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# Measuring the role of stakeholders in management of Yang Highlands Wildlife Reserve Area, Situbondo Districts East Java Indonesia

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**Abstract.** Management of forest areas, especially highland wildlife reserves, which requires the collaboration of stakeholders in maintaining sustainability. Collaboration is not easy to do. This is exacerbated by different understandings of the function and status of the area. The different understanding of stakeholders on the function and status of the area in management creates inequality of interests and conflicts. In-depth interviews with purposive sampling were conducted in the April-October 2020 period with 11 stakeholders related to the management activities of the Yang Highlands Wildlife Reserve. The research subjects are internal and external stakeholders who are directly and indirectly involved in the management of the Yang Highlands Wildlife Reserve area with stakeholder analysis. The classification of interests and power of influence of 11 stakeholders in the management of the Yang Highlands Nature Reserve is as follows: a) key players with high interest and power of influence, namely the BBKSDA of East Java, and RKW 23 Argopuro; b) subject, namely Section KSDA Region III Jember and SKW VI Probolinggo; c) context setters, namely the Tourism Office of Situbondo Regency, Bondowoso Police, Head of Baderan Village and Baderan Village Community; d) crowd consisting of Perum Perhutani KPH Bondowoso, BKPH Besuki and KRPH Sumber Malang.

**Keywords.** Stakeholder analysis, stakeholder, management, wildlife reserve

## 1. Introduction

Yang Highlands Wildlife Reserve Area is nature conservation with an area of 14,177 ha. Highland Wildlife Reserve Defined as a Wildlife Reserve based on the Decree of the Minister of Agriculture and Agrarian Affairs Number: SK / 12 / PA / 1962 dated May 5, 1962 with an initial area of 14,145 hectares. Yang Highlands has several types of ecosystems: tropical rain forest ecosystem, pine forest ecosystem, savanna ecosystem and swamp ecosystem. The types of animals found in SMDTY include timor deer (*Cervus timorensis*), wild boar (*Sus scrofa and Sus verocosus-verocosus*), deer (*Muntiacus muntjak*), forest cats (*Felis bengalensis*), weasels (*Mustela flavigola and Mustela lutreola*), and lutung java (*Tracypithecus auratus*). Various types of birds are found in this area, including forest chickens (*Gallus varius and Gallus gallus*), green peacock (*Pavo muticus*), java eagle (*Nisaetus bartelsi*) (Aryanti, Prabowo, & Ma'arif 2018).

Wildlife reserve area is a nature reserve area with a unique species and/or diversity of wild animals. Their survival requires efforts to protect and foster the population and their habitat, in the animal reserve, activities for research and development can be carried out. Science, education, limited tourism, and other activities support cultivation (Government Regulation of the Republic of Indonesia Number 108 of 2015, Law Number 5 of 1990). Following these regulations, wildlife reserves do have not only ecological conservation functions, but also social and economic functions, so therefore, to realize the function of a wildlife reserve, cooperation from various parties is necessary (He and Cliquet 2020; Hermawan et al. 2019; Widodo, Soekmadi, and Arifin 2018). The competitiveness can change to become cooperation and collaboration has aims to realize the social function of the wildlife reserve to prevent the imbalance of interests and conflicts over forest land, when all of the stakeholders found the same interest (Edo Herlangga & Basuni, 2019; Nurrochmat et al., 2017; Phillips et al., 2016; Zhang et al., 2020). Stakeholder analysis aims to identify all stakeholders or interest groups associated with the institution goals or organisation's goals or the problems and problems it wants to solve (Gregory et al., 2020; Reed et al., 2009; Riahi, 2017). Stakeholder analysis is by grouping each party into a matrix according to their interests and powers; there should be guide definitional boundaries, explain all aspect of diversity for the correct form of classification (Hovland, 2007; Miles, 2017; Reed et al., 2009). Interest is used to measure the level of interest or concern they have in something. In other ways, interest has several categories: social interest, which has equality and justice in it; environmental interest for biodiversity and ecosystem welfare; and economic interest which grows by competitiveness (Hawrysz & Maj, 2017; Nurrochmat et al. 2017). Power will measure the influence they have on a thing, and the extent to which they will achieve it and what changes will be desired (Hovland, 2007; John, 2020). Based on the above assumptions, the researcher wants to know how the interests and influences of each stakeholder are in the management of the Yang Highlands Wildlife Reserve Area.

## **2. Method**

This research was conducted at the Yang Highlands Wildlife Reserve. Located at Conservation Resort Region 23 Argopuro, Baderan Village, Sumber Malang District, Situbondo Regency. Data collection was carried out in April-October 2021. Yang Highlands Wildlife Reserve Area, also known as Mount Argopuro with an elevation of 1.900 – 3.088 meters above sea level. In administratively, this reserved area was located in 4 (four) regency, consist of: 1) Probolinggo with 7,452 ha area; 2) Situbondo Regency with 1,075 ha area; 3) Bondowoso Regency with 1,275 ha area; and 4) Jember Regency with 4,375 ha area, which figured by Figure 1. Yang Highland Wildlife Reserve Area is under the management of Argopuro 23 Regional Conservation Resort, Conservation Section Region VI Probolinggo, East Java Natural Resources Conservation Center who is directly responsible to the Directorate General of Source Conservation Natural Resources and Ecosystems and the Ministry of Environment and Forestry.

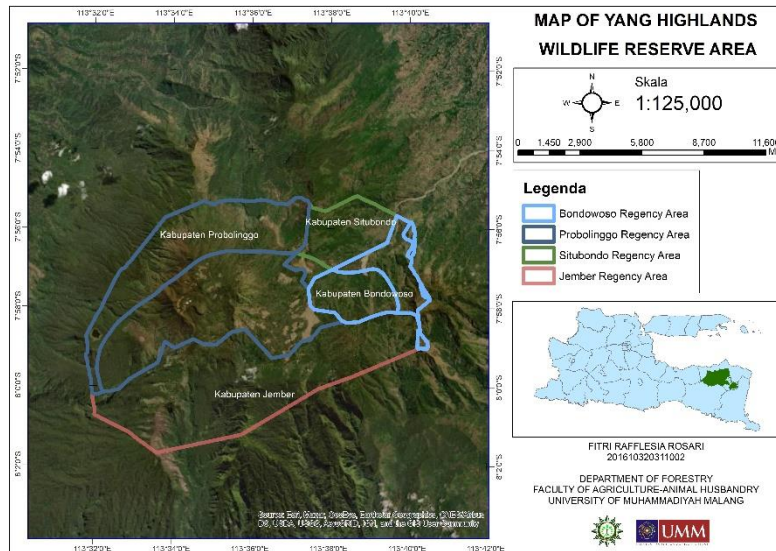


Figure 1. Map of Yang Highland Reserve Area

Field observations carried out the method of data collection to get an overview of the area, semi-structured interviews to obtain information on involvement in management activities with key informants of each stakeholder, and conducting literature studies to complement the interview data. Interviews were conducted with research subjects using purposive sampling, known as judgement sampling, which is a deliberate choice of the participant due to the qualities the participant possesses. Decided to choose key informants to known and set out to find people who can and are willing to provide the information by knowledge or experience (Ames et al., 2019; Etikan, 2016). In this study, interviews were conducted with key informants stakeholders related to management activities consisting of East Java Center for Natural Resources Conservation (BBKSDA), Area III Jember Natural Resources Conservation, Probolinggo Region VI Conservation Section, Argopuro 23 Regional Conservation Resort, Situbondo Regency Tourism Office, Perhutani KPH Bondowoso, Perhutani BKPH Besuki, Perhutani KRPH Sumber Malang, Sumber Malang Sector Polices, Head of Baderan Village, Baderan Village community. The tools and materials used in the research were cell phones to record interviews, cellphones for documentation, stationery and interview guides.

Stakeholder data analysis is grouped according to mapping and categorized stakeholders by identifying each stakeholder's interest and pow (Herazo & Lizarralde, 2016; Reed et al., 2009; Yang et al., 2011) . That will find who has a stake in those aspects of the system, who has prioritized in involvement decision, who will have benefit from any given development activity, which is an important thing for the process to deciding public exercise (Li et al., 2018; Prell et al., 2009). Each stakeholder interest is assessed based on the ecosystem function stated by de Groot (2002) in Reed, which consists of regulatory function, habitat function, production function, information function, and carrier function. Furthermore, identifying the influence of each stakeholder using the assessments stated by Galbraith (1983) in Reed, namely a) strength instruments (condign power, compensatory power, and conditioning power) and b) sources of strength consisting of personality power and organization power. The interests and influences of each stakeholder become benchmarks for mapping stakeholders into four categories by Eden dan Ackerman; De Lopez (2001) in Reed, namely "key player", "subject", "context setter", "crowd" (Reed et al., 2009).

### 3. Result and Discussion

#### 3.1. Stakeholders Identification

Stakeholder identification is the first step in carrying out a stakeholder analysis by carrying out an inventory of the parties involved in management activities, measuring the interests of each party based on their interests and power of influence, and mapping stakeholders into a matrix of stakeholder categories according to their interests and powers (Bawole, 2012; Hovland, 2007; Ranängen, 2017; Reed et al., 2009) . Stakeholders can be an organization, groups, department, structures, networks and individuals who can influence or be affected by policy activities (Hovland, 2007; Wamsler, 2017). The Yang Highlands Wildlife Reserve Area, consist of several agencies and individuals, consisting of internal stakeholders and external stakeholders. Most external stakeholders don't have high interest and influence on the management of the reserve area. That stakeholders was written down in Table 1.

Table 1. Stakeholders on the management of Yang Highlands Wildlife Reserve Area

<i>Stakeholders</i>	<i>Description</i>
East Java Center for Natural Resources Conservation	Internal <i>stakeholder</i>
Area III Jember Natural Resources Conservation	Internal <i>stakeholder</i>
Probolinggo Region VI Conservation Section	Internal <i>stakeholder</i>
Argopuro 23 Regional Conservation Resort	Internal <i>stakeholder</i>
Perhutani KPH Bondowoso	External <i>Stakeholder</i>
Perhutani BKPH Besuki	External <i>Stakeholder</i>
Perhutani KRPH Sumber Malang	External <i>Stakeholders</i>
Situbondo Regency Tourism Office	Exsternal <i>Stakeholder</i>
Sumber Malang Sector Police	Exsternal <i>Stakeholder</i>
Head of Baderan Village	Buffer Village (Exsternal <i>Stakeholder</i> )
Baderan Village community	External <i>Stakeholder</i>

In the Yang Highlands Wildlife Reserve Area, Situbondo Regency, eleven stakeholders are divided into 2 groups, namely internal stakeholders and external stakeholders. *Stakeholders* internal stakeholders are stakeholders who have full responsibility and are directly involved in the management of the SM DT area which consists of the East Java Natural Resources Conservation Center (BBKSDA), the Natural Resources Conservation Sector (KSDA Section) Region III Jember, the Conservation Section of Region VI Probolinggo, and the 23 Argopuro Regional Conservation Resort. The local government agencies related to management of Yang reserved area, namely the Situbondo Regency Tourism Office, which supports the area as a tourist attraction in Situbondo Regency. The Tourism Office of Situbondo Regency has a contributing role in the promotion of the SM DT Yang area as one of the ODTW of Situbondo Regency, so that as a stakeholder of the local government, this is influenced by the policies implemented by the UPT manager, in the implementation of promotional programs carried out. Other agencies related indirectly to the SM DT Yang area are Perum Perhutani KPH Bondowoso, BKPH Besuki and RKPH Sumbermalang. The existence of these stakeholders has a high interest in the balance of the function of the area's ecosystem as the manager of the protected forest area located adjacent to the DT Yang Wildlife Reserve area. However, because they have different interests and have different management areas, the cannot influence or be influenced by the policies established in the DT Yang Wildlife Reserve area. Another agency related to the SM DT Yang area is the Sumbermalang Police. Sumbermalang Police is a party that is not influenced by the policies that apply to the SM DT Yang area.

Stakeholders from community elements consisting of the Head of Baderan Village and the Baderan Village community. As a stakeholder who has a place to live close to a forest area, and a fairly intense community interaction with the area, both for economic and spiritual needs. The community is a stakeholder whose policies and actions will influence the management of the DT Yang Wildlife Reserve area.

### 3.2. Stakeholders Mapping

Stakeholders management of the Yang Highlands Wildlife Reserve Area, Situbondo District, has different interests and influences. Even though the interests and influences are different, all stakeholders are in synergy with the existence of the Yang Highlands Wildlife Reserve Area. The mapping of stakeholders in the management of the SM DT is carried out in a qualitative approach based on the level of interest and influence of each stakeholder. This mapping is an important for find out the position of every stakeholders to knowing whos and why (Herremans et al., 2016; Reed et al., 2009). The results of the qualitative approach are then mapped into a stakeholder classification matrix consisting of 4 classifications. This classification describes the authority and role of each stakeholder towards the SM DT Yang area same as categorized by Eden & Ackerman; De Lopez (2001) in Reed, consisting of: a) Key players who have high importance and high influence, b) Subjects with high importance but low influence, c) Context setter who have low interest but high influence, and d) Crowd with low interest and low influence (Reed et al., 2009), which figured on Figure 2.

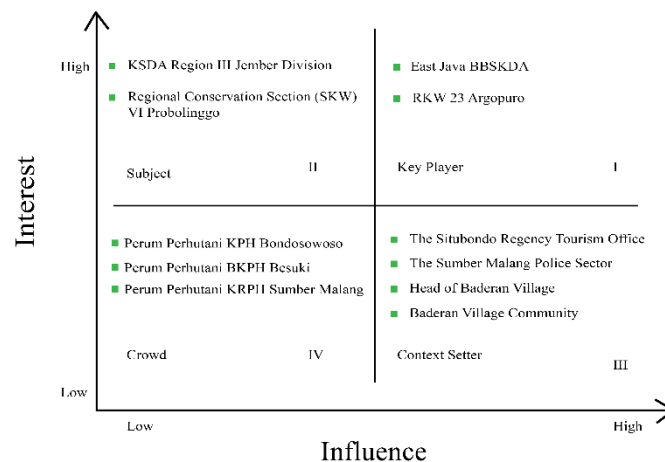


Figure 2. Mapping of classification stakeholders

#### 3.2.1. Key Player

The classification of key players or can be said as key or main stakeholders, are stakeholders who have high interest and high influence on an activity, project, phenomenon, ect. These key players stakeholders could also be potential partners in planning and implementation (Moura & Teixeira, 2010; Reed et al., 2009; Verbrugge et al., 2017). The results of the analysis on the management of the DT Yang Wildlife Reserve area, the stakeholders who have been classified as key players are the East Java Center for Natural Resources Conservation (BKSDA) and the 23 Argopuro Regional Conservation Resort (RKW). Based on its position, the East Java BKSDA has a high level of regional management authority. The interests of the East Java BKSDA dominate in terms of policies and regulations. The interests of the East Java BKSDA dominate in terms of policies and regulations. Their high power makes these stakeholders have the main tasks and functions as decision controllers, policy makers in all activities of managing the DT Yang Wildlife Reserve area. Policies and decisions taken by the

East Java BBKSDA can affect the movement of other stakeholders in the DT Yang High School area. The interests of other stakeholders will be affected. For example, in decisions on the distribution of flora and fauna from and into the area, other stakeholders need special permits for their utilization. Another example, namely the decision to close the area or restrict access to the area, can also affect the community's activities or other stakeholders that will be carried out in the area. In addition, in carrying out its main duties, BBSKDA East Java can also influence and build the trust of other stakeholders by using its human resources. These other resources can be provided such as facilities, funds, and also information. It can also influence the community's activities or other stakeholders that will be carried out in the area. In addition, in carrying out its main duties, BBSKDA East Java can also influence and build the trust of the stakeholders by using its human resources. These other resources can be provided such as facilities, funds, and also information. It can also influence the community's activities or other stakeholders that will be carried out in the area. In addition, in carrying out its main duties, BBSKDA East Java can also influence and build the trust of other stakeholders by using its human resources. These other resources can be provided such as facilities, funds, and also information.

Interestingly, RKW 23 Argopuro is the lowest party in the UPT management of the SM DT Yang area; in other words, these stakeholders are the implementers and implementers of the field but are also categorized as key players. As a field officer, RKW 23 Argopuro has high connections, interactions, and responsibilities to the DT Yang SM area. This is what makes Argopuro RKW 23 have a high interest in managing the DT Yang Wildlife Reserve area. Of course the success of the management activity plan that the East Java BBKSDA has decided, will depend on how the responsibility of the field implementer is as the implementer. On the other hand, how the failure in a management activity also depends on the implementer. As the field implementer, RKW 23 Argopuro also has the power to influence other stakeholders interested in the area. This influence is quite strong because of its very high interest and responsibility for the area. According to research result from Mulyaningrum (2013), the main stakeholders can potentially influence or be influenced by a policy, can be selected according to various criteria, including the involvement in management activity and has been supported by several theories (Mulyaningrum et al., 2013). This aligns with Mayers' statement, the main stakeholders can potentially influence and selected according to various criteria including their involvement in management activity. The close relationship between stakeholders and forests, knowledge, and relationships with other stakeholders can also be a source of power for the influence and interests of stakeholders (Mayers, 2005).

This is also stated by the high importance of BBKSDA East Java and RKW 23 Argopuro which are synergistic with preserving the function of the area's ecosystem. In addition, other stakeholders also stated the same thing where the East Java BBKSDA is a stakeholder who has a high interest concerning their position and authority over management, and RKW 23 Argopuro is a stakeholder who has intense interactions with the area so that they have responsibility for the area. The views of other stakeholders are also an indicator of assessing the level of the interests of these stakeholders.

### 3.2.2. Subject

Classification of the subject is the stakeholders who have high interest but have low influence on a management activity (Reed et al., 2009). Stakeholders with subject classification on the management of SM DT Yang, are known to be the KSDA Region III Jember Division, and the Regional Conservation Section (SKW) VI Probolinggo.

These two stakeholders are the ranks in the UPT management of the SM DT Yang area, this is what makes these two parties have a high interest in the management of the SM DT Yang area, where their involvement is adjusted to the main duties and functions of their positions. The main duties and functions of the KSDA Region III Jember Sector are as stated in the Regulation of the Minister of Environment and Forestry of the Republic of Indonesia No. 8 of 2016 concerning the Organization and Work Procedure of the Technical Implementation Unit for Natural Resources Conservation, which has the task of coordinating activities for the implementation of conservation and utilization of the DT Yang Wildlife Reserve area. As the main coordinator in management activities, the KSDA Region III Jember Division has a high interest in the management and its relationship with the preservation of the area's ecosystem functions.

Based on the two parties' main duties and function and powers also positions, these stakeholders influence other stakeholders, relatively low and especially external stakeholders. This is due to the absence of the authority of stakeholders in determining policies, making decisions, and the low intensity of direct interactions with the DT Yang Wildlife Reserve area and other external stakeholders.

### 3.2.3. Context Setter

The results of the stakeholder mapping show that there are 4 (four) stakeholders included in the context setter classification, namely the Situbondo Regency Tourism Office, the Sumber Malang Police Sector, the Head of Baderan Village, and the Baderan Village Community. Context setter is a classification of stakeholders who have a low interest in managing the SM DT Yang area but have a high enough influence. Therefore, the movement of stakeholders in this classification needs to be considered carefully because it can affect the DT Yang Wildlife Reserve area.

The Situbondo Regency Tourism Office is a regional government agency in charge of promoting tourism objects of interest (ODTW) in the Situbondo Regency, SM DT Yang as ODTW with special interest. As a line of police agencies, the Sumber Malang Police Sector has the main task of handling cases of violations classified as criminal acts and protecting the community around the area. The village head of Baderan, who has authority in the village area, also can control the surrounding village community. The people of Baderan Village have quite intense interactions with the area, both for income sources and for spiritual, traditional and cultural needs. The community also has the power of influence through the dissemination of information and influencing fellow citizens.

Stakeholders This classification can affect other stakeholders and the SM DT Yang area, either through the dissemination of information, exemplary actions and behaviour, and the formation of public opinion. Therefore, it is important to embrace these stakeholders to synergize with the management, and manage the SM DT area, either directly or indirectly, such as being asked for suggestions or opinions, or just notifying if there are management activities. This can be done to minimize any obstacles or potential disturbances in area management, even though there is no strong guarantee that they will influence other people. This aligns with what Reed stated, that the stakeholders in the context setter position are the parties who have influence, but their interests are low. (Reed et al., 2009). Bourne and Walker (2005), Ward and Chapman (2003) in Yang, consider that the level of a stakeholder's interest is the same sense with the potential impact. Therefore, the stakeholder's priority is the stakeholders's power and their level of urgency potential impact, and proximity to the project (Yang et al., 2011).

#### 3.2.4. Crowd

The crowd, is a classification of stakeholders who are often considered "nuisance" and endanger the area and other stakeholders (Bryson, 2004; Reed et al., 2009). In some cases, this may be, but it is not interpreted the same in every case study. The crowd is a classification of stakeholders who have low interest and low influence, in the SM DT Yang area; this position is occupied by 3 (three) stakeholders, namely, Perum Perhutani KPH Bondowoso and Perum Perhutani BKPH Besuki and KRPH Sumber Malang. The ranks of Perum Perhutani have a management area, as well as different powers from the management of the SM DT Yang area; this is what makes these parties have a low-interest value, because it is not their management area. The close interaction of Perum Perhutani with other stakeholders around the forest area, also does not make them influenced by each other which can affect the DT Yang Wildlife Reserve area as well. Stakeholders in this position can be ignored in the management activities of the SM DT Yang area, however, due to the adjoining forest area, as well as official relations that are still within the scope of forestry, can be considered as a consideration to involve these parties to support all management activities of the DT Yang Wildlife Reserve area.

Stakeholders have a good and synergistic relationship with preserving ecosystem functions, either directly or indirectly involved in managing the DT Yang Wildlife Reserve area. In addition to the main tasks and functions, authority and territory, the SM DT area is a conservation area that needs strict management and protection from harmful human activities. This area is a state forest whose management is legally authorized by a Technical Management Unit (UPT), namely the East Java Natural Resources Conservation Center (BKSDA). Therefore, the interests of other non-UPT stakeholders are very low, but synergy and coordination among stakeholders are still very much needed. The important thing to remember is conveyed by Mayers and Reed, that each stakeholder has an interest and a role that is not static; it can change depending on the situation and circumstances. Perception depends on many factors that need to be explored again, through analysis, considering situations and conditions (Mayers, 2005; Reed et al., 2009).

#### **4. Conclusion**

The interests and power of influence of 11 stakeholders in the management of the Yang Highland Reserve Area, according to the main tasks and functions and authorities of each stakeholder, obtained the following classifications: a) key players who have high interests and power of influence, namely BKSDA East Java, and RKW 23 Argopuro; b) subject, namely Division of KSDA Region III Jember and SKW VI Probolinggo; c) context setters, namely the Situbondo Regency Tourism Office, Bondowoso Police, the Head of Baderan Village and the Baderan Village Community; d) crowd consisting of Perum Perhutani KPH Bondowoso, BKPH Besuki and KRPH Sumber Malang. The study revealed that the full power is on the Yang Highlands Reserve area; however, management activities require the participation and synergy of all stakeholders.

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