative, managerial, and information inputs included in this economic sector. Essential success factors in managing public-private partnerships in the tourism sector involving:

- i) Expert experience,
- ii) Objectives set,
- iii) Partnership development structures,
- iv) Effectiveness and efficiency of actions partnerships and
- v) The nature of ongoing partnerships [24], [25].

On the other hand, the key to the success of each partnership depends on the recognition that the partnership is a business relationship, where members share the risks, rewards, and responsibilities for the success or lack of initiative [26].

### **III RESEARCH METHOD**

This study took place in Sukabumi Regency, West Java Province, Indonesia. This location was chosen because it has many potential attractions, including natural, cultural, cultural attractions, sports, and others, but tourism in this location has not been developed optimally.

This research used a descriptive method with a quantitative and qualitative approach. The descriptive research method is done by taking the steps of collecting, classifying, analyzing, or processing data and making conclusions and reports with the primary objective of making a description of a situation objectively in a description. In contrast, a quantitative approach was used to measure the indicators of research variables to obtain a picture between these variables. While, the qualitative approach is used to design the public-private partnership models.

The population in this study is the government, in this case, the Regency Tourism Office of Sukabumi, with 49 employees. The sampling technique used for the population in this study is the Non Probability Sampling technique, which is a technique that does not provide equal opportunity for each element or member of the population to be selected as a sample [27]. One of the techniques Nonprobability Sampling that is considered suitable for this study is the purposive sampling technique considering that the selected respondents must come from the target group in the population. This sampling technique is a sampling technique with specific considerations [27]. This sample is usually the source of data; it is an expert, and this sample is more suitable for qualitative research or research that does not generalize. To determine the number of samples in this study, the authors used the Yamane formula. The results obtained from a sample of 33 people. Data collection carried out through literature study, observations, in-depth interviews, questionnaire, and focus group discussion (FGD). The questionnaire was used to assess stakeholder involvement and the implementation of partnerships in tourism development. In-depth interviews were used to find out and analyze the factors that influence tourism development, while the FGD was used to formulate what factors were essential to building partnerships with stakeholders in the context of tourism development.

Data analysis techniques used descriptive techniques. Descriptive data is used to analyze data by describing or describing data collected following the facts without intending to make generally accepted conclusions or generalizations. Analysis of the data used in this study uses the calculation of Weight Mean Score (WMS), which is weighted for each indicator. The variety of answers 1 to 5 will be obtained by giving the score because the interval between one criterion and the other criteria is 0.8. This figure is obtained after deduction from the highest value minus the lowest value and divided by the number of alternative answers.

## IV RESULTS

Sukabumi Regency is one of the districts in West Java Province, Indonesia. This regency has tourism potential as follows:

- a) The Nature tourism includes forests in 3 (three) locations, beaches in 19 (nine ten) locations, hot water in 1 (one) location, situ in 2 (two) locations, waterfalls in 14 (four ten) locations, and Geopark in 1 (one) location.
- b) Artificial tourism consists of 3 (three) recreation areas, 2 (two) historical heritage sites, 3 (three) locations of the unique plantation/flowers
- c) Interest tours include rafting in 2 (two) locations, wave rafting in 1 (one) location, diving in 1 (one) location, surfing in 2 (two) locations, and religious tourism in 1 (one) location.

It is a total of 60 tourism sites with different types of tourism (Source: Tourism Office of Sukabumi Regency, 2017). As the sector multiplies the effect, tourism cannot stand alone in the management of tourism in the very diverse Sukabumi Regency. A synergy between the government, business, and the people community is a practical step in the development and development of tourism. The following are the elements of stakeholders involved in the development of tourism in Sukabumi Regency: (1) Government; (2) Private /Businessman; (3) Society. There is also research that categorizes stakeholders in 3 elements: government, private sector, and community [28].

The government under its authority and duties carries out functions as a facilitator and policymaker (regulator) in tourism development activities, the government that has the authority, in this case, is the Sukabumi Regency Tourism Office, also the Ministry of Tourism representing the central government, and the Provincial Tourism Office represents the provinces West Java. The synergy between the central government, the provincial and regional governments is very important considering that several tourist destinations in their management involve the central and regional governments such as the management of the Ciletuh Geopark Tourism area of Palabuhanratu which has become the Unesco Global Geopark where the ministry of tourism is responsible for managing it. In addition to the tourism ministry, there are other interrelated ministries, such as the Mount Gede Pangrango National Park (MGPNP) and the Mount Halimun Salak National Park (MHSNP) under the Ministry of Forestry. Also, the Conservation and Natural Resources Agency at the provincial level in West Java and the Regency Government, the Transportation Agency, the Mineral Resources, Energy Office, the Education Office, the Marine and Fisheries Agency, the sub-district, and even the village government.

The involvement of the private sector (business / industrial actors) of tourism is essential, with the resources in the form of capital and its network carrying out its role and function as a developer and implementer of tourism development. The private sector's involvement is very carefully related to the increase in local revenue as well as opening up jobs for the community to contribute as accommodation providers for hotels/inns and restaurants to support tourism development in Sukabumi Regency.

Based on secondary data from the Sub Division of Tourism Industry of the Sukabumi Regency, tourism, supporting accommodations found in Sukabumi Regency include 3-star, 140 non-star hotels; three tourist huts; and 27 restaurants. Private parties involved in tourism development through the provision of accommodation include:

- (a) Hotel and Restaurant Association (HRA)
- (b) Tours and Travel Agencies (TTA)
- (c) Association of Indonesian Tourists
- (d) Indonesian Employers Association
- (e) Regional General Company Tourism
- (f) Private Company
- (g) National Company

Society is one crucial element whose involvement is very calculated and supports the development of regional tourism. One of the government's efforts in realizing the community's support is through the formation of a Tourism Awareness Group or the Tourism Driving Group. The Tourism Awareness Group is an institution at the community level whose members consist of tourism actors who have concerns and responsibility and play a role as a motivator in supporting the creation of a conducive climate for growth and development of tourism. Increasing the community's role in the development of tourism through the establishment of tourism movers groups or groups of tourism awareness requires many empowerments through conscious charm.

Conscious tourism is a condition that describes the participation and support of all components of society in encouraging the realization of a climate for the growth and development of tourism. While *SAPTA PESONA*, is a description of the concept of Tourism Awareness related to the support and role of the community as a host to create an environment and conducive atmosphere that can encourage the growth and development of the tourism industry, through the realization of the elements of safe, orderly, clean, fresh, beautiful, friendly and elements of memories.

In Sukabumi Regency, to carry out Tourism Awareness Training activities, the Government of Sukabumi Regency, through the Tourism Office partnered with community interest associations, the tourism mover communication forum and Indonesian generation of enchantment. However, it consists of elements of the community who have the task of supervising/monitoring and safeguarding the visitors/tourists who carry out marine tourism activities, taking preventive (preventative) and repressive (after the incident) actions by searching drowned victim. Tourism Mover Group, tourism mover awareness group or communication forum of Sukabumi Regency was formed in 2009, concerning tourism awareness has the following functions:

- a) Increasing participation of the business people and the local community in managing services and tourist stopover needs;
- b) Increasing public awareness in tourism development efforts;
- c) Promoting access efforts that may arise as a result of tourism development and limiting these effects;
- d) Increasing the community's resilience to facing the harmful effects of tourism activities

In assessing the extent to which the partnership between government and private sector in the development of tourism in Sukabumi is based on questionnaires to employees Sukabumi Tourism Office. The validity and reliability tests were first carried out. The results of the validity test with the T-Test show the t count results higher than the t table, where the t table is 0.69981 and t count above 0.85, so all questions are declared valid. Reliability test using SPSS, The basis for decision making in the Reliability test is if the Alpha is more significant than r

tables. The questionnaire items in the questionnaire are declared Reliable or consistent; conversely, if the Alpha value is smaller than r tables, then the questionnaire items are unreliable or inconsistent. The reliability test results showed the Alpha Cronbach value of 0.988. If the Cronbach Alpha value is more significant than 0.60, the questionnaire can be Reliable.

The Public-Private Partnership in tourism development refers to the research of the government and private partnership model in regional development from Mario Franco and Estevão [29]. The dimensions in measuring government and private partnerships include 1). Formal Approval, 2) Clear Objectives, 3) Organizational Structure 4) Leadership, 5) Flexibility, 6) Social Networks, and 7) Effective and Efficient Performance.

**Table 1:** Respondents' Assessments Regarding the Public-Private Partnership (n = 33)

Dimension	Indicator	M	Interpretation
Formal Approval	There is Letter Agreement (MOU)	4.49	Very Good
	The partnership must be simple and based on legal requirements	4.85	Very Good
Clear goal	There is a Vision and the Mission of tourism development	4	Good
	It is Targets Clear, measurable and realistic tourism development.	3.7	Good
Organizational Structure	Presence of SOP Mechanism	4.60	Very Good
	Effective coordination	3.88	Good
Leadership	Distribution of roles and tasks of all actors	3.73	Good
	Influence	3.55	Good
Flexibility	Conceptual and Technical Skills	4.21	Very Good
	Empowerment of Resources	3,25	Medium
	<i>Anticipated Change</i>	3.85	Good
	Responding to changes in the environment	4.39	Very Good
Social Networking	Accommodating partners to work on new business opportunities	4.03	Good
	Partnership Socialization	4.36	Very Good
Effective and efficient performance	The Network consists of actors who have interests	4.12	Good
	Resources that work optimally	3.7	Good
	Reduce failure of work results	3.7	Good
	Work Results that are within time and budget	3.51	Good
Average Overall Score		4	Good

According to the interpretation criteria, the public-private partnership included in the Good category. The average value shows indicators that measure the partnership between the government and the private sector in the development of tourism in Sukabumi Regency are considered good. The highest score is that the indicator of partnership in the development of tourism is simple.

The implementation of Tourism in Sukabumi Regency is regulated in the Regional Regulation of Sukabumi Regency No 11 of 2016. In the regulation indirectly regulated cooperation, namely precisely in Chapter XII concerning Operational Cooperation article 60 stated that the Regional Apparatus in charge of tourism in the provision of business services and the development of recreational areas could carry out operational cooperation with village governments, individuals and legal entities. Tourism of the Sukabumi Regency refers to the Tourism

Development Master Plan. Tourism development in Sukabumi Regency is based on Participatory Rural Appraisal, which is a strategy in the development paradigm that is based on the community, which emphasizes the community's capacity to increase independence through control internal or material and non-material resources through the distribution of capital or ownership. It means that In line with one of the missions of the Sukabumi Regency, namely increasing the economic independence of the community based on the local economy through the field of agribusiness, tourism, and industries with environmental insight. The partnership between the government and other parties in the development of tourism in the Sukabumi Regency is simple, where the government prioritizes the welfare of the community through the development of the local economy.

The nomenclature of The Sukabumi Regency tourism office is already changed. There is a separation of functions from the Culture, Tourism, Youth, and Sports Office to the Tourism Office, resulting in changes in organizational governance and the issuance of Sukabumi Regency Regulation no 64 in 2016 on the organizational structure and work procedure of the Sukabumi Regency Tourism Office. There are no standard operating procedures for tourism development or more specific partnerships.

According to the Secretary of the Sukabumi Regency Tourism Office, all this time, the institutional cooperation was carried out by the Regent, and it had been coordinated in advance with related parties. Coordination meetings are held routinely every three months every Regional Apparatus Organization the Regency of Sukabumi, meaning that at the time of the coordination meeting, the tourism office conveyed the ideas, opinions, and evaluation of the work program running.

Tourism development in Sukabumi Regency faces various kinds of obstacles. The results showed several factors that hindered tourism development: limited quantity and quality of human resources in the tourism sector; financial limitations, the low accessibility, and infrastructure of tourism; and the absence of specific guidelines in stakeholder engagement and tourism development partnership models.

Judging from the limitations of human resources, not all of the human resource managers of tourism has appropriate educational qualifications, skills in tourism are still inadequate. There is only one civil servant with an educational background in tourism. The rest came from other majors such as economics, education, political science, and some even came from the English Literature department. It is indeed based also on changes in the organizational structure and work procedures of the tourism office, and there are staff transfers from other units to the tourism office.

In addition to the problem of qualifying human resources, another obstacle is minimal financial resources. It is very contradictory to the diverse potential of nature tourism in the Sukabumi Regency. Sukabumi Regency has three cultural tourism, including the customary village. The diversity of tourism potential can boost regional income and be able to maintain and develop tourism itself. However, the real potential cannot yet become a source of regional finance.

Low accessibility becomes an obstacle to tourism development. Some tourism potentials are quite far from downtown locations. Public transportation is limited in number, connecting roads from the city to tourist sites do not all use asphalt or concrete; some are still rocky roads with difficult access. Tourism infrastructure in some places is inadequate. Besides, Sukabumi Regency does not yet have specific guidelines for stakeholder

involvement and tourism development partnership models, so that not many investors are willing to invest in tourism development in Sukabumi Regency.

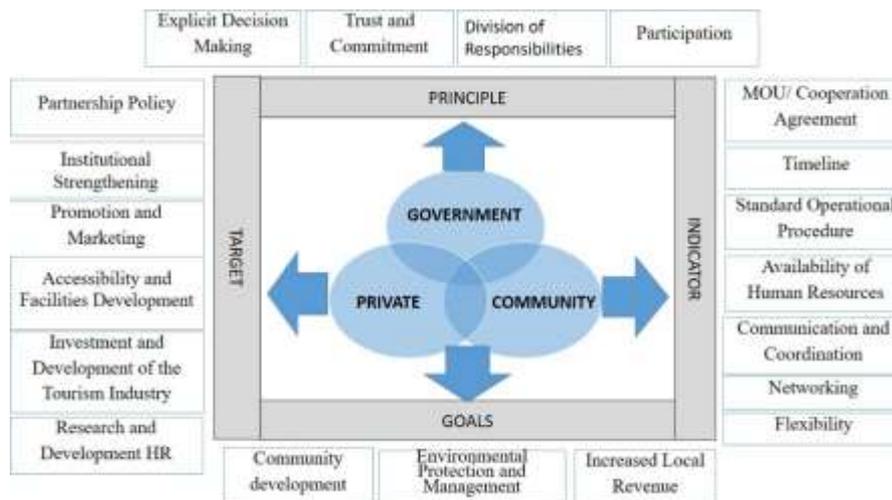
The development of tourism in the Sukabumi Regency still needs to be pursued by all parties. As a leading sector and other industries, the tourism sector is expected to be an instrument to increase original local income while also expanding and leveling business opportunities. Because the development of this sector cannot stand alone, it is carried out on a cross-sectoral manner involving many local, regional, and even international institutions. The development of the tourism sector is an integral part of national development; at least it needs close synergy between the government, the private sector, the community, universities, and the media.

The partnership model in Sukabumi Regency is distinguished based on the type of tourism, namely natural tourism, artificial tourism, and special interest tourism. The potential of natural tourism in the Sukabumi Regency is diverse, including forest tourism, beaches, hot water, situ, waterfalls, caves, and Geopark. The management of Sukabumi Regency natural tourism is carried out across government sectors and involves the private sector, the community, and the media. Some government agencies involved include the Regional Apparatus Organization in tourism, forestry, natural resource conservation, sub-district governments, and villages, as well as the National Park. Some natural attractions in the region are included in the national park area.

Private parties involved in tourism development include the Indonesian Hotel and Restaurant Association as a provider of accommodation for tourists, the Association of Indonesian Tours and Travel Agencies, Indonesian Employers' Association, which partners in several events. There is also the involvement of tourism awareness groups from community elements. Community group involvement not only acts as manager and maintenance, but also participates in tourism promotion and marketing. With the progress and use of technology, community group utilizes social media for promotion. The cross-sector involvement is undoubtedly positive for the development of promotions, but on the other hand, the partnership is not significant and still needs improvement.

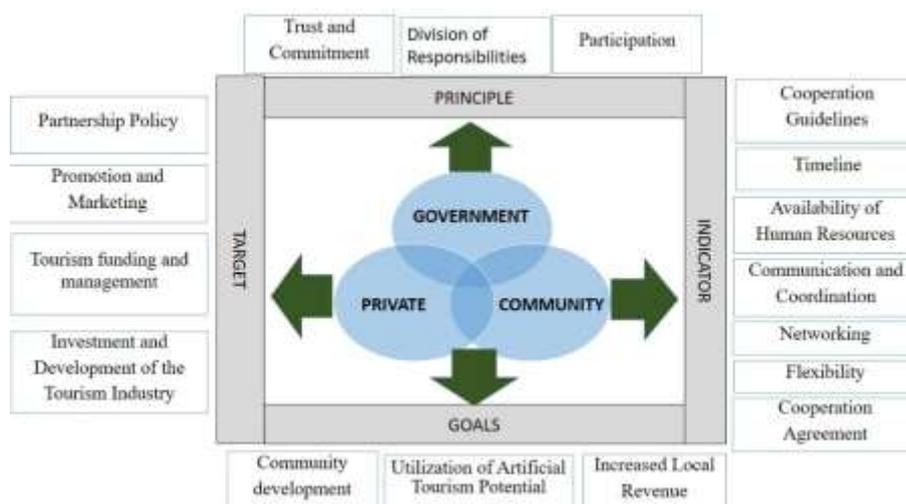
For example, cooperation between stakeholders, which is a substantial cross-sector, needs seriousness and clear guidance, while the conditions are that the Tourism Office does not yet hold specific Operating Standard Procedures that govern partnerships in tourism development. Even though the Regent signed the MOU, the Tourism Office has full authority and technical implementers responsible for implementing partnerships in tourism development. It indicates that tourism institutions are not optimal, and the essential point is the need to develop human resources in terms of capacity and numbers. Thus the tourism development partnership model.

The partnership model in developing nature tourism can be described as follows:



**Figure 1:** Natural Tourism Development Partnership Model in Sukabumi Regency

Artificial tourism is a tourist attraction that is created intentionally or can also be considered human-made; the aim is to take advantage of existing tourism potential by adding new facilities and objects. Sukabumi Regency has 3 Types of artificial tourism: Recreational Park Tourism, Historical Heritage, and Tea / Flower Plantation. In contrast to nature tourism, where its formation only focuses on structuring, artificial tourism requires specificity because it is artificial. It means that in terms of the artificial tourism budget requires more budget, especially for maintenance. In the case of Artificial Tourism management is not managed by the government, but entrepreneurs or the private sector that manages it. Like the recreation park tourism, which is fully managed by the Regional Tourism Enchantment Company. The following is a model of public and private partnerships in the development of artificial tourism:

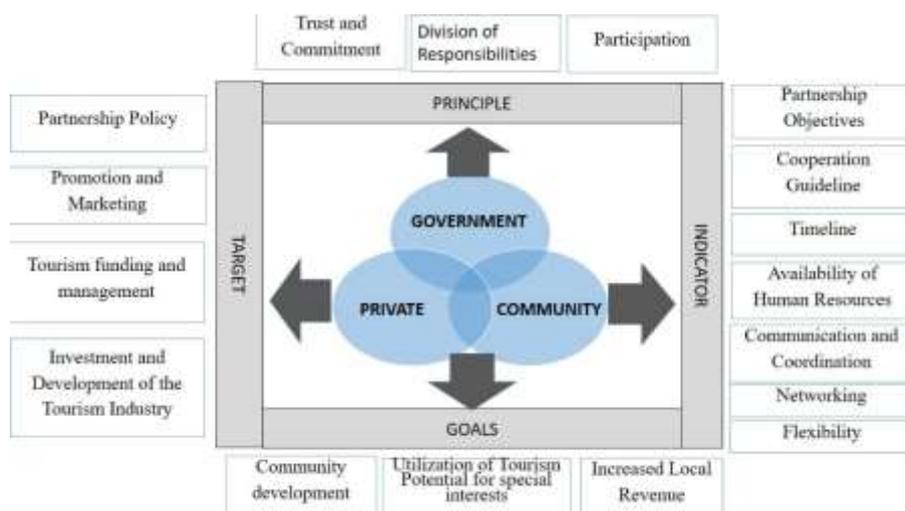


**Figure 2:** Partnership Model in the Development of artificial tourism in Sukabumi Regency

Regarding the Enchantment of Tourism. So the position of the government, especially the Sukabumi regency government as the Trustees and just supervise. Although the Regional Corporation manages it, the tourism

development of Public Recreational Park also partners with other private sector/entrepreneurs. TTA and HRA continue to play a role as providers of tourist equipment in accommodation, accommodations, hotels, tours, and travel information. Likewise, with the involvement of tourism awareness groups in the development of artificial tourism does not play as much role in the development of natural tourism. The difference in the character and potential of the partnership effort between the development of natural tourism, and this artificial tourism gives rise to different forms of partnership. The following is a model of public and private partnerships. The difference in the character and potential of the partnership effort between the development of natural tourism, and this artificial tourism gives rise to a different form of partnership.

Special Interest Tourism is a type of tourism aimed at tourists who have special interests or goals or motivation in traveling. So that tourists are usually required to have specific abilities or expertise by the attractions of particular interest to be visited. Examples of these skills include mountain climbing, hunting, rafting, and others. Special interest tourism is developed to optimize resources to advance the tourism sector. It is under what is written in Article 20 of Law No. 9 of 1990 concerning tourism, which states that: the exploitation of tourist objects and attractions of particular interest is an attempt to utilize natural resources and the potential of the nation's cultural arts to generate unique attractions and attractions as tourism targets. The existence of a clear policy is essential for the development of this type of tourism. Here is a model of a particular interest tourism development partnership:



**Figure 3:** Partnership Model in the development of tourism of particular interest in Sukabumi Regency

In Sukabumi Regency, particular interest tourism potential includes rafting, wave rafting, Diving, Surfing, and religious tourism. Unlike the types of nature, tourism, and artificial tourism, which has a lot of government management and involvement. The role of the government is only as a regulator of the licensing of individual interest tourism management. There are usually exclusive providers or managers who understand these interests in the management of special interest tours. It means that the private sector and entrepreneurship are more dominant in this type of tourism.

Community involvement is also very instrumental in this matter. As a tour that requires particular interest tourism expertise, it certainly requires many guides for tourists, and this opens the opportunity for the community around the tourism area to be involved as a guide, besides the elements of the community that is gathered in the Tourism Driving Group. Management and development of tourism need for coordination and clarity of authority and responsibility of the provider.

Government and private partnerships (Public-Private Partnership) in its development, there has been a change in the involvement of elements of society in the development of tourism or known as the Community-Public-Private Partnership (CPPP). However, from the study results, three elements of Government, Private, and community are not enough. Other elements are needed, namely Higher Education and the media or known as Penta Helix. The needs of the two Stakeholder components are certainly based on the development of increasingly advanced technology, especially for the benefit of tourism promotion. It is in line with the Minister of Tourism Regulation No. 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations.

The concept of partnership in tourism development can use the concept of public-private partnership. The benefits of public-private partnerships are:

- (a) Cost Reduction;
- (b) Risk sharing;
- (c) Improve Service Levels or Maintain Current Service Levels;
- (d) Increase in Profit;
- (e) More Efficient Implementation; and
- (f) Other Economic Benefits.

However, the concept of Public-Private Partnership is not a solution to carry out all services as a whole because this partnership has benefits and risks [24].

The risks from the concept of Public-Private Partnership, are:

- (a) Loss of government control;
- (b) Greater expenditures;
- (c) Political risks and labor problems;
- (d) Responsibility issues;
- (e) Unsafe services;
- (f) Lack of competition;
- (g) Reducing quality, efficiency or service;
- (h) Imbalance in the selection process [24].

The literature on partnerships, especially those related to tourism activities, is theoretical and some case studies that determine it, this shows a need for more [30]. Thus, the presentation of the conceptual model of public-private partnership, expected to contribute to the successful regional development, has the aim to serve as support for regional case studies for future geographic and temporal comparisons. The Partnership Model has a central point consisting of a network of tourism stakeholder relationships (tourism industry, tour operators, local governments,

tourists, the public and government sectors, universities and communities) [31], [32], with the efforts of government and private partnerships in tourist destinations, considering the existing resources and attractions, influenced by the goals of the partnership and the critical factors that can influence the success of the partnership. The goal is based on products, infrastructure, human resources, marketing and promotion, and funding. The critical success factor is based on agreement formality, clear goal definition, organizational structure, leadership and flexibility, social networking, and the efficiency/efficacy of partnership performance.

## V CONCLUSION

Development of Tourism is a development priority in Sukabumi Regency because this sector is strategic as a driver of regional development, especially an increase in regional income. By its multiplier effect, the tourism sector cannot be managed only by the government, but also requires the involvement of other sectors, namely the private sector and community participation. The government, with its authority, issues a policy on tourism development. Then the private sector acts as an investor who builds and develops tourism potential so that it can be sold and attract tourists to come.

Tourism development in the Sukabumi Regency is also oriented towards increasing the economic independence of the local community around the Tourism Destinations. Therefore, all tourism development efforts are linked to local economic growth efforts so that the partnership in tourism development involves community stakeholders.

This research resulted in a public-private partnership model in the development of tourism in the Sukabumi Regency. This model illustrates collaboration between stakeholders in developing tourism, taking into account other factors that influence. Design models are distinguished by the type of tourism: natural, artificial tourism, and special interests.

In the development of tourism, it is also found that various factors become obstacles, namely factors of education and human resource skills, the availability of sufficient budget, accessibility, and infrastructure of tourism services. It is essential to synchronize and coordinate between Regional Apparatus Organization and Stakeholders so that the regional tourism development program can be in line with the strategic plan and implemented so that it can contribute to local income and improve the economy of local communities, in other words, sustainable tourism development.

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