

Stakeholders collaboration management of Rinjani Lombok UNESCO Global Geopark: social capital perspectives

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ABSTRACT

Background: The Executive Board of RLUGGp Management Agency, officially, is the designated technical organizer for Lombok Rinjani Geopark, established by the Governor of West Nusa Tenggara. However, in reality, it needs more authority to manage the Lombok Rinjani Geopark area. The Executive Board of RLUGGp Management office can only fulfill its functions with jurisdictional control over regional management. **Purpose:** This research aims to investigate the forms of collaboration among the actors involved in managing Geopark Rinjani Lombok. **Methods:** It is a qualitative and explorative case study, with data collection through In-depth interviews, participatory observations, and document analysis. **Results:** Stakeholder classification according to geopark management: (1) stakeholders based on their connection to the areas within the delineation of Geopark Rinjani Lombok; (2) stakeholders based on their hierarchical position within the government structure; (3) stakeholders who are part of the internal staffs of Geopark Rinjani Lombok Management Board; and (4) stakeholders supporting the management of Geopark Rinjani Lombok. The voluntary formation of interpersonal connections and the cultivation of trust among stakeholders, who are social actors within a social system, serve as the foundation for collaboration, coordination, and communication. **Conclusion:** Communities are pivotal in the successful execution of diverse development programs within Rinjani Lombok Geopark. Additionally, the Rinjani Geopark Youth Forum (RGYF) serves as the most substantial additional force in the execution of all programs. **Implications:** The dissatisfaction of each actor will hinder the achievement of the program objectives. Effective managerial communication should be practiced by a leader with authority and a significant role in the management of Geopark Rinjani Lombok.

Keywords: Stakeholder; collaboration; geopark; Rinjani Lombok; UNESCO

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INTRODUCTION

Mount Rinjani is known worldwide and is a source of life for the people living in Lombok Island. On April 17, 2018, UNESCO nominated Rinjani as one of the Global Geoparks through the 204th UNESCO Executive Board Session in Paris, France. It is an achievement for Indonesia, especially for the Regional Government of West Nusa Tenggara Province as one of the geological heritages on the island of Lombok has been recognized internationally.

The Global Geopark status pinned by UNESCO on the Lombok Rinjani Geopark is a world acknowledgment of Mount Rinjani as the center of life on the island of Lombok. The diversity of geology, biology, and culture in the area has provided outstanding value that makes Mount Rinjani a magnet for the benefit of the surrounding community. Apart from being a Geopark area, Rinjani also holds the status of a biosphere reserve, a super priority tourism area, and a national tourism strategic area which is focal for regional and central governments, and also investors. Development in the RLUGGp area prioritizes community empowerment for sustainable economic development, education, and nature conservation. Local people living in Mount Rinjani's area must benefit from all the potential of nature and other resources.

The change in status from National



Source: Review Masterplan, 2018

Figure 1 Certificate of Rinjani Lombok UNESCO Global Geopark

Geopark to Global Geopark undoubtedly has implications for various aspects, particularly regarding geopark management. Management within the global geopark area must meet international standards. Geopark represents an example of a sustainable regional economic development management concept (Du & Girault, 2018). According to UNESCO (2006), geopark management is developed based on a management model that integrates a balance between the three pillars of geoparks: (1) conservation; (2) education; and (3) sustainable economic development. The development of geoparks has positive impacts on the environment, such as conservation, biodiversity, and socio-economic development (Álvarez, 2020). Geopark development aims for local community and how to manage geoparks

to impact the environment positively, while strengthening the local economy by establishing the geopark as the primary resource to attract tourists.

It is consistent with the provisions stated in Presidential Regulation Number 9 of 2019, which explains that geopark development involves geopark governance to preserve geoheritage, geodiversity, biodiversity, and cultural diversity. It is a collaborative effort between the central government, regional governments, and stakeholders, focusing on conservation, education, and the sustainable economic development of communities.

Presidential Regulation Number 9 of 2019, Article 5, states that there are four stages to be conducted in geopark development. The designation of Rinjani Lombok Geopark as a Global Geopark demonstrates that the three stages of geopark development as stipulated in the regulation have been completed, namely (1) the identification of geological heritage; (2) the geopark planning stage; and (3) the geopark designation stage. The fourth stage of managing the global-scale geopark, will commence after this designation.

Geopark management requires establishment of an organization responsible for managing the Global Geopark area. In response, the Governor of Nusa Tenggara issued Governor Regulation Number 51 of 2018

regarding establishing the Rinjani Lombok UNESCO Global Geopark Management Agency, referred to as RLUGGp Management Agency. BP-RLUGGp is a coordination, integration, facilitation, socialization, education, publication, and consultation platform for formulating and implementing RLUGGp management policies.

The RLUGGp Management Agency consists of an advisory board, a steering board, and an executive board. The Executive Board of RLUGGp Management Agency is the technical body that directly involve in the programs. The Executive Board of RLUGGp Management Agency consists of seven individuals appointed by the Governor of West Nusa Tenggara. Their responsibilities include planning, coordinating, and implementing strategic policies for developing RLUGGp. It can be said that executive council is also responsible for carrying out various strategic policies they have formulated in addition to planning and coordinating.

In more detail, based on Governor Regulation No. 51 of 2018 Article 16, there are nine tasks and functions of the RLUGGp Executive Board, which are as follows: (1) developing standard operating procedures for the BP-RLUGGp organization; (2) formulating short-term, medium-term, and long-term management plans for RLUGGp;

(3) facilitating educational, conservation, and economic development activities; (4) conducting assessments, collaborations, and partnerships; (5) preparing work plans and budgets to be submitted to the relevant local government agencies through the Governing Board; (6) preparing and implementing the vision and mission of RLUGGp that support the preservation of natural resources and local culture, improve employment opportunities for the communities around the geosites, and develop local revenue sources; (7) providing assistance to working groups, units, site managers, and the utilization of RLUGGp infrastructure and facilities; (8) carrying out tasks and functions according to the mandates of the Advisory Board and the Governing Board; and (9) reporting on the implementation of their tasks to the Advisory Board and the Governing Board.

However, the Executive Board of RLUGGp Management Agency has no rights or authority over the sites where various geopark development programs should be implemented. These sites, as defined in Governor Regulation Number 51 of 2018, are specific areas with geological, biological, and cultural diversity located within the delineation of the Rinjani Lombok UNESCO Global Geopark and have long been managed by area managers or landowners.

Not only managers or landowners, but numerous parties have managed each site within RLUGGp. It is because long before it was designated as a global geopark, the sites had already been developed for tourism or other sector. This condition indicates that parties had previously managed those areas with their own policies and regulations.

Therefore, a collaboration between the Executive Board of RLUGGp Management Agency and all parties involved in managing the area within the delineation of Geopark Rinjani Lombok is required. Collaboration is necessary to ensure compliance with the regulations related to management established by UNESCO and enable the Executive Board of RLUGGp Management Agency to carry out its duties and functions as mandated by Governor Regulation 51 of 2018. The Executive Board of RLUGGp Management Agency must establish good relations with all stakeholders. Efficient stakeholder management is essential for any successful organization (Rajhans, 2018).

According to Fauzi & Misni (2022), it is stated that the sustainability of geopark development depends on the support and commitment of all relevant parties. Collaboration among stakeholders from different sectors is one of the critical factors in geopark development, as through collaboration with various partners, roles can be assigned to achieve common

goals (Farsani et al., 2014). Collaboration itself refers to a mechanism that involves all relevant stakeholders in a structure of dialogue and information networks to negotiate the future development of an area through a shared agreement on common goals (Saidin et al., 2015). The collaborative, participatory concept is considered capable of facilitating the interests of various parties (Septiana et al., 2023).

The previous studies conducted by Patiro et al. showed that stakeholder awareness of tourism and its economic impact directly influence attitudes toward tourism development in Mount Rinjani National Park (Patiro et al., 2023). Therefore, the Executive Board of RLUGGp Management Agency needs to communicate and build relationships with all stakeholders in order to raise awareness and encourage their involvement in geopark management, as well as to ensure that they share the same perception as the Executive Board of RLUGGp Management Agency.

Therefore, effective communication management needs to be carried out by the Executive Board of RLUGGp Management Agency in geopark development. The awareness and willingness of all stakeholders to participate in geopark management, as well as the alignment of perceptions, will be formed through that activity. Effective communication management, in the case of stakeholder

relationship management, is a process of effective information exchange—it is about ensuring that the project or other activity receives the information it needs to manage stakeholder expectations and ensure that the work is progressing in the best way possible. It also provides each stakeholder, particularly the most critical stakeholders, with the information they need to believe their expectations are known and delivered (Bourne, 2016).

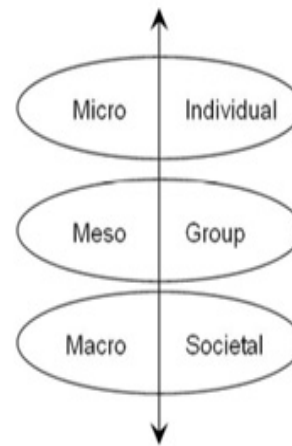
In this study, the framework suggested in the work of Bourne (2013) is considered for understanding the concept of effective communication management. She has suggested five crucial steps for managing stakeholder relationships through effective communication. The steps are: (1) Identify all stakeholders of the project; (2) Prioritize the stakeholder needs; (3) Visualize and decide the necessary stakeholder management strategy; (4) Engage stakeholders; and (5) Monitor the stakeholder communication during all the project stages. This article will only discuss the first stage from the social capital perspective.

In collaboration, each actor interacts with one another to produce productive benefits for the involved actors. The researcher utilized the social capital theory to analyze the relationships and collaborations among actors involved in the management of Geopark Rinjani Lombok. The theory of social capital was popularized by

Putnam in 1993. The concept of social capital was first popularized by Lyda J. Hanifan in 1916 when explaining the importance of community participation in improving school performance. After that, the concept of social capital remained dormant until it resurfaced in 1956 when a Canadian sociologist team, Seely et al. 1956 began using it to study urban communities. Later, in 1961, Homans incorporated the concept of social capital into the theory of social interaction. In the same year, Jacobs 1961 discussed urban life and neighboring using the theory of social capital, followed by Loury in 1977, who studied income distribution using the same concept. Due to its multidimensional nature, it is challenging to establish a single definition of social capital. Researchers define social capital from different perspectives based on their specific needs, making it difficult to formulate a single definition (Smith & Peterson, 2014).

Social capital asserts that social relationships and networks generate productive benefits for the actors involved. However, one key difference lies in their treatment of social capital as personal or social resources. The actor referred to in this research is the Executive Board of RLUGGp Management Agency, with all stakeholders involved in managing the Lombok Rinjani Geopark.

Social capital is identifiable at any level



Source: Claridge, 2018

Figure 2 Illustration of the interaction of levels at which social capital exists

of social grouping, from the individual level to the level of the nation, and it exists at any level where there is identification and belonging, i.e., a social grouping. Among this grouping, there is potential overlap and interaction. The norm, values, beliefs, shared language, and shared understanding embedded in each grouping interact in complex and dynamic ways. To simplify this complexity, we can define the level of interest that is relevant for any given application as either micro (individual), meso (group or organization), or macro (community or societal). This classification is helpful in the analysis of social capital (refer to Figure 2).

The analysis of social capital in this study will be conducted at the meso level. The researcher will identify all stakeholders involved in the management of Geopark Rinjani Lombok, then observe and analyze the

relationships among these stakeholders within the organizational context.

Based on the background, this research aims to investigate the forms of collaboration among the stakeholders involved in the management of Geopark Rinjani Lombok. It seeks to identify the stakeholders and their level of involvement and examine the collaboration from the social capital perspective.

RESEARCH METHOD

The researcher adopts a constructivist paradigm to develop an understanding of the phenomenon occurring in the development of Rinjani Lombok Geopark based on the experiences of the actors involved. The constructivist paradigm is based on the analogy or foundation that individuals form or construct a truth from what they learn through experiences (Adom et al., 2016).

The constructivist paradigm is used as the philosophical foundation of this research because the truth to be revealed is based on the understanding and knowledge acquired by the research subjects in expressing the reality being studied. The truth constructed in the research is based on the stakeholder's experiences in managing Rinjani Lombok Geopark. The experiences they have undergone are captured through participant observation and interviews,

serving as the primary data analyzed in this study. The researcher also incorporates data from document analysis to strengthen the analysis and conclusions drawn.

The method used to address the research questions in this study is qualitative research. It is known that constructivism is one of the foundation paradigms used in qualitative research (Starman, 2013). In this study, the researcher approaches the phenomenon under investigation in an inductive manner and generally explores the meaning and insights from the situation unfolding in the field (Mohajan, 2018). More specifically, the type of qualitative research employed in this study is a case study. This research aims to uncover the truth about a specific case but is viewed from various complex perspectives, making a case study an appropriate method for this study.

A case study research is a multisource study (Yin, 2014). Therefore the researcher considers all stakeholders involved in the management of Geopark Rinjani Lombok as informants in this study. In spite of taking all the stakeholders, the researcher provides boundaries or criteria for who will be the informants. The informants in this study are selected purposively, where the researcher selects actors involved in the management of Geopark Rinjani Lombok according to the criteria predetermined based on the research objectives.

Researchers collected data by conducting participatory observations during 2021 in almost all program activities carried out by the Executive Board of RLUGGp Management Agency at the Sembalun Geosite, East Lombok Regency, West Nusa Tenggara, Indonesia. In addition, the researchers also conducted unstructured interviews with all informants representing various parties in the management of the Rinjani Lombok Geopark. Researchers also conduct last document studies to strengthen the data obtained from the field.

Data analysis in this research is conducted through three stages that refer to what Miles & Huberman stated, namely (1) the process of selection, which focuses on simplifying, abstracting, and transforming raw data obtained in the field, also known as data reduction; (2) data display, which involves describing the organized information; and (3) conclusion drawing and verification, where conclusions are drawn and verified (Octavianti et al., 2018).

Data validation is conducted to demonstrate that the research is a scientific study and test the obtained data so that the data produced in this research can be accounted for as data generated through scientific research. Referring to what Sugiyono stated, data validation in qualitative research can be done by conducting tests of credibility, transferability, dependability, and confirmability (Sugiyono, 2016). The researcher

will only validate data using the credibility test in this research. There are several methods to be employed in validating the data using credibility tests, namely (1) prolonged engagement; (2) persistent observation; (3) triangulation; and (4) member checking. One method the researcher will refrain from using in data credibility testing is the analysis of negative cases.

RESULTS AND DISCUSSION

As stated in the introduction, the Executive Board of RLUGGp Management Agency does not have rights or authority over the entire area encompassed by the Rinjani Lombok Geopark. It is because the area of Geopark Rinjani Lombok already has its management agency or owners. That means the regulation of management and development has been established. The phrase “managers who do not have authority over the areas they manage” accurately describes this situation. Unlike other organizations, this condition requires the Executive Board of RLUGGp Management Agency to constantly collaborate with external parties beyond the actors appointed by the Governor of West Nusa Tenggara. Apart from the lack of authority over the managed areas, Meliawati Ang, as the Research and Cooperation Manager of the Executive Board of RLUGGp Management Agency, stated that the limited number of

human resources and the vast working area also form the basis for the Executive Board of RLUGGp Management Agency to engage in collaborative and integrated coordination with various external actors.

The geopark is vast, specifically the Rinjani Geopark area covering 2,800 square kilometers. However, we need more workforce resources, with only a few individuals responsible for managing such a large area. Furthermore, we face the challenge of operating within a restricted budget. Given these limitations, it becomes highly challenging for us to effectively manage the geopark with the available resources and limited funding (Based on an interview with the Research and Cooperation Manager of the Executive Board of RLUGGp Management Agency).

The discrepancy is an exciting subject to study from a communication perspective. The Governor of West Nusa Tenggara officially established the Executive Board of RLUGGp Management Agency and is tasked with its functions as the technical implementer in managing the Rinjani Lombok Geopark. At the same time, parties are already managing the areas within their jurisdiction. It indicates that the Executive Board of RLUGGp Management Agency needs help to work. At the very least, they must collaborate with all parties, especially the owners or the manager area. It is in line with

the statement (Fauzi & Misni, 2022) that the sustainability of geopark development depends on the support and commitment of all relevant parties. In addition to the area owners, many other stakeholders are involved in developing the Rinjani Lombok Geopark.

Therefore, collaboration is needed in the management of Geopark Rinjani Lombok to ensure that all provisions related to management, as established by UNESCO, are fulfilled. In addition, to enable the Executive Board of BP-RLUGGp to carry out its tasks and functions following the mandate of Governor Regulation No. 51 of 2018. Cross-sector collaboration is one of the keys to geopark development because, through collaboration with various partners, role allocation can be achieved to reach common goals (Farsani et al., 2014). Collaboration itself refers to a mechanism that involves all relevant stakeholders in a structure of dialogue and information networks to negotiate the future development of an area through shared agreements on common objectives (Burlando et al., 2011).

All areas within the delineation of RLUGGp are the responsibility of all parties, not just the Executive Board of RLUGGp Management Agency. Collaboration is a crucial aspect of geopark development because, through collaboration, stakeholders can come together to build understanding, shared commitment,

and a sense of responsibility for the sustainable development of the area (Bakti et al., 2018), which in this case, refers to the areas within the delineation of Geopark Rinjani Lombok.

Communication is a critical factor in the success of the collaboration between the Executive Board of RLUGGp Management Agency and all the stakeholders involved in the development of Geopark Rinjani Lombok. Fathul Rakhman highlights it as the Manager of Community Empowerment and Women's Role Enhancement at the Executive Board of RLUGGp Management Agency. According to him, effective communication between the Executive Board of RLUGGp Management Agency and the stakeholders of the respective areas is necessary for the implementation of various program plans within the geosites encompassed by the RLUGGp area to be successful. In this context, communication refers to exchanging information and dialogue among the actors involved in geopark development.

Atwar Bajari & FX Ari Agung Prastowo (2021) explains more specifically that communication, an essential component between humans, ideas, and information, is one of the key elements in project management. Implementing the tasks by the Executive Board of RLUGGp Management Agency is a project with multiple programs to develop Geopark Rinjani Lombok. Therefore, it can be stated that

in this context, "humans" refer to the personnel of the Executive Board of RLUGGp Management Agency and all actors involved in the various programs. Each actor's ideas and information must be communicated to others to achieve the program's objectives. Communication is the foundation for collaboration, which becomes the basis for coordination. Communication, collaboration, and coordination lead to program alignment and the success of a program. Bottom of Form.

If we refer back to the research problem, this paper will specifically focus on external managerial communication among actors involved in the management of Geopark Rinjani Lombok. Kotler & Keller (2016) define external managerial communication as transmitting and receiving messages aimed at customers, investors, and other external parties to promote the organization's image, products, and services (Kotler & Keller, 2016). From a management perspective, actors are considered communication resources crucial in managing Geopark Rinjani Lombok.

Generally, the researchers categorize the actors involved in managing Geopark Rinjani Lombok into two major groups: the main actors and other supporting actors who assist the main actors in achieving the established goals, called stakeholders. This categorization aligns with managerial communication,

where there are other actors beyond the main actors involved in the management process. Therefore, in this research, the Executive Board of RLUGGp Management Agency is identified as the leading actor, while the other actors who have relationships with the Executive Board of RLUGGp Management Agency serve as stakeholders in the management of Geopark Rinjani Lombok.

The designation of the Executive Board of RLUGGp Management Agency as the primary actor in Geopark Rinjani's development is not in line with the statement made by the General Manager of the Executive Board of RLUGGp Management Agency. When the research proposal was first presented to General Manager, Mr. M. Farid Zaini, he stated that the Executive Board of RLUGGp Management Agency is not the primary actor in managing Geopark Rinjani Lombok. According to him, the Executive Board of RLUGGp Management Agency holds the same position as other actors who also play a role in the management and development of the Geopark Rinjani Lombok area.

“Well, actually, we are not the main actors because there are many players involved, and we all have similar positions.” (Based on an interview with the GM of the Executive Board of RLUGGp Management Agency, 2021)

However, during this research, where the researcher began conducting participatory

observation and interviews with the actors involved in the management of Geopark Rinjani Lombok, the researcher focused on the Executive Board of RLUGGp Management Agency as the primary actor. The perspective the researcher uses in determining the leading actor in the management of Geopark Rinjani Lombok is the perspective of established norms. The researcher identifies three fundamental norms that indicate that the Executive Board of RLUGGp Management Agency is suitable to be positioned as the leading actor in the management of Geopark Rinjani Lombok: (1) the UNESCO's pillar; (2) the Governor of Nusa Tenggara Barat Province Regulation Number 51 of 2018; and (3) Presidential Regulation No. 9 of 2019.

Explicitly, UNESCO requires countries with national or international geopark areas to have a professional institution to guarantee geopark sustainability (Pásková & Zelenka, 2018). UNESCO has established four pillars that must be fulfilled by all regions that become members of the Global Geopark Network: (1) geological heritage; (2) management; (3) visibility; and (4) networking. The second pillar, the management pillar, has been promptly responded to by the Governor of West Nusa Tenggara, who is always the highest authority in the area included in the delineation of Geopark Rinjani Lombok. Delineation refers to the area included in the

RLUGGp, as determined by the Governor's Decree and recognized by UNESCO.

The prompt response from the West Nusa Tenggara Provincial Government to the second pillar is evident through the issuance of Governor Regulation Number 51 of 2018 on December 14, 2018, regarding the Rinjani Lombok UNESCO Global Geopark Management Agency. The existence of this Governor Regulation is in line with the instructions given by the President through Presidential Regulation No. 9 of 2019, Article 13, paragraph (1), which states that in the context of geopark development, the Local Government establishes the Geopark Management Agency. Specifically, it is further clarified in Article (3), which states that in the case of a Geopark area located in a cross-provincial region, the Geopark management is determined based on the agreement of the Governor.

The areas included in the delineation of Geopark Rinjani Lombok consist of four regencies: East Lombok Regency, North Lombok Regency, West Lombok Regency, Central Lombok Regency, and Mataram City. According to Presidential Regulation No. 9 of 2019, Article 13, paragraph (3), in the case of Geopark Rinjani Lombok, which spans over multiple regencies and a city within one province, the authority to establish the Geopark management organization lies with the Governor

of West Nusa Tenggara. Therefore, even though the Governor's Regulation of West Nusa Tenggara was issued prior to the Presidential Regulation, with the Governor's Regulation on December 14, 2018, and the Presidential Regulation on January 25, 2019, the content of both regulations is consistent. Based on these three regulations, the researcher positions the Executive Board of RLUGGp Management Agency as the leading actor in the management of Geopark Rinjani Lombok.

In more detail, based on Governor Regulation No. 51 of 2018 Article 16, the Executive Board of RLUGGp Management Agency has nine tasks and functions. All tasks and functions must be carried out by the Executive Board of RLUGGp Management Agency in collaboration with other external actors. This collaboration is implemented through various programs carried out by all actors involved.

The leading actor interacts with stakeholders who have roles, authority, responsibilities, and power over the development of the Geopark Rinjani Lombok area. The researcher classifies stakeholders in geopark management into four categories, as shown in Table 1. The identification of actors in each category depends on the geosites that fall within the management area of Geopark Rinjani Lombok. Each geosite will have a combination of actors from each

Table 1 Categories of Stakeholders Involved in the Management of the Rinjani Lombok Geopark

No	Category	Stakeholder
1	Stakeholders based on their connection to the areas within the delineation of Geopark Rinjani Lombok	<ul style="list-style-type: none"> • Area Manager • Community • Tourism Actors • Local People
2	Stakeholders based on their hierarchical position within the government structure	Provincial and Regional Government Agencies
3	Stakeholders who are part of the internal body of Geopark Rinjani Lombok Management Board	RGYF (Rinjani Geopark Youth Forum)
4	Stakeholders supporting the management of Geopark Rinjani Lombok	<ul style="list-style-type: none"> • Academics • Media • Bussines

Source: Author, 2022

stakeholder's category, with varying numbers and different roles.

During the researcher's participatory observation of almost all activities, it was observed that the Executive Board of RLUGGp Management Agency personnel exhibited a high level of enthusiasm and work ethic. In 2021, 50 programs were recorded to have been implemented by the Executive Board of RLUGGp Management Agency, comprising nine events, 11 sustainable projects, 11 training sessions, and 19 literacy programs. Although events had the fewest activities, they accounted for the most significant proportion of the budget allocation. Specifically, 57% of the program's budget 2021 was allocated to events, while 23% was allocated to sustainable projects, and 10% to training sessions and literacy programs.

Based on the data from the Regional Development Planning Agency (Bappeda)

of West Nusa Tenggara Province, the budget allocated for the Executive Board of RLUGGp Management Agency is solely designated for monthly salaries, official travel expenses, office operations, including meeting refreshments, and the provision of office stationery. Considering the numerous activities successfully carried out by the Executive Board of RLUGGp Management Agency in 2021, totaling 50 programs, and the significant amount of funds required for their implementation, it can be confirmed that the Executive Board of RLUGGp Management Agency has successfully mobilized funds from various stakeholders to meet its needs.

"Every year, we allocate a budget for salaries and several items for operations such as food and beverage expenses for meetings or gatherings, as well as business trips and office supplies." (Based on an interview with the Irfan Suarno *Pejabat Ahli Perencanaan Ahli Madya Bappeda NTB*, 2022)

During the data collection process, the

Table 2 Rinjani Lombok Geopark’s Programs in 2021

No	Category of Programs	F	%
1	Events	9	18
2	Sustainable Project	11	22
3	Training Sessions	11	22
4	Literacy Programs	19	38
Total		50	100.0

Source: The Catalog Programs BP-RLUGGp, 2021

researcher actively participated in every phase of (almost all) activities conducted by the Executive Board of RLUGGp Management Agency, including the planning, implementation, and evaluation stages. The researcher analyzed that almost all activities conducted by the Executive Board of RLUGGp Management Agency were minimalistic, with limited funding. They constantly seek creative solutions to overcome various challenges, especially budget constraints. Collaboration is critical to the successful implementation of all activities. The social capital possessed by each member of the Executive Board of RLUGGp Management Agency enables the generation of economic resources to support the implementation of these activities. The strong social relationships between the Executive Board of RLUGGp Management Agency’s personnel and stakeholders result in productive benefits for all parties involved.

Bourdieu (1986) regards social capital

as a collectively owned asset within a group, emphasizing the importance of social networks as opportunities and advantages for social actors. The selection of personnel for the Executive Board of RLUGGp Management Agency from diverse backgrounds, including demographic aspects such as age and educational background, ensures that each member brings different skills and expertise. Additionally, their psychographic aspects, such as different personalities and interests, and their sociographic aspects contribute to the value-added approach to managing the Rinjani Lombok Geopark. Before joining the Executive Board of RLUGGp Management Agency, each member had activities or occupations aligned with their interests. It automatically means they already had extensive networks before being selected for the Executive Board of RLUGGp Management Agency. The networks that each member brings (current networks) become potential networks to be involved in various activities or programs conducted by them. Consequently, social capital becomes an economic resource that supports the implementation of various programs and activities.

Collaboration with the communities in each geosite is critical to implementing every activity carried out by the Executive Board of RLUGGp Management Agency. All activities they conduct result from collaboration with

the local communities. Making community-based development is the fundamental principle in managing Rinjani Lombok Geopark. Undeniably, collaboration with the communities is made possible by the existing networks and the social capital instilled by the Executive Board of RLUGGp Management Agency members before their selection.

In addition to the communities, the Rinjani Geopark Youth Forum (RGYF), comprising the young generation of Generation Z from NTB, serves as the driving force behind implementing all development activities in Rinjani Geopark Lombok. The Executive Board of RLUGGp Management Agency receives workforce assistance from the members of RGYF. They willingly participate in various activities organized by the Executive Board of RLUGGp Management Agency without expecting any rewards. It can be stated that RGYF members voluntarily sacrifice their time, energy, and money to ensure the success of every activity organized by the Executive Board of RLUGGp Management Agency. Their high enthusiasm, curiosity, and desire for learning, networking, and gaining experience are why RGYF members actively participate and contribute to the success of each activity organized by the Executive Board of RLUGGp Management Agency. Since many geopark development programs take place in tourist destinations, it

also attracts RGYF members to be involved in implementing these activities. Their inclination towards practical and enjoyable activities makes them perceive assisting in the success of the Executive Board of RLUGGp Management Agency as part of their vacation or an effort to have fun.

The relationships established between the Executive Board of RLUGGp Management Agency and the community, as well as the RGYF members, emerge voluntarily within a social system that ultimately shapes the management of Rinjani Lombok Geopark. Quoting the insights of Putnam (1993), the voluntary formation of interpersonal connections and the cultivation of trust among stakeholders, who are social actors within a social system, serve as the foundation for collaboration, coordination, and communication. These factors, in turn, strengthen the reputation and enable the resolution of various challenges arising from collective actions. Furthermore, Fukuyama (1995) supports this notion by emphasizing that mutual trust among actors within a social system enhances cooperation, reduces transaction costs, and fosters mutually beneficial relationships.

CONCLUSION

Based on the findings and data analysis presented, it is apparent that collaboration

between the Executive Board of RLUGGp Management Agency and stakeholders plays a pivotal role in the management of Rinjani Lombok Geopark. Collaboration in the development of Rinjani Geopark is necessary because, as the primary actor, the Executive Board of RLUGGp Management Agency needs to have authority over the management of the areas within the delimitation of Rinjani Geopark in Lombok.

Among the four categories of actors identified in this study, the communities originating from the geopark development area's internal and external regions stand out as the predominant stakeholder, assuming a pivotal role in the successful execution of diverse development programs within Rinjani Lombok Geopark. Additionally, the presence of the Rinjani Geopark Youth Forum (RGYF) serves as the most substantial additional force in the execution of all planned programs by the Executive Board of RLUGGp Management Agency and other collaborating stakeholders.

Trust generates social capital that can minimize the reliance on economic resources, thus facilitating the achievement of goals. The emergence of trust in the development of Geopark Rinjani Lombok is attributed to the optimization of interpersonal communication among the members of the Executive Board of RLUGGp Management Agency. The process

begins with personal communication utilizing the existing personal networks (current network), which fosters trust among individuals and eventually leads to establishing formal relationships within the context of collaboration in implementing formal programs.

However, despite these limitations, several recommendations can be put forward. The collaboration cannot eliminate each actor's interests; therefore, careful planning and unmistakable delegation of tasks are necessary to ensure that the interests of each individual actor are fulfilled. The dissatisfaction of any party will hinder the achievement of the objectives of each program undertaken. Effective managerial communication should be practiced by every leader with authority and a significant role in the management of Geopark Rinjani Lombok.

Each individual possesses a different perspective on various matters, including their perception of success. The success of geopark development also hinges upon the vantage point from which it is viewed. When evaluated from the standpoint of program implementation success, the data indicates that the programs organized by the Executive Board of RLUGGp Management Agency and all stakeholders have been accomplished effectively, elevating the reputation of Geopark Rinjani Lombok both nationally and internationally. However, it still needs to be improved when considering

the perspective of public knowledge and understanding of the geopark. Thus, it is far from achieving the desired success in this aspect. Consequently, various educational programs are required to enhance the knowledge and understanding of the local community residing within the geopark area and the tourists visiting the region.

Knowledge about geoparks is a challenging thing to convey to the public. Therefore, educational programs about geopark must be made and arranged attractively, using simple and easy-to-understand language. It would be even better if every material presented in the educational program were adapted to the local culture so that the knowledge transfer process would be easier to carry out.

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