



I nternational Journal of Innovation and Thinking

Journal Website: ij-it.com

E-ISSN: 3066-4047

RESEARCH ARTICLE

Optimization of Integrated Cultural Heritage Management Based on Eco-Tourism in Bogor City

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ARTICLE INFO

Keywords

Optimization, Management, Cultural Heritage, Eco-Tourism.

ABSTRACT

Cultural heritage in Bogor holds significant historical value and simultaneously presents challenges for its preservation and sustainable utilization for the improvement of community welfare. A study conducted last year on the Legal Aspects of Integrated Preservation and Utilization of Cultural Heritage in Bogor City Based on Eco-Tourism revealed that Bogor City has implemented a Regional Regulation (Perda) Number 17 of 2019 on Cultural Heritage. This shows that Bogor City is one of the few local governments that directly regulate the protection of cultural heritage. Therefore, this study aims to assess the optimization of the implementation of the aforementioned regulation for integrated cultural heritage management based on eco-tourism in Bogor City. Using a descriptive-qualitative method complemented by triangulation as a technique for testing the accuracy of the data or information obtained, and applying Lawrence Friedman's theory of optimization or legal effectiveness, the measurement criteria to be used are (1) legal substance; (2) legal infrastructure; and (3) legal culture.

INTRODUCTION

There are various cultural heritage sites in Bogor, both tangible and intangible. However, these cultural assets have not been optimally utilized and preserved integratively with tourism policies in the region (Khalid Rosyadi, Mochamad Rozikin, 2017). The diverse cultural heritage wealth in this area could become part of a tourism offering integrated with culture, culinary arts, and nature; and it has even started to incorporate technological advancements, known as the digital world (Agustinova & Agustinova, 2022) (Wibawa & Ali, 2020). The idea of integrating tourism assets in a region has long been recognized, allowing these assets to be optimized for the improvement of the local community's welfare (Saputra et al., 2022).



According to the identification results from the Department of Tourism, Culture, and Creative Economy (Disparbudekraf) of Bogor City, the wealth of cultural heritage in the region has started to be cataloged and stored in a database over the last 10 years, as outlined in the Decree of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007 and the Decree of the Mayor of Bogor No. 430/45-178 Year 2020. For Tangible Cultural Heritage in Bogor City, the total number of cultural heritage entries in the database is 485, which includes various forms and functions, such as Doclang Bogor, Asinan Bogor, and Batik Bogor. This cultural heritage data has been disseminated through various public media, including: (1) the creation of a Cultural Heritage Map, (2) the publication of a book on Cultural Heritage, (3) the creation of content on social media platforms like YouTube and Instagram, and (4) the development of a Disparbud Bogor City App, which is currently in progress (Martini, 2023).

In 2019, the Bogor City Regional Regulation No. 17 of 2019 on Cultural Heritage was enacted. This regulation emphasizes the preservation, maintenance, and supervision of tangible cultural heritage, though it has not yet been integrated with local culture, including traditional knowledge directly or indirectly related to the preservation and utilization of the cultural heritage in question (Martini, 2023). However, the implementation of Regional Regulation No. 17 of 2019 is still not optimal, partly due to the lack of implementing regulations, especially those related to licensing mechanisms. The optimal implementation of cultural heritage regulations in Bogor City is crucial for history, science, education, religion, and culture. If integrated with the tourism sector, it can contribute to the well-being of the community (Arifin, 2018). Based on the above considerations, it is necessary to conduct a study on the Optimization of Integrated Cultural Heritage Management Based on Eco-Tourism in Bogor City.

Based on the above description, the problem formulation in this research is:

1. How can the optimization of the integrated management of cultural heritage based on eco-tourism be achieved in Bogor City?
2. What effective strategies can be used to achieve the optimization of integrated cultural heritage management based on eco-tourism in Bogor City?

METHODOLOGY

This research will use a descriptive method with a normative juridical approach, where the primary sources will be document studies from regulations, archives from various relevant institutions or agencies, such as the Archaeological Heritage and Conservation Center (BALAR), the Department of Tourism, Culture, and Creative Economy (Disparbudekraf), the Cultural Heritage Conservation Center, museums, and community organizations. To ensure the accuracy of the data or information obtained from various different perspectives, triangulation will be conducted through interviews with key informants, community leaders, academics, cultural heritage activists, community members, and relevant non-governmental organizations.



RESULT AND DISCUSSION

From the information and data that has been successfully collected, the cultural heritage wealth of Bogor City has started to be documented and stored in the form of a database over the past 10 years. As of 2018, the total number of cultural heritage sites inventoried in Bogor City was 485, consisting of 448 heritage buildings, 27 sites, and 10 structures. Meanwhile, the number of arts environments/studios/places of spiritual learning registered with the Department of Tourism and Culture of Bogor City as of 2018 was 38 studios, with a total of 380 artists. The average number of arts festivals held between 2014 and 2018 was 55 per year. Bogor City has 6 museums, 2 other cultural tourism sites, and 14 arts impresario services. This presents an opportunity to preserve the arts and cultural attractions that could serve as a tourism magnet if properly maintained. Preservation refers to the efforts that include protection, development, and utilization of the arts and cultural potential in Bogor City.

Furthermore, starting in 2020, the cultural heritage wealth of Bogor City has been enhanced through certification for the standardization of the feasibility of these cultural heritage sites. By 2020, 24 (twenty-four) cultural heritage sites have been certified, as shown in the following table:

Table 1: Data of Cultural Heritage Sites in Bogor City that Have Been Certified as of 2020.

No	Building Type	Information
1	Bogor City Hall	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
2	Residency Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
3	Kodim 0606 Headquarters	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
4	Korem 061 Headquarters	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
5	Blenong Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
6	RRI Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
7	Plantation Research Center	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
8	Post office	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
9	Correctional Institutions	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
10	Zoological Museum	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
11	PETA Museum	Letter of Determination of the Ministry of Culture



		and Tourism No. 26/PW.007/MKP/2007
12	YZA High School Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
13	SMPN 2 Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
14	SMPN 1 Building	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
15	Railway station	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
16	Salak Hospital	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
17	Bina Harapan Orphanage	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
18	Empang Mosque	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
19	Dhanagun Temple	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
20	Hotel Salak	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
21	Batutulis Inscription	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
22	Raden Saleh's Tomb	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007
23	Cathedral Church	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007 Bogor Mayor Decree No. 430/45-177 of 2020
24	Zebaoth Church	Letter of Determination of the Ministry of Culture and Tourism No. 26/PW.007/MKP/2007 Bogor Mayor Decree No. 430/45-178 of 2020

Outside of the 24 cultural heritage sites that have already been certified, there are still many cultural heritage sites around Bogor City that are mandated by Law No. 11 of 2010 on Cultural Heritage and its implementing regulations, such as Government Regulation No. 1 of 2022 on the National Register and Preservation of Cultural Heritage, and the Regional Regulation of Bogor City No. 17 of 2019 on Cultural Heritage. In line with the focus of the research, the cultural heritage sites to be studied further are those that intersect with eco-tourism, in order to examine the management patterns of these heritage sites, the challenges in their management, and subsequently to develop strategies for optimizing management based on relevant regulations.

Based on the above considerations, there are two (2) cultural heritage sites that meet the specified criteria, namely Hotel Salak and the Bogor Botanical Gardens.



Hotel Salak



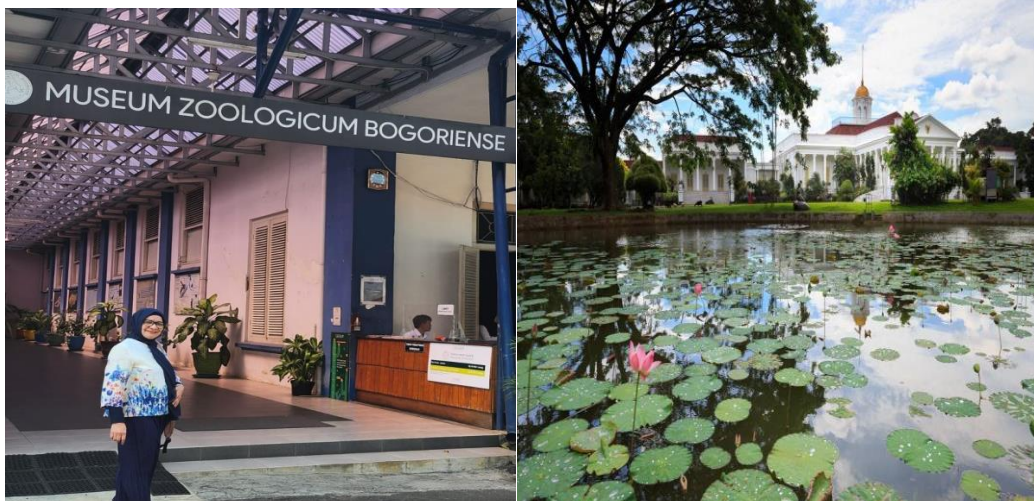
Hotel Salak was established in 1856, which means it is 168 years old, or over one and a half centuries old. Initially, it was just a guesthouse. However, through the initiative of Albertus Jacobus Duymaer van Twist, the Governor-General of the Dutch East Indies who served from 1851 to 1856, the guesthouse was renovated and eventually developed into Hotel Salak the Heritage.

Hotel Salak The Heritage is a cultural heritage site and the oldest remaining hotel in Bogor City. It has been a witness to the historical journey of Bogor from the colonial Dutch era to the present day. Today, Hotel Salak The Heritage has transformed into a luxurious and modern hotel, while still preserving its historical value.

Bogor Botanical Gardens

The Bogor Botanical Gardens (KRB), officially known as the Plant Conservation Center (PKT) of the Indonesian Institute of Sciences (LIPI), is the largest ex-situ plant conservation and research center in Indonesia. Covering an area of approximately 87 hectares, the Bogor Botanical Gardens houses a collection of 12,531 plant specimens, classified into 3,228 species, 1,210 genera, and 214 families.

The KRB serves five key functions that benefit the broader community: (1) plant conservation, (2) research, (3) environmental education, (4) tourism, and (5) environmental services. The most prominent function is its research and flora conservation efforts in Indonesia. This is supported by numerous discoveries of new plant species, the development of tissue culture collections such as orchids and pitcher plants, and the blooming of *Rafflesia patma*. The KRB stands as one of the last bastions in the conservation of the country's flora collection.



Several cultural heritage sites are located within the Bogor Botanical Gardens (KRB), including the Zoological Museum. The Bogoriense Zoological Museum, or the Zoology Museum, has been established since 1894. It began with the founding of the Landbouw Zoologisch Laboratorium, a small laboratory located within the Bogor Botanical Gardens area, tasked with collecting and researching insects found on agricultural plants.

KRB is one of the institutions regulated by Government Regulation No. 7/1999 on the Preservation of Plant and Animal Species. Since 2020, the management of KRB has been handed over to a private company by the Indonesian Institute of Sciences (now the National Research and Innovation Agency, BRIN); as a result, the authority over KRB lies with BRIN, not the Bogor City Government.

With a professional business-based management approach, BRIN has collaborated with PT Mitra Natuna Raya since 2020. This policy was adopted to develop KRB into an educational tourism location, as BRIN does not possess the expertise to manage such an initiative. PT Mitra Natuna Raya has been given the mandate to develop and package the potential of the Bogor Botanical Gardens as an educational tourism site.

Optimization of Integrated Cultural Heritage Management Based on Eco-tourism in Bogor City

Supporting the strategic presence of KRB, the Bogor City Government has supplemented regulations in the field of cultural heritage management. Some of these regulations include:

1. Law No. 11 of 2010 on Cultural Heritage;
2. Government Regulation No. 1 of 2022 on the National Register and Preservation of Cultural Heritage;
3. Regional Regulation No. 17 of 2019 of Bogor City on Cultural Heritage.

The protection and management of cultural heritage in Bogor City are regulated by the Regional Regulation No. 17 of 2019 on Cultural Heritage. This regulation classifies the cultural heritage of Bogor City and covers aspects from inventorying, registration, preservation, rescue, restoration, revitalization, research, and development of cultural heritage



in the city. In general, it can be said that, at the regulatory level, the management of cultural heritage in Bogor City is well established (Martini, 2023).

Eco-Tourism Based Cultural Heritage Management Model in Bogor City

Cultural heritage management in Bogor City, in general, is still focused on conservation or preservation, which means it is primarily aimed at protecting, conserving, and maintaining cultural assets. The integration of cultural heritage management with eco-tourism is still limited and has not yet become a specific policy of the Bogor City Government. However, there are two (2) cultural heritage sites in Bogor City that have begun to integrate eco-tourism efforts, namely Hotel Salak and the Bogor Botanical Gardens.

According to Mr. Dian S, Head of the Museum and Cultural Heritage Division of the Department of Tourism and Culture (Disparbudkraf), not all cultural heritage sites in Bogor are under the management or authority of the Bogor City Government. Normatively, the management of cultural heritage sites under the authority of the Bogor City Government includes government buildings and schools located in the city. For those that do not fall under the authority of the local government, the strategy is to establish partnerships with the managers, including the management of Hotel Salak and the Bogor Botanical Gardens.

Since 1998, Hotel Salak has been managed by Salak Hospitality. The current management of Hotel Salak, based on the Decree of the Governor of West Java No. 193/8550/Binsar dated July 19, 1991, and the Decree of the Minister of Home Affairs of the Republic of Indonesia No. 539.32/359/PUOD dated January 27, 1992, was entrusted to PT Anugrah Jaya Agung to develop and manage the hotel. Shortly after opening, to enhance its international appeal, the name of the hotel, which initially had 32 rooms, was changed to 'Salak The Heritage.' The management was then handed over to PT Liza Herbal Internasional and remains so today. Furthermore, based on the Decree of the Mayor No. SK: PM.26/PW.007/MKP/2007 dated May 26, 2007, Hotel Salak was classified as a national cultural heritage site. Its management is carried out through a partnership with the management for promotional activities, such as involving Hotel Salak in events held in Bogor City. The manager's obligation is to maintain the original form, particularly the front building, which must not be altered, and to take necessary actions to preserve its original form. Other forms of cooperation include coordination with hotel associations in Bogor City, directing guests to stay at Hotel Salak during state events or other important events in the city. Hotel Salak also contributes to the local revenue of Bogor City through hotel and restaurant taxes. To preserve the original form of Hotel Salak, the management regularly reports on its condition, including the hotel's layout.

The maintenance costs for Hotel Salak are fully funded by internal confidential management, with no support from the Bogor City Government (interview with Mega Humas, Hotel Salak).

The management of the Bogor Botanical Gardens (KRB) does not involve the Bogor City Government, as the authority over KRB lies with BRIN, the Ministry of Education and Culture. Therefore, the role of the Bogor City Government in the management of KRB is limited, as it is a central government asset, and its management has been handed over to a third party, a private company—PT Mitra Natura Raya (MNR). In other words, the Bogor



City Government is not involved in the management of KRB but is part of the compensation-sharing arrangement.

From the perspective of implementing regulations related to cultural heritage, it can be said that all parties have adhered to and referenced the relevant regulations, particularly the Regional Regulation No. 17 of 2019 of Bogor City on Cultural Heritage, with a focus on protecting cultural heritage buildings from any alterations or destruction that might threaten their authenticity.

The role of the Bogor City Government in cases where there are indications of violations of the Regional Regulation No. 17 of 2019 on Cultural Heritage, which may endanger the preservation of cultural heritage or its environment, is to issue warnings or reprimands. This action was carried out in the case of the Bogor Botanical Gardens.

Therefore, the Bogor City Government is more actively involved in managing cultural heritage sites for religious and educational tourism activities, such as visiting graves, places of worship like Vihara Danagun, Athhiriyyah Mosque, or visiting museums such as the Museum of Land and Agriculture, which coordinates with the Ministry of Agriculture as the coordinator. For religious tourism, there is a partnership or assistance provided by the Bogor City Government to the managers.

One of the breakthroughs made to increase tourism visits to Bogor City based on culture and cultural heritage is the development of 6 heritage city areas, namely:

1. Bogor Botanical Gardens Area
2. Surya Kencana Area
3. Kampung Arab Area
4. European Area
5. Palem Kersen Area
6. West Expansion Area

These six areas contain many cultural heritage buildings or objects that need to be protected and preserved.

The Heritage City policy has been incorporated into the Mayor's Regulation on the RTBL since 2015. With various policies and programs from the Bogor City Government, the planning stage has been well developed, but the next challenge lies in the implementation, execution, and monitoring of these plans.

Problems in the Management of Cultural Heritage Based on Eco-tourism in Bogor City

From the interview results, it is evident that Bogor City has not yet been able to optimize the implementation of regulations in the field of cultural heritage protection, particularly Regional Regulation No. 17 of 2019 on Cultural Heritage. The regulation, which has been in place since 2019, still lacks implementing regulations and technical or operational guidelines in the field.



Furthermore, the role of the Bogor City Government, which has not been maximized, is also an issue that needs to be addressed. It is clear from the interviews that the Bogor City Government is not an active party; it is only able to maximize its role as a supervisor who, administratively, can issue warning letters. In terms of economic potential, such as Hotel Salak and the Bogor Botanical Gardens, the management has been handed over to companies that operate them on a business basis, while the Bogor City Government only receives compensation. On the other hand, private management often leads to problems and conflicts with the spirit of preserving cultural heritage. It is not surprising that, in the end, the Bogor City Government only manages religious tourism activities, such as visits to mosques, temples, and museums.

Another issue is the lack of a unified and applicable database system that can be used by all related stakeholders and can be trusted. This plan has been proposed for the past three years, but a functional database has yet to be established. In today's digital age, the existence of a reliable database has become an unavoidable necessity.

Strategy for Optimizing the Integrated Management of Cultural Heritage Based on Eco-tourism in Bogor City

The strategies to optimize the integrated management of cultural heritage based on eco-tourism in Bogor City are as follows:

1. **Finding Solutions for the Problems in Cultural Heritage Management in Bogor City**

Based on the identification of problems gathered, the main issue appears to be the weak role and authority of the Bogor City Government in determining cultural heritage management policies. This has resulted in a management pattern that is merely focused on preservation and maintenance, without further development into income-generating activities through collaboration with businesses or small and medium-sized enterprises (SMEs). On the other hand, when management becomes business-oriented, it is handed over to private entities whose decisions are based solely on business aspects.

A solution to this problem of integrated cultural heritage management based on eco-tourism in Bogor City is to create a roadmap that outlines the timeline for achievements, enabling the process to be carried out in a structured and phased manner. This should be accompanied by an action plan for integrating the preservation of cultural heritage with sustainable creative economic activities.

2. **Drafting an Academic Paper for the Implementing Regulation of Regional Regulation No. 17 of 2019 on Cultural Heritage**
The next step is the creation of the academic manuscript for the implementing regulation of Regional Regulation No. 17 of 2019, which should be further developed into operational guidelines in the form of Standard Operating



Procedures (SOPs). The most effective form of regulation is the Mayor's Regulation. Protection of cultural heritage in Bogor City will be most effective if integrated with the tourism sector and the advancement of local culture. Therefore, Regional Regulation No. 17 of 2019 should be expanded to include the promotion of local culture, tourism, and cultural heritage.

CONCLUSION

From the research results presented in the previous section, and in line with the identification of the problems to be addressed through this study, the following can be stated:

1. Optimization of Integrated Cultural Heritage Management Based on Eco-tourism in Bogor City

The optimization of the management of integrated cultural heritage based on eco-tourism in Bogor City has been implemented through the Regional Regulation No. 17 of 2019 on Cultural Heritage. However, the management aspect, which is an integrated effort to protect, develop, and utilize cultural heritage through policy regulations for planning, implementation, and supervision aimed at the welfare of the community (to maximize the welfare of the people), has not yet been realized in an implementable action plan. Taking two examples of integrated cultural heritage management based on eco-tourism, namely Hotel Salak and the Bogor Botanical Gardens, it is evident that the management aspect is not yet optimal and has not been comprehensively integrated.

2. Effective Strategies to Achieve the Optimization of Integrated Cultural Heritage

Management Based on Eco-tourism in Bogor City
The strategy for optimizing the management of integrated cultural heritage based on eco-tourism in Bogor City has been initiated by the Bogor City Government with the Heritage City program. The follow-up to this goal has led to the proposal for the preparation of:

- a. Mayor's Regulation on Bogor City as a Heritage City;
- b. Mayor's Regulation on the Spatial Planning and Environmental Planning (RTBL).

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