

Stakeholder engagement in the development of edutourism at the Sekolah Sungai Siluk Bantul District

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Abstract

Researchers typically focus on the participation of stakeholders who cannot influence the organisation. This right requires a more effective perspective on participation and leads to the granting of power. This research investigates how extensively stakeholders have participated in developing educational tourism at Bantul Regency's Siluk School River. This investigation uses a case study approach and employs descriptive qualitative methods. Researchers gathered the data through observation and conducted in-depth interviews with relevant informants for the study. Researchers gather relevant documents by conducting a literature search to collect data. The researchers conducted qualitative data analysis continuously and thoroughly in an interactive manner. The results showed stakeholders actively developed educational tourism at the Siluk School River. PT PLN (Persero) contributes to infrastructure development through its corporate social responsibility program. The Selopamioro Village Government actively supports and collaborates with the community's activities. Various communities, universities, and non-governmental organisations actively contribute to community empowerment activities. However, other government institutions, like local governments, still lack clearly defined functions.

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Introduction

Stakeholder engagement is essential for capacity building, empowerment, and sustainable development. The main characteristics of sustainable development contain social, economic, and environmental dimensions. It focuses on the impact of current construction activities, emphasises future generations' needs and potential threats, and is a continuous improvement process (Mok & Shen, 2017). Stakeholder engagement is any entity, group, or individual that can influence or be influenced by activities around achieving a defined problem, past, present, and future (Feige et al., 2011). McPhee and Dias (2020) stated that stakeholder engagement is one of the main strategies to minimise program exposure to social risks in relationships with local communities. Shaban and Narnaware (2019) stated that encouraging

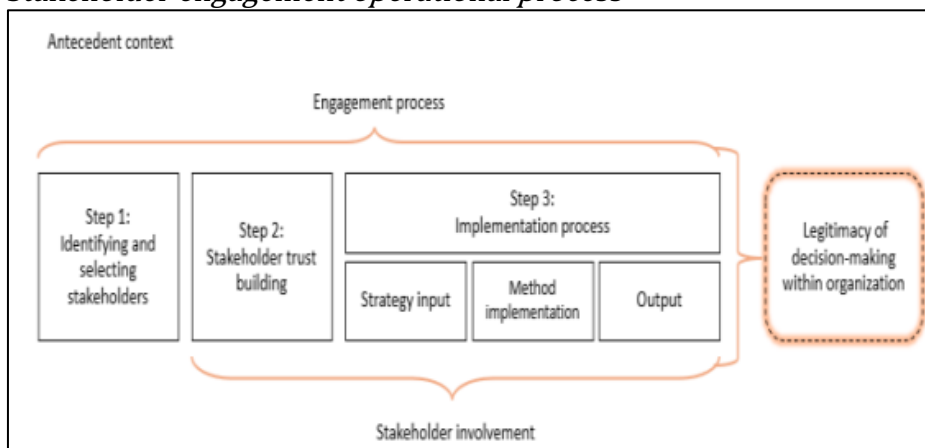


innovative stakeholder engagement can create sustainable impacts and transformative changes in local communities. Covello (2021) added the importance of encouraging and realising five layers of participation and stakeholder engagement: informing, consulting, involving, collaborating, and empowering. So far, studies on stakeholder engagement have focused more on stakeholders with adequate capacity.

Limited attention has been paid to the engagement of vulnerable stakeholders due to their low capacity to influence the organisation (Civera et al., 2019). Engagement and empowerment by developing a framework that connects the empowerment domains contributes to how organisations can design more effective empowerment strategies. Russel's (2013) study of the stakeholder engagement process in the Science and Technology Engagement Pathways (STEP) policy setting in Australia was found to have fostered deliberative engagement that raised awareness and commitment and provided a structure for the development of engagement and public dialogue. Marchal et al. (2021) suggested that an iterative participatory stakeholder engagement process was able to inform the development of a new health policy in Georgia. Meanwhile, Alonso-Almeida et al. (2020) suggested that institutional promotion is a key driver that positively impacts circular consumption and market competitiveness. However, not all institutional promotion initiatives are effective, so institutions are needed that can guide according to the stakeholders they target. The company's stakeholder groups contribute to the business model's sustainable value stream (Attanasio et al., 2022). Lane (2017) emphasised stakeholder engagement as an important aspect of Corporate Social Responsibility activities, although there is still little theory about its implementation, so he proposed a process model approach.

Figure 1.

Stakeholder engagement operational process



Source: Lane and Devin, 2017.

Attention to stakeholder engagement is also widely directed to addressing environmental sustainability issues. Knapp et al. (2014) in a study on climate change and conservation strategies in the Denali National Reserve area in Alaska revealed that the involvement of many stakeholder groups can improve information and offer a broader basis for adaptation planning. Meanwhile, the study by Favretto et al. (2021) in Africa revealed that many interconnected socio-economic and environmental impacts emerged because of increasing anthropogenic factors of global and local change. In Bantul Regency, the community has addressed the problem of environmental pollution in the river basin by creating the Sekolah Sungai Siluk (SSS) community. The SSS is intended to increase public awareness of the importance of protecting the environment by carrying out the concept of Edu tourism (antaranews.com). Various stakeholders have played a role in the development of the SSS.

The limited studies on stakeholder engagement that focus on stakeholder engagement with inadequate capacity to influence the organisation require a more effective engagement perspective and lead to empowerment actions so that they can contribute to transforming stakeholders into active partners. Appropriate stakeholder engagement in developing the SSS Edu tourism can help utilise diverse abilities, knowledge, networks, and roles to generate

collaboration for sustainable community development. This study aims to describe the stakeholder engagement process and the role of each stakeholder in developing Edu tourism at the SSS, Bantul Regency.

Method

This study uses a qualitative approach with a single instrumental case study approach. In this approach, a case study of the stakeholder engagement process in the development of educational tourism at the SSS is presented. This is a form of research aimed at describing findings that occur naturally or due to intervention by actors. The findings that will be presented can be in the form of forms, activities, characteristics, changes, relationships, similarities, and differences between one finding and another. This research is a study that is not intended to test a particular hypothesis but only to describe, as it is about a variable, symptom, or condition related to the stakeholder engagement process in the development of educational tourism at the SSS and the relations and roles of stakeholders in the development.

The data types collected in this study include primary and secondary data. Primary data is data obtained directly from research sources that involve direct interaction with researchers through interviews and observations. Interviews were conducted with research informants to obtain accurate and in-depth data on the research topic. Secondary data was obtained using the documentation method of tracing relevant documents. Data collection techniques in this study used observation, in-depth interviews, and documentation studies, per the activities in this study. In the observation technique, researchers make observations to obtain a clearer picture of social life, which is difficult to obtain with other methods. In the documentation technique, researchers investigate written objects such as books, magazines, documents, regulations, etc. This documentation is used to collect data in the form of important documents, such as data on target achievement, goals, and outputs from the development of educational tourism at the SSS.

Researchers use data analysis with an interactive model for data sourced from documentation, observation, and interview guidelines. These steps include data collection, data reduction, data presentation, and verification or conclusion. Researchers conduct observations, interviews, and document examinations during data collection.

Results and Discussion

The SSS is a community education forum in Siluk II Hamlet, Bantul Regency, Special Region of Yogyakarta. It is located about 100 meters from the Siluk Bridge. The SSS stands on land owned by Selopamioro Village, which is in the middle of a settlement, so it is very strategic for access by the surrounding community. In May 2017, the Siluk education bridge (Jembatan Edukasi Siluk/JES) opened to the public. Then, on October 29th, 2017, the JES grand launch was held, enlivened with various events such as colouring competitions, painting competitions, art and music performances, murals, and culinary markets. On November 28th, 2017, a significant flood hit the JES area. The flood washed away some JES equipment. As stated by Yana Setiawan, Chair of the SSS Management, the initiator and person responsible for the SSS management is Kuwat. The SSS was officially established in 2020.

Stakeholder Engagement Process in Developing Edu Tourism at the SSS Community

In stakeholder engagement, efforts must be made to partner with various key stakeholders to find new and better ways to manage existing resources. It also requires collaboration with stakeholders at the local level to understand risks, find potential solutions, or address specific impacts. The stakeholder engagement process in developing education at Sungai Siluk School begins with identifying and selecting the main stakeholders who need to be involved to build positive results.

At the beginning of the founding of JES, the driving force behind the activities was the Siluk youth, who were the core of the management of the SSS. To increase development funds, Siluk youth regularly carry out "*mubeng sampah*" activities or go around the village collecting rubbish that can be sold. This activity is carried out every two weeks or once a month. The collected waste is then sold. The funds obtained from the sale of trash are used to purchase the materials needed to make bookshelves and other preparations. Seeing the condition of the JES

after the flood, PT PLN (Persero) invited the SSS community and Siluk youth to have a discussion.

Table 1.

The Sekolah Sungai Siluk Administrator for 2022

No	Position	Name
1.	Person responsible	Kuwat
2.	Chairman	Yana Setiawan
3.	Secretary	Risky Andita Nugroho
4.	Treasurer	Yanwar Nugroho
5.	Public Relations	Eko Cahyo Saputro Bagas Endri Kurniawan
6.	Equipment Committee	Dimas Adi Nugroho Tri Yoga Broses Gatotkaca
7.	MSME Section	Yanwar Nugroho
8.	Documentation section	Respati Patmo Isworo Rifky Dia Arditama Putra
9.	Member	Ryan Heriyana Rizky Aprilian Pamungkas

Source: The Sekolah Sungai Siluk, 2022.

PT PLN (Persero) invites Siluk youth to work together through the PT PLN (PERSERO) Corporate Social Responsibility (CSR) program, provided that the location where they move is not under a bridge, because building buildings under a bridge is not possible. Apart from that, PT PLN (Persero) recommends moving to a location not far from the initial location for the safety of children and visitors. After that, the Siluk youth discussed with the Selopamioro village head. After discussions, JES could finally move to village-owned land on a rental basis. This location is not far from the initial location, so it follows the criteria recommended by PT PLN (Persero). To strengthen PT PLN (Persero)'s institutions, JES was renamed the SSS. The hope is that the SSS can become an informal school that can be used as a place for comparative studies for domestic and international students. After that, a board of directors was also formed, which is responsible for managing the SSS (see Table 1).

Since 2018, the JES has begun to receive gradual assistance from PT PLN (Persero) through the CSR program (see Table 2). After receiving PT PLN (Persero) support, the programs at Sungai Siluk School continued to grow and develop. Children are also happier at home because the facilities are more complete, and the place is comfortable. To attend classes at Sungai Siluk School, each child only needs to bring a used bottle every time they enter an open class, so they are free of charge.

Table 2.

CSR Funds of PT PLN (Persero) Yogyakarta Customer Service Implementation Unit

Year	Program	Donation (in million)
2018	Assistance for SSS Facilities Development (Joglo and Toilet)	IDR98
2019	Assistance in developing SSS educational facilities	IDR30
2020	SSS Infrastructure	IDR135
2021	Development funds	IDR107,525
	Electrifying Education Booth	IDR101,625
2022	SSS Development Assistance	IDR95,3
	Children's Painting Exhibition Festival "Djoko Pekik Angon Wayah"	IDR35
	Branding, Dance, Cemangking Market Display, Bathroom	
	Renovation, Chairs and Toys, Parking Lot, and Bean Bags	
		IDR48,723,798

Source: CSR Membangun Bantul, 2018- 2022.

The next stage is to build a shared understanding of an issue or problem and the collaboration goals. Stakeholder engagement discussions are increasingly used in addressing complex development questions, particularly regarding sustainability, to strengthen the capacity for engagement, effective participation, and joint implementation of priority development actions by various stakeholder groups. They help create conditions for building trust and confidence between different actors and serve as a mechanism for providing mutually

acceptable solutions and win-win situations. The inclusive and participatory nature of the process creates a greater sense of ownership of the results and consequently, strengthens its sustainability. Stakeholder engagement also promotes transparent and inclusive decision-making, strengthened stakeholder networks, and a sense of empowerment, thereby contributing to good governance.

The community administrators have discussed activities or programs that will be carried out at SSS with various parties who have helped so far. Various activities are carried out at the SSS. Starting with routine activities, namely weekly classes and annual programs. Weekly classes include painting, dance, and theatre, as well as tutoring classes. Painting class is a routine activity every second Sunday at the SSS. Children from kindergarten to elementary school can participate in this painting activity for free, and just bring a used bottle.

In developing the SSS, the management also opened the *Kedai Sinau*. This shop is an innovation carried out by the management, where children can gather and read a collection of books while ordering food and drinks at *Kedai Sinau* (see Figure 2). This has a positive impact on the economic activities of residents. Apart from being a forum for the younger generation to participate actively in development activities, residents can also open stalls. Communities around the community are starting to open stalls selling food for the SSS visitors. Apart from that, the management also developed the SSS educational tourism.

Figure 2.

The Environmental Atmosphere Around Kedai Sinau



Source: Author's document (2023).

While developing a plan to achieve the desired results, the community has utilised specific capabilities and networks of each stakeholder. The stakeholder engagement process is a (*structured*) process used to ensure participation on a particular issue. Based on a set of principles, sometimes inspired by rights-based approaches to development, they aim to ensure participatory equality, accountability and transparency, and the creation of partnerships and networks among different stakeholders to improve dialogue and decision-making at all planning and implementation stages.

Various parties who have had an interest in developing the SSS community often share ideas and discuss plans for activities to be carried out. Based on Kuwat's account, discussions about what future planning for the community would look like, presenting ideas about where the community would like to go, and various other plans were often carried out. The communication media used recently optimise WhatsApp (WA) social media. The WA group called *Sahabat JES*, with around 100 members, can be a medium for conveying information from the management or also from residents regarding activities, events or new classes that will be held.

Apart from community administrators, community members and sub-district government also often convey information regarding village government activities that concern the

interests of residents. For example, coordination is needed to determine whether the location can take place in the SSS area. Meanwhile, for communication with PT PLN (Persero), the management has a WhatsApp group to share and exchange information. PT PLN (Persero) often shares activity plans and community direction coordination in the future. For example, when a community submits a plan, the area around the community can develop into a tourist attraction. The existing communication can flow more directly, so communication can be more fluid. The SSS has recorded several national and even international achievements. The SSS has succeeded in winning national and international awards in education, environment and culture (see Table 3).

Table 3.

Award Achieved by The Sekolah Sungai Siluk

No	Championship	Year
1	Indonesia Green Award Water Resources Rescue Category	2019
2	Best Manager of <i>Taman Baca Masyarakat</i> in Bantul Regency	2020
3	2nd Place " <i>Deras Asa, Sekolah Sungai Siluk School Menggapai Cita</i> " Community Empowerment Program Category PT PLN (Persero) Social and Environmental Responsibility Award	2021
4	3rd Place PT PLN (Persero) (Social and Environmental Responsibility Award)	2021
5	3rd Place Creative Recreational Learning and Teaching Place Ministry of Education and Culture	2021
6	Local Hero 2nd Place PT PLN (Persero) (Social and Environmental Responsibility Award)	2021
7	" <i>La Tofi</i> School of Social Responsibility, Category of Education Quality Improvement, <i>Deras Asa Program, Sungai Siluk School</i> " CSR Award	2021
8	Platinum Place " <i>Deras Asa Sungai Siluk School Menggapai Cita</i> " Indonesia SDGs Award	2022

Source: The Sekolah Sungai Siluk, 2022.

Relationships and roles of stakeholders in the development of Edu tourism at the SSS

The management of the SSS, which runs independently, is expected to have a broad impact on the community. This is realised through various persuasive and preventive actions that the SSS has carried out to restore the function of the riverbed and make the river clean and sustainable. With the SSS, it is hoped that the function of the river can be restored, starting with public awareness of disposing of rubbish in its proper place, reducing the amount of chemicals thrown into the river, and planting aquatic plants to restore the river ecosystem.

Based on information provided by Yana Setiawan as chairman of the SSS Management, this activity was carried out in collaboration between various stakeholders such as society, government, academics, non-governmental organisations, communities, the private sector, young people and children. The various stakeholders who have developed collaboration in the development of the SSS first came from the surrounding community, the Selopamioro District Government, CSR PT PLN (Persero) Customer Service Implementation Unit Yogyakarta, universities, and various parties with an interest in developing the SSS. In fact, the community has asked for assistance from the local government since the beginning of community management. However, there has been no positive response to date. The SSS community that was formed is more like a kind of foundation.

Based on what Kuwat said as the founder, he was concerned about the rubbish that had piled up around the river at the beginning of its formation. Then he had the idea to activate the activities of existing youth groups/youth organisations. However, the youth organisation was not active then, so they took the initiative to gather youth and residents who wanted to participate in establishing JES. In 2019, the administrators and new members formed a foundation to become the SSS. Residents helped the youth to clean under the bridge. The waste that has been collected can be used for economic benefits by selling it. Mr Sarunto, as head of the neighbourhood association (*Rukun Tetangga/RT*), stated that with the initial activities at JES, there was a platform for activities for the younger generation. If initially it was just a social gathering and a group of young people, activities have developed further with trash dumps, which can provide economic benefits for community activity capital.

After the bridge was cleaned, several administrators came up with the idea of creating a reading garden. The consideration is that once the bridge has been cleaned, if it is not used for activities, there is a risk that it will become dirty again. After the reading garden is formed, the next problem is the minimal book collection. So, the management had the idea to open book donations. A library was built to make visitors interested in coming to the SSS (see Figure 2).

Most community administrators come from Siluk, the youth who formed the community. The change of management period is every four years. Until 2023, the management period has undergone two changes. Managers and administrators are volunteer jobs for which there is no salary, so the dynamics of management changes are also not constant. From the initial membership of 18 active administrators, in the second year, there were 15 people, then in the third year, 13 people. When Covid-19 hit, the management was reduced again to nine people and then again to six after Covid-19. Administrators are no longer active in managing community schools due to changes in domicile and employment. In general, they then adjust to their family and work location. However, they still sometimes participate *in organised events, such as exhibitions.*

Figure 2.

The Sekolah Sungai Siluk Library



Source: Author's Documentation (2023).

Another stakeholder who has a key role is the Selopamioro Village Government, which, apart from providing support for the activities carried out, also aids in providing locations. The land used to establish the SSS as a *Joglo* is treasury land belonging to the Selopamioro Village Government. The location of the land is not far from the Siluk bridge, which is about 100 meters from the Siluk bridge and is next to the Oya River. In this way, the SSS remains strategically located and has beautiful views because it is located around the Oya River. The *Joglo* was also used as a base camp for Siluk youth in developing the SSS. The term *Joglo* location is rent-to-rent, even though the rent is very cheap. What is important is the spirit to advance the community and an agreement to synergise with each other to carry out education and literacy in the sub-district. On the other hand, the community is also considered to be helping the village and raising the name of the village by having a river school community.

In addition to providing permits and facilitating village land loans at very low rental prices, SSS collaborates with the sub-district government to manage the Community Learning Activity Centre in the SSS area. The village government moved the Package C pursuit program, which had long been implemented as a program from the village to the SSS Hall. This is intended so that people participating in the Package C study group activities have a sense of interest and enthusiasm to participate in activities and the teaching and learning process. The village Community Learning Activity Centre implemented Package C equivalent to high school. At the end of October 2023, 3 people were recorded as registering in the first class, 4 people in the

second class, and 11 people in the third class. Community college started directly in November and was held at night. Collaboration between the SSS and the sub-district has been established, and there is good synergy. However, based on the SSS management's statement, it is recorded that since 2015 until now, the management has never applied for financial assistance to the sub-district. However, the sub-district government always tries to collaborate with the community to implement sub-district activities requiring operational assistance.

Several universities, especially in Yogyakarta, have also been involved in developing Edu tourism at the SSS. Gadjah Mada University's Tourism and Archives Study Program helped organise the library for a month. Besides carrying out workshop activities, we also encourage book donations and develop reading gardens and libraries at the SSS. It was recorded that the book donations collected reached more than 2000 books from this activity. Ahmad Dahlan University also held outreach activities regarding the law and ethics of information and electronic transactions using social media. Apart from that, film screenings were also held to encourage public awareness regarding sustainable environmental management.

Desa Indonesia have assisted the SSS since the initial initiation of the formation of the SSS in 2017. In the beginning, they helped map the needs and development plans of the SSS. Together with the Siluk youth organisation, residents and the Selopamioro sub-district government are jointly observing what environment is needed with the presence of the SSS. Based on the observations, it was concluded that there should be a tutoring class intended for elementary and middle school students. Teachers from the Indonesian Village then fill the classes with the tutoring. However, during the COVID-19 pandemic, guidance classes were stalled and have not yet started again. There should be a program to help plant tree seedlings along the river by the end of 2023, which will be implemented in November and December. It has not been implemented just because the rainy season has not arrived yet.

So far, several communities have also collaborated with SSS. There are the Garbage Community, *Bengkel Indonesia*, *Suling*, Choir, Theatre, *Angklung*, Pantomime, Bantul Reading Park Forum, and artists. They are involved in filling classes and holding workshops for community members, especially children, youth and mothers. *Komunitas Sampah* holds training on turning used goods into goods of economic value, such as used bottles and plastic, into crafts. The mothers' activities include gymnastics, cooking classes, and performing in a group with the fathers. Apart from that, the mothers also participated in workshops and outreach from communities, such as making soap, recycling rubbish, and weaving from wool thread.

The SSS reading park has also been incorporated into the Bantul district reading park forum. The Reading Park Forum is an independent community. As stated by Kuwat, the founder of the SSS and coincidentally also the chairman of the forum at the Bantul Regency level, even though it is an independent community that is not part of the DIY Province language centre or language workshop, it is always involved in the Village Community Empowerment Program activities.

In this way, community collaboration with various parties from outside has also been established in the form of cooperation to fill activities. In connection with class activities carried out every week, the presence of outside parties is required to fill in the activities carried out every week. So, when there is an empty week in one month, for example, the community fills it in in the fourth week. For example, communities related to culture and arts have held workshops and provided activities.

Conclusion

The stakeholder engagement process in developing education at the SSS has been running according to the stages of the stakeholder engagement process. In identifying and selecting key stakeholders, the SSS, with youth as the leading actors, collaborates with the village government to provide the main building facilities for community activities. PT PLN (Persero) was also identified as a party that had meaningful involvement in developing physical infrastructure. Although not routinely involved, the arts and culture community and universities are parties that can collaborate with the community in the long term. Stakeholders

are allowed to be involved continuously to work together to build positive results, build a shared understanding of an issue or problem, and the purpose of collaboration, as well as develop plans to achieve the desired results by utilising each stakeholder's specific capabilities and networks. Stakeholder engagement in developing educational tourism at the SSS, Bantul Regency, is mainly supported by the river school community with youth as the leading actors, the Selopamioro Village government, various communities and non-governmental organisations, universities, and PT PLN (Persero) Yogyakarta Customer Service Implementation Unit, while the district government has not yet shown support. PT PLN (Persero) Yogyakarta Customer Service Implementation Unit from 2018 to 2023 has significantly contributed to developing infrastructure and equipment for the SSS with the implementation of the corporate social responsibility embedded.

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