

**IMPLEMENTATION OF THE MULTI-STAKEHOLDER
PARTNERSHIP CONCEPT IN THE MANAGEMENT OF SUKO-SUKO
CANAL TOURISM**

Yasmine Cahya Syifa¹⁾, Kanzulia Arsyta Q. H²⁾, Bayu Aprillianto*³⁾, Riska Marselina⁴⁾,
Diah Mustikawati⁵⁾, Haidar Hammam Pramudya⁶⁾, Akhmad Muda Kapindo⁷⁾, Nur Hisamuddin⁸⁾

^{1,2,3,8}Program Studi S1 Akuntansi, Fakultas Ekonomi dan Bisnis, Universitas Jember

⁴Program Studi S1 Manajemen, Fakultas Ekonomi dan Bisnis, Universitas Jember

⁵Program Studi S1 Ekonomi Pembangunan, Fakultas Ekonomi dan Bisnis, Universitas

^{6,7}Program Studi S1 Pertevisian dan Film, Universitas Jember

*Corresponding: bayu_aprillianto@unej.ac.id

Abstract

Desa wisata menjadi daya tarik baru dalam memajukan perekonomian negara melalui pemberdayaan potensi wisata lokal dan pelibatan UMKM. Penelitian ini fokus pada pengembangan Desa Wisata Kanal Suko-Suko di Kabupaten Jember, Jawa Timur. Berdasarkan data Kementerian Pariwisata dan Ekonomi Kreatif, pada tahun 2023 terdapat 4.674 desa wisata di Indonesia, meningkat 36,7 persen dari tahun sebelumnya. Penelitian ini menggunakan pendekatan kualitatif dengan studi kasus untuk memahami peran Multi-Stakeholder Partnership (MSP) dalam pengembangan Wisata Kanal SukoSuko. Data dikumpulkan melalui observasi lapangan dan studi literatur. Hasil penelitian menunjukkan bahwa kelompok sadar wisata, kelompok pemuda, UKM, dan SKPD di Kabupaten Jember mempunyai peran masing-masing dalam pengembangan pariwisata. Kerja sama di antara keduanya membantu memanfaatkan potensi lokal, mengatasi tantangan, dan mencapai keberlanjutan dalam pengembangan Wisata Kanal Suko-Suko. Penelitian ini menggarisbawahi pentingnya kolaborasi melalui MSP dalam mengatasi tantangan dan mencapai keberhasilan pembangunan desa wisata.

Kata kunci: *Desa Wisata; Ekonomi; Komunitas Lokal; Multi-Stakeholder Partnership; Pengembangan Pariwisata.*

Abstract

Tourism villages have become a new attraction in advancing the country's economy through empowering local tourism potential and involving MSMEs. This research focuses on the development of the Suko-Suko Canal Tourism Village in Jember Regency, East Java. Based on data from the Ministry of Tourism and Creative Economy, in 2023, there will be 4,674 tourist villages in Indonesia, with an increase of 36.7 percent from the previous year. This study uses a qualitative approach with case studies to understand the role of the Multi-Stakeholder Partnership (MSP) in the development of the Suko-Suko Canal Tourism. Data was collected through field observations and literature studies. The results of the study show that tourism awareness groups, youth groups, SMEs, and SKPD in Jember Regency have their respective roles in tourism development. Cooperation between them helps to exploit local potential, overcome challenges, and achieve sustainability in the development of the Suko-Suko Canal Tourism. This research underscores the importance of collaboration through MSP in overcoming challenges and achieving successful tourism village development.

Keywords: *Economy; Local Communities; Multi-Stakeholder Partnership; Tourism Development; Tourism Village.*

INTRODUCTION

Tourism villages have become a new icon of attraction in boosting and driving the country's economy through empowering local tourism with the potential of the existing region and by integrating it with MSMEs from the surrounding community. According to data fortuneidn.com, the development of tourist villages in Indonesia is increasing from year to year. The Ministry of Tourism and Creative Economy records that in 2023 there will already be 4,674 tourist villages in our country. This data has increased by 36.7 percent from 2022. The East Java region, especially the Jember Regency, currently needs to increase special attention to developing local tourism. Judging from the Jember BPS data, in 2019, there were only 65 tourist objects spread across 31 districts. However, even though there are already 65 tourist objects, some of the sub-districts still do not have tourist objects, one of which is the Bangsalsari District. Bangsalsari District, geographically, is approximately 22.7 km from the city center. Even though it is quite far, in this area there are interesting tourism potentials, one of which is located in Sukorejo Village. In the village, there is a tourism potential for an artificial river or a kind of canal which on either side is a stretch of rice fields and there is a view of Mount Argopuro from a distance. If this tourism potential is developed and managed in a sustainable manner, it will have an impact on the economy of local residents and introduce local wisdom even more. The condition around this river is already

classified as neat and qualified if supporting infrastructure is added such as gazebos, selling places for MSMEs, parking lots, water tourism, and so on.

If this canal is managed more optimally, it will become a new tourist attraction for the community. In terms of road access itself, the condition of the road from the city of Jember to Sukorejo Village is very good and sufficient, this has become an easy way to further improve the development of a tourist village which is named "Suko-suko Canal Tourism." Even though the tourism potential is already available, there are still some problems in its development, namely funding, this tourist spot has not been formally established, there is no agreement from local stakeholders for cooperation in establishing a tourist village, and development directions that have not been sparked by the local community. These various existing challenges demand the presence of the role of stakeholders. These stakeholders can carry out their role for the first time through village development planning meetings. With this step, the presence of multistakeholders will have a sense of being involved, responsible for maintaining, and a feeling of belonging to the existence of a tourist village so that the development of a tourist village and its management can run well. It is hoped that the establishment of cooperation by uniting the interests of the stakeholders will produce many benefits for them as well. These stakeholders include the Tourism Awareness Group in Sukorejo Village, Karang Taruna in Sukorejo Village, Micro, Small, and Medium Enterprises (MSMEs) in Sukorejo Village, and the Jember District Work Unit (SKPD). Each of these stakeholders has interests and points of view that are quite contradictory to one another. Apart from the side of interest and involvement in influence, this multi-stakeholder role also pays attention, interest, and capacity (Ardiansyah, 2021). Therefore, the direction of communication and unification of goals as collaboration is urgently needed. Each of these stakeholders also has their respective roles in managing tourist attractions. For example, the role of regional government through the Highways Public Works and Water Resources Office plays a role in emphasizing water quality standards so that they are not polluted after the establishment of this tourist attraction. However, on the other hand, MSMEs can increase their income with this tour, so it is important to achieve a common ground between these stakeholders.

The key to successful development of a tourist attraction that is managed independently, cannot be separated from the role of stakeholders (Widodo et al., 2018). With synchronization in the program of activities in multi-stakeholders, it can increase the effectiveness of the tourism

development of the Suko-Suko Canal. Local government agencies whose roles are divided through several agencies or institutions, as the highest institution here, are important for pioneering and establishing collaborative communication of village work programs including groups in the village. The development of this tourist attraction uses a multi-stakeholder approach by bringing together almost similar interests ((Hidayat & Pratama, 2023). On an ongoing basis, the construction of the Suko-suko Canal Tourism Village is planned to be officially established in the last three quarters of 2023. Then, the development plan for 2024, emphasizes increasing the digitization of promotion for this tourist attraction. Then in 2025, focusing on innovation in tourist attractions which will be expanded by establishing cooperation with national partners. Through the implementation of sustainable tourism development practices while maintaining the sustainability of the village environment, it is hoped that it will be able to become an example for the development of other regional tourism (Hidayat & Pratama, 2023).

STUDY LITERATURE

a. Stakeholder

According to Kumalasari in his publication at binus.ac.id, Stakeholders are defined as parties who have interests and responsibilities who are members of a group or company. Stakeholders have the authority to influence or be affected by the actions of the business as a whole. Multi-stakeholder partnerships are formal rules aimed at various parties who are willing to be involved in order to achieve goals that mutually benefit one another (Amin et al., 2022). Multi-stakeholder partnership itself, can include private parties, communities, public agencies, and the government.

b. Sustainable Tourism

Citing the definition of sustainable tourism, sustainable tourism from the Ministry of Tourism and Creative Economy stated that this concept emphasizes tourism development in terms of long-term impacts, both in terms of environment, social, culture, and economy for now and in the future. This concept contains four main pillars, namely sustainable management (tourism business), sustainable economy (socioeconomic), cultural sustainability (cultural sustainability) and environmental sustainability.

RESEARCH METHODS

This study uses a qualitative approach. A qualitative approach was chosen because this study aims to understand in depth and contextually the role of the Multi-Stakeholder Partnership in the management of Suko-Suko Canal tourism. With a qualitative approach, this study focuses on the interpretation of meaning and social construction from various perspectives in the Multi Stakeholder Partnership. A descriptive approach is used to describe and explain phenomena in the research context in a systematic and structured way. Using a descriptive approach, this study will describe in detail how the Multi Stakeholder Partnership contributes to the management of the Suko-Suko Canal tourism, as well as the role of each stakeholder in this collaboration. The research design involves a single case study, namely the study of the Multi-Stakeholder Partnership in tourism management of the Suko-Suko Canal. The case study was chosen because this research wanted to dig up in-depth information about the case, as well as identify the factors that influence success and challenges in tourism management through cross-stakeholder collaboration.

In order to collect the necessary data, this study used two main data collection techniques, namely observation and literature study. Observations were made by directly observing the activities, interactions, and dynamics that occur in the Multi-Stakeholder Partnership involved in the management of the Suko-Suko Canal tourism. Observations were carried out in the field using various methods, such as participatory observation and non-participatory observation, in order to gain a more comprehensive insight into how collaboration between stakeholders takes place, how decisions are made, and how cooperation is implemented. Literature study is carried out by collecting information from written sources that are relevant to the research topic. These sources include scientific journals, books, research reports, policy documents, and other sources that can provide an in-depth understanding of the Multi-Stakeholder Partnership concept, tourism management, and the context of the Suko-Suko Canal.

RESULTS AND DISCUSSION

1. Potential for Collaboration Between Stakeholders

This research reveals quite interesting findings regarding the participation and collaboration of various parties in the successful development of the Suko-Suko Canal Tourism. The parties involved in the construction of the Suko-Suko Canal Tourism consist

of the Tourism Awareness Group (Pokdarwis) in Sukorejo Village, Karang Taruna in Sukorejo Village, MSMEs in Sukorejo Village, and Regional Work Units (SKPD) in Jember Regency. The desire and readiness to be involved in the collaborative development and development of the Suko-Suko Canal Tourism destinations is a positive signal that has been given by these stakeholders. This will certainly have significant implications for the implementation of the multi-stakeholder partnership model (Multi-Stakeholder Partnership) in the concept of development management and tourism management.

As a party that has in-depth knowledge of local cultural heritage, natural potential, population characteristics, and tourist attractions, the Tourism Awareness Group in Sukorejo Village can provide views or suggestions regarding efforts to develop and manage Suko-Suko Canal Tourism destinations. Then the Karang Taruna, which represents the younger generation in Sukorejo Village, can also bring new perspectives that can inspire innovation and the latest ideas in developing attractive tourism concepts. In addition, MSMEs in Sukorejo Village have an equally important role in providing local services and products that can be sold around the Suko-Suko Canal Tourism site to support the concept of a creative economy based on sustainable tourism. Jember Regency SKPD, as a government entity, will certainly bring all regulations and policies that can support the development of sustainable tourism in Sukorejo Village.

Multi-stakeholder partnership (MSP) in this research underscores the importance of collaboration and integration of various interests or the role of stakeholders in creating holistic and sustainable solutions. Through this pattern of partnership relations, the opportunity to combine existing expertise, resources and various perspectives will increase effectiveness in managing the Suko-Suko Canal Tourism destination. However, the successful implementation of the Multi-Stakeholder Partnership Model (Multi-Stakeholder Partnership) will depend on several factors such as open communication, a sense of trust for mutual understanding, and shared commitment between stakeholders. Therefore, continuous efforts in maintaining collaborative relationships are essential to achieve the desired results in the development of the Suko-Suko Canal Tourism.

2. Challenges of Implementing Multi-Stakeholder Partnership

Attempts to implement the concept of the Multi Stakeholder Partnership in managing the tourism of the Suko-Suko Canal, basically have and will continue to have the potential to cause several problems or disputes by interested parties. As explained in the previous section, these parties include the Tourism Awareness Group in Sukorejo Village, Karang Taruna in Sukorejo Village, Micro, Small and Medium Enterprises (MSMEs) in Sukorejo Village, and the Regional Work Unit (SKPD) of Jember Regency . The first challenge that needs to be faced is the difference in views and expectations between these interest groups. Each group will certainly have different perspectives and goals when carrying out the construction, development and management of the Suko-Suko Canal Tourism. Differences in views and goals may occur considering the background and scope of work of each of these groups is not the same. This will become an ongoing problem if the interested parties cannot make a joint decision. In order to anticipate and overcome possible problems with differences in views, goals and opinions, it is important for these stakeholders to implement the principle of open communication and listen to each other's opinions.

The next challenge is related to the differences in capabilities and resources owned between these interest groups. A simple example is the challenges faced by the Department of Public Works and Water Resources, the Office of Cooperatives and Micro Enterprises, and Micro, Small and Medium Enterprises in Sukorejo Village. On the one hand, the Office of Cooperatives and Micro Enterprises in Jember Regency will certainly provide full support for MSMEs in Sukorejo Village so they can open businesses and develop their businesses around the Suko-Suko Canal Tourism site. However, the opposite view emerged from the Public Works Department of Highways and Water Resources, they initially thought that MSME operations on the banks of the river (location around the Suko-Suko Canal Tour) would cause river water pollution and disrupt irrigation canals. Therefore, it is necessary to have open communication and two-way discussion to formulate a solution that does not harm any party.

The final challenge that deserves sufficient attention is maintaining the spirit of cooperation in the medium to long term. The successful implementation of the Multi-Stakeholder Partnership Model concept requires long-term commitment and synergy from all parties involved. However, the different priorities of each of these groups has the

potential to cause a decline in enthusiasm for collaboration over time. When the construction of the Suko-Suko Canal Tourism object has been carried out, the Karang Taruna in Sukorejo Village will certainly consider their task has been completed in assisting tourism development. However, in fact the contribution of the youth group members will still be needed even though the tour has been completed. Members of Karang Taruna in Sukorejo Village can assist in the process of managing the operational and sustainability of the tour.

3. The Role of Local Government in Multi-Stakeholder Partnership

The development of the Suko-Suko Canal Tourism requires the role and contribution of the Regional Government of Jember Regency which has an important position in the implementation of the Multi Stakeholder Partnership concept. Some of the roles and responsibilities that can be carried out by the Jember Regional Government include supervising, regulating, and ensuring the smooth running of the entire development and management process of the Suko-Suko Canal Tourism Object. The Regional Government through the Jember District Head will act as an institution that can unite various interested parties, especially in the Jember Regency Regional Work Unit. The SKPD that will be involved in the development process of the Suko-Suko Canal Tourism include the Public Works and Water Resources Office, the National Land Agency, the Environment Service, the Cooperatives and Micro Business Office, the Investment Service or One-Stop Integrated Service (PTSP). , Office of Community and Village Empowerment, Office of Tourism, Office of Communication and Informatics. The following is the role of each Jember Regional Government SKPD agency that will contribute to the development of this tourist attraction:

- a. (Dinas Pekerjaan Umum Bina Marga dan Sumber Daya Air) has a role and responsibility in managing environmental aspects around the construction site of the Suko-Suko Tourism Canal. This service will ensure that the water in the river location for tourist attractions is in accordance with existinhygiene and safety standards. This of course does not only aim to protect and ensure water quality, but also aims to maintain the health of visitors and the sustainability of the surrounding ecosystem. The Department of Public Works of Highways and Water Resources also has an important role in assessing the feasibility of developing

tourist areas which aims to ensure that the development of infrastructure and facilities in tourist areas is carried out with due regard to aspects of sustainability, safety and visitor comfort. Considering that tourist establishments are located around rivers which also play a role as rice field irrigation centers, the role of the Public Works and Water Resources Office is also needed in regulating rice field irrigation in accordance with applicable standards. This service needs to consider and ensure that water management around the Suko-Suko Canal Tourism object is running in balance according to the needs of tourism and local agriculture.

- b. (Badan Pertanahan Nasional) plays a role in ensuring that the ownership of the land that will be used as the location for the construction of the Suko-Suko Canal Tourism is legally owned by the village. Through the implementation of the concept of cooperation Multi Stakeholder Partnership, the National Land Agency can ensure and confirm to the village that the land ownership documents are complete and legally belong to Sukorejo Village. If necessary, this agency can also help facilitate the clarification process if there is ambiguity regarding the status of the land to be used as a place for the construction of the Suko-Suko Canal Tourism. The National Land Agency also has responsibility for coordinating land legal aspects with groups involved in tourism management. Within the framework of the Multi Stakeholder Partnership, they act as mediators between villages, Tourism Awareness Groups, Karang Taruna, MSMEs, and SKPD. By ensuring that all parties have the same understanding of land legality, the National Land Agency helps create clarity and trust among all stakeholders.
- c. (Dinas Koperasi dan Usaha Mikro) plays a role in bridging the Regional Government with MSME actors in Sukorejo Village within the framework of the Multi-Stakeholder Partnership. This office will identify relevant training needs for MSMEs around the Suko-Suko Canal tour. The variety of training that can be provided includes conventional marketing materials that can attract consumers, digital marketing, contemporary product innovation, product quality improvement, and so on. These training activities can be organized in a structured and sustainable manner through support from the local government and the Multi Stakeholder Partnership collaboration which also involves the residents of Sukorejo Village. Efforts to increase the capacity of MSMEs in Sukorejo

Village, especially around the Suko-Suko Tourism Canal, will ultimately have a positive impact on tourism development, local economic growth, and can help MSMEs become more competitive.

- d. (Dinas Penanaman Modal atau PTSP) has an important role in ensuring that MSMEs operating around the Suko-Suko Tourism Canal have easy and fast access to obtain Business Identification Numbers. NIB is in fact an important document and identity that MSMEs must have to carry out their business operations legally and officially. With the existence of an NIB, MSMEs can gain access, facilities and protection provided by the government, especially those related to aspects of ease of access to capital resources.
- e. (Dinas Pemberdayaan Masyarakat dan Desa) has a role to be a bridge between the Regional Government and the local community. This service has the role of ensuring and monitoring the active participation of village communities in supporting and succeeding the development of the Suko-Suko Canal Tourism, starting from the development planning stage to the operational stage. Through the collaboration of the Multi Stakeholder Partnership, the Community and Village Empowerment Office will also help ensure that the needs of the local community are accommodated in the decision-making process. Public awareness of the economic and social potential of Suko-Suko Canal tourism can be optimized through socialization and educational activities carried out by this agency. This service can also provide education to the community to develop village potential and culture through the development of local products, organizing cultural events, as well
- f. (Dinas Pariwisata) has quite an important role and responsibility for assessing the management of the Suko-Suko Canal Tourism area, so as to ensure that the tourism area is managed properly and in accordance with established standards. Aspects such as accessibility, cleanliness, safety and service quality can be assessed to ensure that tourists have a positive and safe experience during their visit. Not only that, the Tourism Office also has a role related to tourism promotion on Jember Regency social media or Jember Tourism Ambassador social media. Promotion of tourism via digital can be done considering that social media has a very large role in promoting tourist destinations and has been widely used in Indonesia. Through the concept of cooperation Multi Stakeholder Partnership, the Tourism Office can take advantage of social media platforms to introduce

and promote tourism on the Suko-Suko Canal to a wider audience. This will help attract tourists to come and explore the tourism potential of that location

- g. (Dinas Komunikasi dan Informatika) has a role in providing creative technology solutions, with a focus on the development and management of the Suko-Suko Canal Tourism Village website. Making a website for the tourism village will certainly have a significant impact because it will be an important tool for promoting and providing information about the potential and attractions of the Suko-Suko Canal Tourism. Through the tourism village website which will be assisted in making by the Communication and Information Service, tourists can gain access to tourist attractions, special events, accommodations, and other practical information that helps increase the attractiveness of destinations. The tourism village website is a tool that allows tourists to get a more comprehensive picture of what is on offer at the Suko-Suko Canal Tourism, as well as providing opportunities for local communities to participate in tourism management and promotion.

4. The Role of Local Communities in Tourism Management

Research conducted in Sukorejo Village in the development of the Suko-Suko Canal Tourism basically has shown a real example of the implementation of the concept multi-stakeholder partnership which plays an important role in realizing the sustainability and success of the development of tourist destinations. In draft multi-stakeholder partnership, the local community in Sukorejo Village is a party that has a significant role in supporting all aspects of tourism development and management. In essence, the local community in Sukorejo Village who will be involved in the development and management of tourism consists of three main groups, namely tourism awareness groups, youth groups, and micro, small and medium enterprises (MSMEs).

Tourism awareness groups or commonly known as Pokdarwis, in this case will play a quite crucial role with regard to the development of sustainable tourism in the Suko-Suko Canal. Pokdarwis' in-depth insight into the natural, cultural and local historical potential of Sukorejo Village can be used to design sustainable tourism programs that seek to integrate natural and cultural wealth in the village. Not only that, the priority to maintain and preserve the environment around tourist sites is also an important role for Pokdarwis. The tourism awareness group in Sukorejo Village is not only responsible for planning or

implementing attractive tourism programs, but is also expected to form a paradigm for sustainable tourism management. These Pokdarwis members will also play a role in managing the management of the Suko-Suko Canal Tourism.

Karang Taruna in Sukorejo Village as a group of young people who are innovative and creative, can make collaborative efforts with the Tourism Awareness Group. For example, the active collaboration of the two parties can be carried out by creating creative tourism programs around the Suko-Suko Canal location, namely local art exhibitions and cultural performances or attractions. Not only that, as a group of young people who have an understanding of current developments and trends, Karang Taruna in Sukorejo Village can also hold various training activities or workshops that aim to improve the soft skills and hard skills of the surrounding community in developing tourism and the creative economy. The role of youth organizations in providing environmental education to local communities and tourists visiting the Suko-Suko Canal is also quite important to increase awareness of the sustainability of this tour.

The role of micro, small and medium enterprises (MSMEs) is no less important in the framework multi stakeholder partnership for the management of Suko-Suko Canal Tourism, especially in creating an inclusive and sustainable economy for local communities. The products produced by these local MSMEs can become icons and attractions for tourists visiting the Suko-Suko Canal Tourism. Moreover, if the products being sold are food and beverages, tourists can buy and consume these products while enjoying the natural beauty in tourist sites. Apart from providing added value to the tourist experience, the role of MSMEs in tourism management also has a significant economic impact on their household income. MSMEs play a role in improving social and economic welfare at the community level. The income earned by MSME business actors will certainly have the potential to reduce the unemployment rate and help mitigate social problems.

5. Benefits of Cross-Sector Collaboration in Tourism Management

Draft multi-stakeholder partnership which is implemented in the management of the Suko-Suko Canal Tourism can provide a number of significant benefits for the development to tourism sustainability. The collaboration of these various parties will

certainly create a tourism management concept that is not only based on the perspective of certain individuals or groups but also represents the interests of the wider community and institutions. The main benefit that will emerge from the multi-stakeholder partnership concept is the improvement of the quality of tourism management in a holistic and sustainable manner. With the various perspectives, knowledge and experiences provided by various interested parties, tourism management decisions will take into account the long-term impact on the environment, culture, regulations and local communities. The role of local government, especially related to SKPD, in this case is very important to provide a regulatory framework that supports the principles of sustainability and directs collaborative efforts in a positive direction.

In addition, the multi-stakeholder partnership concept can also trigger space for greater innovation and creativity considering that collaboration between tourism awareness groups, youth organizations, MSMEs, and local government (SKPD), can bring a diversity of ideas and views that lead to program development. - more unique and interesting programs. Local governments can provide support and facilitation in terms of permits, infrastructure access, and tourism promotion, thereby helping to realize new concepts in tourism management practices. What's more, the cross-sector collaboration efforts undertaken in this regard also contribute to local community empowerment and community economic growth. Through this collaboration, local MSMEs will receive support in the form of training, promotion and access to markets that will help them improve the quality of their products and services. The concept of multi-stakeholder partnership in the management of Suko-Suko Canal tourism will generate several benefits which include improving the quality of tourism management and innovation, empowering local communities, and a sustainable framework.

Conclusion

The development of a tourist village as a new attraction icon has proven great potential in boosting the country's economy through empowering local tourism and MSMEs. The case example in Sukorejo Village, which is part of Jember Regency, East Java, illustrates that the concept of Multi Stakeholder Partnership (MSP) can be a strong foundation in creating and managing sustainable tourist destinations. Collaboration between Tourism Awareness Groups,

Karang Taruna, MSMEs, and local government agencies proves that cross-stakeholder collaboration is the key to success in dealing with the complex challenges faced in developing tourism objects. To achieve success in the development of the Suko-Soko Canal Tourism in Sukorejo Village, several strategic suggestions can be taken.

First, long-term planning needs to be emphasized by considering aspects such as the carrying capacity of the environment, infrastructure and local potential to develop unique attractions. Second, training should be provided to local MSMEs regarding product quality and business management. Third, digital marketing can be done by utilizing social media to reach a wider target audience. Fourth, the active participation of the community in every stage of development. Fifth, cross-sector collaboration between the government, MSMEs, youth organizations, and community organizations needs to be coordinated to support sustainable tourism development. Finally, technological innovations such as the development of tourist guide mobile applications, cashless payment systems, and the use of renewable energy can increase efficiency and tourist attractiveness need to be considered for long-term tourism development plans.

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