

The Role of Stakeholders in Managing the Public Open Space Area of Bangkatan, Binjai City

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Abstract

The Bangkatan Public Open Space (RTP) is a public area that runs along the Bangkatan River boundary in Binjai City. Although it has several supporting facilities, the area remains uncomfortable for community use. Therefore, the role of various stakeholders is essential to ensure this space is accessible, safe, and comfortable for all members of society. This research employs a descriptive qualitative method to identify and analyze the roles of stakeholders in managing the Bangkatan RTP. Key stakeholders include the Binjai City Government, the community as the primary stakeholders, and the private sector as supporting stakeholders. Their roles encompass Policy Creator, Coordinator, Facilitator, Implementer, and Accelerator. Partnerships among stakeholders are built to ensure effective communication and coordination, aiming for efficient RTP management. Strong partnerships among all parties are needed to create a public open space that benefits social activities, recreation, education, and environmental preservation. Regular performance evaluations through meetings are also necessary to enhance management effectiveness.

Keywords: Public Open Space, Management, Stakeholders, Partnership, Binjai City

Introduction

Open spaces are essential elements that must exist in urban residential environments. These spaces can enhance the quality of the urban environment, helping to prevent flooding, reduce air pollution, alleviate social vulnerabilities, and decrease stress levels. The continually increasing urban population places heightened pressure on the utilization of city spaces, necessitating special attention to urban spatial planning, particularly in relation to the provision of residential areas, public and social facilities, and public open spaces in urban areas [1].

Public space fundamentally serves as a venue for various community activities, both individual and group, making open space a physical element of the city that contributes to urban enjoyment and elevates human values [2]. Public open spaces function not only as recreational areas but also as sites for social interaction, education, and environmental conservation.

The objective of developing Public Open Spaces is to improve environmental quality and to create open spaces that are safe, comfortable, and accessible to all community members [3]. To achieve this goal, it is crucial to conduct comprehensive identification and analysis of the

stakeholders involved, understand their respective roles, and build effective collaboration mechanisms. Through a coordinated approach, public open spaces can be expected to provide optimal benefits for the entire community. Additionally, the active involvement of stakeholders in the planning and management process of public open spaces can foster a sense of community ownership toward these public spaces.

Research aimed at identifying the roles of stakeholders in the development and management of an area has been widely conducted, including a study titled Mapping the Roles and Involvement of Stakeholders in the Management of Public Green Open Spaces in Mataram City Using a Stakeholder Analysis Approach [4]. This study utilized stakeholder analysis to map the parties involved in managing public green open spaces in Mataram City, with the goal of understanding the roles and involvement of each stakeholder in aspects such as planning, funding management, area and facility maintenance, and environmental condition monitoring. Stakeholder Identification and Roles have also been investigated in a study titled Identification and Role of Stakeholders in the Management of Fishing Zones in Samboja Subdistrict, Kutai Kartanegara Regency [5]. This research categorized stakeholders as key, primary, and supporting stakeholders, with roles classified as policymakers, coordinators, facilitators, implementers, and accelerators.

The research indicates that the active involvement and roles of stakeholders are critical factors in the successful implementation of area management and development. This applies as well to the management of the Bangkatan Public Open Space (RTP) in Binjai City. Established in 2020, RTP Bangkatan is a linear public space along the Bangkatan River in Binjai City, equipped with supporting facilities such as sports areas, playgrounds, and other community spaces. However, many of these facilities are currently in a state that makes them uncomfortable for public use. Damage, ranging from minor to severe, has led to many facilities being unusable, largely due to insufficient maintenance.

Efforts to manage RTP Bangkatan cannot rely solely on the Binjai City Government, as the government faces budgetary and resource constraints. Therefore, the role of stakeholders is essential to ensure that this space remains accessible, safe, and comfortable for all community members. Based on this background, this study aims to provide deeper insights into the management of public open spaces in Binjai City, particularly RTP Bangkatan, and to foster increased participation and collaboration among the stakeholders involved.

Literature Review

Public Open Space (RTP)

Public Open Space, in terms of accessibility and user access, refers to a space that can be accessed and used at any time by everyone or at certain times by specific groups of people [6]. Public spaces act as stages for community activities, fostering social interactions. These activities may include daily routines, seasonal events, or special events. Daily routines might involve relaxing or simply enjoying the surroundings, while seasonal activities are often organized by a community at particular times. These aspects demonstrate that public space is a vital element in daily life, providing movement space, meeting points, and areas for relaxation and recreation [3].

Below are fundamental definitions of the public open space concept according to several experts:

1. Every public space serves as a location with substantial accessibility to the surrounding environment, where the public and the behavior of public space users meet, adhering to local norms [7].
2. The concept of public open space can be described as follows:
 - a. The basic form of open space is always situated outside of building masses
 - b. It can be accessed and used by anyone
 - c. It provides opportunities for various activities, serving multiple functions [8].

In summary, public open spaces have three essential characteristics: they are meaningful, accommodate the needs of all users for various activities, and accept diverse community activities without discrimination. A public open space is generally designed with specific objectives in mind [9]:

1. Community Well-being
The fundamental motivation for creating a public open space is to enhance the well-being of the local community. Well-being is fostered by creating spaces that support public activities and gatherings. These spaces serve as hubs for communication, movement, and relaxation.
2. Visual Development
Public spaces contribute to enhancing the city's overall visual appeal, making it more human-centered, harmonious, and aesthetically pleasing.
3. Environmental Development
Greening public spaces can improve environmental quality, adding freshness to the urban setting.
4. Economic Development
Economic growth in an area is a common goal in the development of public open spaces.
5. Image Enhancement
Creating a positive face and impression of an area with public open space.

All activities within public spaces reflect the role of public open spaces as centers for social interaction between people and interaction with the environment. The primary functions of public open spaces are as follows [8]:

1. General Functions
 - a. Spaces for play and sports, relaxation, social interaction (both individually and in groups), as well as transitional areas and waiting spaces.
 - b. As open spaces, they provide fresh air from nature.
 - c. Serve as connectors between different locations.
 - d. Act as buffers or provide distance between building masses.
2. Ecological Functions
 - a. Provide air purification, rainwater absorption, flood control, and ecosystem stabilization.
 - b. Soften the architectural impact of buildings.

Stakeholder Concept

The concept of stakeholders was first introduced by the Stanford Research Institute in 1963, defining stakeholders as groups that would not exist without the support of the organization [10]. Stakeholders are understood as individuals, groups, or entities that are influenced (either positively or negatively) by development activities or programs [10].

Ramirez, as cited in Buckless, D. (1999), categorizes stakeholders into primary, secondary, and key stakeholders. The following is a description of these stakeholder groups:

1. **Key Stakeholders:** Key stakeholders are those who have legal authority in decision-making processes.
2. **Primary Stakeholders:** Primary stakeholders have a direct interest in a policy, program, or project. They should be regarded as the main decision-makers in the decision-making process.
3. **Secondary Stakeholders:** Secondary stakeholders are those who do not have a direct interest in a government policy, program, or project, but have concerns and interests that lead them to voice their opinions and be affected by government legal decisions [10].

The results of stakeholder identification, which are divided into several groups, are also based on the roles performed by each party [11], namely:

1. **Policy Creator:** Stakeholders who act as decision-makers and determine policies.
2. **Coordinator:** Stakeholders who coordinate other involved stakeholders.
3. **Facilitator:** Stakeholders who serve as facilitators, ensuring that the needs of the target group are met.
4. **Implementer:** Stakeholders who implement policies, including the target groups.
5. **Accelerator:** Stakeholders who play a role in accelerating and contributing to the program's success, ensuring it meets its goals or even achieves them more quickly.

Partnership

Partnership, according to Webster's Dictionary, is a relationship established by one party with another, typically involving close cooperation and shared responsibility. Partnerships are sometimes associated with the term collaboration, as "collaboration involves relationships between stakeholders when those parties interact with each other in relation to a common issue or problem domain" [12]. Collaboration involves interactions among various stakeholders, where they engage in processes to seek or address issues or problems of mutual concern. From this definition, it can be stated that partnership and collaboration share a similar meaning, which involves the engagement of individuals or groups in cooperative efforts [10].

In building a partnership, there are three key principles that each party involved must understand [10]:

a. Principle of Equity

Individuals, organizations, or institutions that are willing to establish a partnership must feel equal or on par with others in achieving the agreed-upon goals.

b. Principle of Openness

There must be openness regarding the shortcomings or weaknesses of each member, as well as the various resources each possesses. All of this should be known to other members. Openness should exist from the beginning of the partnership until the completion of activities. This mutual openness will foster complementarity and support among the partners.

c. Principle of Mutual Benefit

Individuals, organizations, or institutions that have formed a partnership should gain benefits from the partnership in accordance with their contributions. Activities or tasks will become more efficient and effective when conducted collaboratively.

Research Methodology

This research employs a qualitative descriptive approach [13]. Through this study, information will be gathered, which will then be used to make interpretations and analyses to describe the

role of stakeholders in the management of the Bangkatan public open space area in Binjai City. The focus of the research is to identify and analyze the roles of stakeholders involved in the management of Bangkatan public open space and their efforts in this regard. Data collection is conducted through interviews, observations, and the utilization of documents. The data analysis employs an interactive model analysis with procedures that include data reduction, data presentation, and drawing conclusions and verification [14].

Results

Overview of Bangkatan Public Open Space (RTP Bangkatan)

RTP Bangkatan is located along the banks of the Bangkatan River, in the Kartini Village of Binjai City. Based on the activities present, RTP Bangkatan can be categorized as an active open space that features elements for play, sports, children's and teenagers' play areas, as well as riverside greening for recreational purposes. This can be seen in the following image:

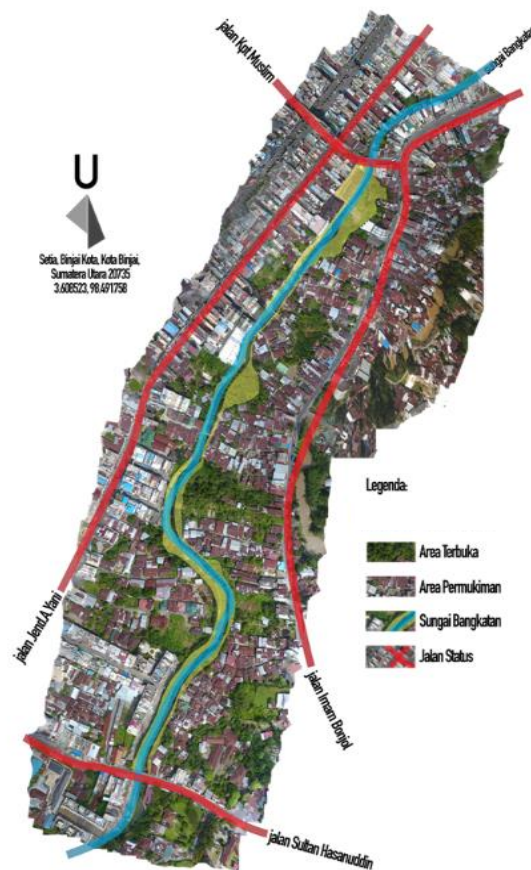


Figure 1. Image of RTP Bangkatan Binjai

To support the function of RTP as a public space, the area is equipped with various facilities, as follows:

Table 1. Infrastructure Inventory Data at RTP Bangkatan

No	Infrastructure	Volume	Units	Kondisi		
				Good	Minor Damage	Severe Damage

1	Environmental Pathways			
a.	Paving Block Paths at Area Scale	930	M	√
b.	Environmental Pathways	1138	M	√
c.	Area Bridges	5	Unit	√
d.	External Bridges	2	Unit	√
2	Drainage Channels			
a.	Bangkatan River	930	M	√
b.	Internal Drainage Channels	440	M	√
c.	External Drainage Channels	1716,6	M	√
3	Wastewater	5	Unit	√
4	Waste Management	6	Unit	√
5	Green/Public Open Spaces (RTH/RTP)			
a.	Flower Pots	44	Unit	√
b.	Playground	2	Unit	√
c.	Overhang	3	Unit	√
d.	Fitness Outdoor	1	Unit	√
e.	Pergola	5	Unit	√
f.	Iron Park Benches	16	Unit	√
g.	Concrete Benches	21	Unit	√
h.	Benches with WPC Board Finish	9	Unit	√
i.	Public Street Lighting (PJU)	18	Unit	√
j.	Garden Lights	29	Unit	√
k.	Internal Bridge Lights	20	Unit	√
l.	Tikkun Bridge Lights	4	Unit	√
m.	Hasanuddin Bridge Lights	4	Unit	√
n.	Culinary Kiosk Lighting	10	Unit	√
o.	Hasanuddin Archway Spotlights	6	Unit	√
p.	Spotlights Rambutan Monument Plaza	2	Unit	√
q.	Culinary Kiosks	1	Unit	√
r.	Binjai City Plaza	1	Unit	√

(Source: Bappelitbang Binjai and Analysis Results, 2023)

Based on the data on supporting facilities, aspects related to RTP Bangkatan can be analyzed as follows:

1. Accessibility
 - a. RTP is easily accessible to everyone, including individuals with disabilities.
 - b. It is connected to public transportation and comfortable pedestrian pathways.
2. Environmental Quality
 - a. The presence of plants and green spaces helps improve air quality.
 - b. Well-organized layout with amenities such as seating, garden lights, and play areas.
3. Safety
 - a. Adequate lighting and monitoring to prevent criminal activities.
 - b. Design that provides good visibility across the entire area.

4. Facilities

- a. Provision of trash bins, children's play areas, and sports facilities.
- b. Space for community activities, such as markets, festivals, or sports events.

The facilities at RTP Bangkatan are currently in a condition that is uncomfortable for public use, with many amenities suffering from minor and major damage due to a lack of maintenance and care from the responsible parties. Therefore, stakeholder involvement in public open spaces is crucial to ensure that these areas meet the needs of the community.

Stakeholder Identification in the Management of Bangkatan Public Open Space

The development of RTP Bangkatan is funded through a collaborative effort between the Ministry of Public Works and Public Housing, Directorate of Housing Area Development, under the Slum-Free City program, along with the Binjai City Government. This RTP development includes the repair and normalization of drainage, construction of paving block roads along the RTP, and other infrastructure supporting public open space.

The management of the Public Open Space (RTP) in Bangkatan, Binjai City, involves various parties with interests and responsibilities consisting of three components: the government, the private sector, and the community. Below are the roles of each stakeholder involved in the management of the public open space (RTP) in Bangkatan:

Table 2. Stakeholders in the Management of RTP Bangkatan

Key Stakeholder	Main/Primary Stakeholder	Supporting Stakeholder
Public Works and Spatial Planning Office	Community	Private Sector
Housing and Settlement Area Office	Beneficiary and Utilization Groups	
Environmental Office of Binjai City Satpol	(KPP)	
Pamong Praja Agency		
Tourism Office		
Youth and Sports Office		
Kartini Sub-District		

(Source: Analysis, 2024)

Based on the table above, the key stakeholders include the Binjai City Government, which consists of relevant agencies such as the Public Works and Spatial Planning Agency, the Housing and Settlement Area Agency, the Environmental Agency, the Tourism Agency, the Youth and Sports Agency, the Civil Service Police Unit, and the Kartini Village, where the RTP Bangkatan is located. In general, the government plays a role in formulating policies, providing budgets, and supervising the management of the RTP, as well as being responsible for establishing regulations that support the use of public spaces. The relevant agencies are responsible for managing the technical and environmental aspects of the RTP, including planning and maintaining infrastructure.

The local community is a primary stakeholder that is directly affected, both positively and negatively, and benefits from the provision of open spaces. The community also has a responsibility and direct interest in maintaining and caring for the public facilities that the government has provided. In the development of RTP Bangkatan, an operational and infrastructure utilization organization called the Recipient and Beneficiary Group (KPP) has been established to ensure that the infrastructure built continues to function well and remain

beneficial. Currently, the KPP is not functioning effectively, leading to a lack of maintenance of the existing infrastructure at RTP Bangkatan.

At present, the private sector has not played a significant role in RTP Bangkatan. The private sector could contribute by investing in and developing the RTP, either through direct financing or partnerships with the government, by providing additional facilities needed for RTP Bangkatan, such as cafes, restrooms, and prayer rooms, which could enhance the appeal of the RTP and provide comfort for visitors.

Roles of Stakeholders in the Management of the Bangkatan Public Open Space Area

The roles of stakeholders in the management of the Bangkatan RTP area can be explained through the following table:

Table 3. Roles of Stakeholders in the Management of the Bangkatan RTP Area

Stakeholders	Description of Roles	Categories of Roles
Environment Agency	Policies in the fields of environmental protection, cleanliness, waste management, and urban forestry	Policy Creator, Coordinator, Facilitator
Housing and Settlement Area Department	Policies regarding landscaping and street lighting	Policy Creator, Coordinator, Facilitator
Public Works and Public Housing Department	Spatial planning that ensures the Bangkatan RTP is well integrated into the city development plan	Policy Creator, Facilitator, Coordinator
Kartini Subdistrict	Planning and licensing activities conducted at the RTP	Coordinator, Facilitator
Tourism Department	Tourism marketing and cultural development	Facilitator, Coordinator
Municipal Police Unit	Public tranquility and order, as well as community protection	Facilitator, Coordinator
Youth and Sports Department	Sports policies, including facilities and infrastructure	Facilitator, Coordinator
Local Community	Maintaining cleanliness, conducting activities and events in the RTP, and preserving the available infrastructure	Implementer
Recipient and Beneficiary Groups	Operations and maintenance of infrastructure	Implementer
Private Sector	Providing additional infrastructure support for the RTP	Accelerator

(Source: Analysis, 2024)

Based on the information presented in the table above, it is clear that the roles of the stakeholders in managing RTP Bangkatan are diverse. These roles are identified from the results of the identification and categorization of each role. From the table, it can be seen that the Department of Environment, the Department of Housing and Settlements, and the Public Works and Spatial Planning Department play significant roles as Policy Creators, Coordinators, and Facilitators. This reinforces the notion that key stakeholders come from the local government of Binjai City. The community, as the primary stakeholder, should act as implementers by maintaining cleanliness and taking care of the available infrastructure. The role of the community is not only as executors but also as members of organizations or programs related to effective environmental cleanliness management.

Efforts in Managing RTP Bangkatan

Effective and sustainable management of RTP Bangkatan will create a public open space that meets the needs of the community and its environment. The roles of each stakeholder, in accordance with their duties and functions, will facilitate smooth coordination among stakeholders. The relationship among stakeholders involved in the management of RTP Bangkatan can take the form of partnerships. Partnerships can be understood as a type of alliance between two or more stakeholders, which is one of the efforts in managing RTP Bangkatan. A partnership forum can serve as a platform for coordination among stakeholders, allowing them to communicate, exchange ideas, and effectively manage public open spaces.

The management of public open spaces is carried out through several activities or programs that have been organized by each stakeholder. Below are some activities that the involved stakeholders can undertake:

Table 4. Management of RTP Bangkatan

No.	Infrastructure	Stakeholders	Partnership Potential
1.	Waste Management	Environmental Agency/ Department	<ul style="list-style-type: none"> • Penyediaan tong sampah • Penjadwalan pengangkutan sampah
2.	Green Open Space	Department of Public Works and Spatial Planning	<ul style="list-style-type: none"> • Penyediaan dan pemeliharaan vegetasi
3.	Roads and Bridges	<ul style="list-style-type: none"> - Housing and Settlement Agency - Public Works and Spatial Planning Agency (PUPR) 	<ul style="list-style-type: none"> • Pemeliharaan
4.	Roads and Bridges	<ul style="list-style-type: none"> - Public Works and Spatial Planning Agency (PUPR) - PKP Officer 	<ul style="list-style-type: none"> • Pemeliharaan
5.	Security	Civil Service Police Unit	<ul style="list-style-type: none"> • Penjagaan Kawasan dari pencurian, pengrusakan, vandalisme
6.	Cleanliness	<ul style="list-style-type: none"> - Environmental Agency (DLH) - Regional Disaster Management Agency (BPBD) 	<ul style="list-style-type: none"> • Pembersihan Kawasan secara berkala • Perawatan debit air sungai sehingga mengurangi resiko bencana banjir pada sungai
7.	Tourism	Tourism Office/ Department	<ul style="list-style-type: none"> • Pagelaran seni budaya sebagai daya tarik wisata • Spot Foto • Kegiatan pameran
8.	MSME Development	<ul style="list-style-type: none"> - Cooperative and MSME Office - Private Sector - Community 	<ul style="list-style-type: none"> • Penyediaan kios kuliner
9.	Fees/Revenues	<ul style="list-style-type: none"> - Community 	<ul style="list-style-type: none"> • Masyarakat setempat dapat berperan dalam pengutipan retribusi parkir, retribusi pedagang, retribusi MCK
10.	Publicity	<ul style="list-style-type: none"> - City Government of Binjai - Private Sector 	<ul style="list-style-type: none"> • Publikasi kegiatan sebagai upaya pengembangan kawasan
11.	Sports	Diaspora	<ul style="list-style-type: none"> • Penyediaan fasilitas olahraga
12.	Educational Programs	Related Stakeholders	<ul style="list-style-type: none"> • Mendidik masyarakat tentang pentingnya ruang terbuka dan cara merawatnya.

(Source: Analysis, 2024)

The management of public open space in Bangkatan, Binjai City, requires strong collaboration among various stakeholders. With a clear understanding of each party's roles and the challenges faced, management can be conducted effectively to create a space that benefits everyone. The stakeholders involved in the management of RTP Bangkatan need to coordinate through regular meetings held periodically, followed by evaluations of the performance carried out.

Conclusion

The stakeholders involved in the management of RTP Bangkatan consist of key stakeholders, primary stakeholders, and supporting stakeholders. Each stakeholder has its own role according to its primary duties and functions. The key stakeholders are the City Government of Binjai, including the Environmental Agency, the Public Works and Spatial Planning Agency, the Housing and Settlement Area Agency, the Tourism Agency, the Youth and Sports Agency, the Civil Service Police Unit, and the Kartini Subdistrict, which play a role in formulating policies, providing budgets, and overseeing the management of the RTP, as well as being responsible for establishing regulations that support the use of open spaces.

The local community is the primary stakeholder that benefits from the provision of public open spaces and has direct responsibilities and interests in maintaining and caring for the facilities that the government has provided. Meanwhile, the private sector, as a supporting stakeholder, has not yet played a significant role in RTP Bangkatan. There is a need for partnerships with the private sector due to the government's budgetary and resource limitations in managing public open spaces.

A strong partnership/collaboration among various relevant stakeholders is needed in the management of the RTP Bangkatan area so that management can be conducted effectively to create spaces that are beneficial for all parties for social, recreational, educational activities, and environmental preservation. The stakeholders involved in the management of RTP Bangkatan need to coordinate through regular meetings held periodically, followed by evaluations of the performance carried out.

Based on the results of the research conducted, the following recommendations can be made:

1. Key stakeholders with authority over the management of RTP Bangkatan should implement a stakeholder collaboration/partnership model.
2. The City Government of Binjai can establish specific regulations that bind all stakeholders as guidelines, providing clarity on collaboration procedures, tasks, roles, and responsibilities of each stakeholder.
3. The City Government of Binjai can initiate collaboration/partnerships with third parties/private sectors, particularly for funding the addition of facilities.
4. Create a cooperation forum among stakeholders, especially between the government and the community, to discuss actions related to the management of RTP Bangkatan, so that all issues can be addressed, misunderstandings can be minimized, and partnerships can be strengthened.
5. Establish a complaint mechanism with clear and responsive handling so that the community can provide feedback, complaints, and suggestions regarding the management of RTP Bangkatan.

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