

## Stakeholder Engagement Strategy in The Implementation of Integrated Landscape Management: The Case of Ranca Upas Campground, Bandung

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### *Abstract*

Traveling in nature has become increasingly popular since the post-pandemic period, with Ranca Upas Campground (RUC) in Bandung being a prime destination. Visitor numbers have been steadily rising since 2019. To keep this interest alive, we must maintain the quality of the RUC's landscape. RUC's landscape, facilities, and infrastructure must be improved and maintained. Implementing Integrated Landscape Management (ILM), which focuses on stakeholder collaboration—including primary, supporting, and key stakeholders—is essential for effective landscape management. This mixed-method research uses focus group discussions and Likert-scale questionnaires to assess stakeholder involvement and landscape management quality at RUC, followed by in-depth interviews to understand stakeholder roles and responsibilities. The evaluation variables and indicators are based on five elements that reflect the level of stakeholder collaboration in the ILM application and Ministerial Regulation No. 24 of 2015 concerning Campground Business Standards. The evaluation results show that all variables fall into the medium-level assessment category, with only one ILM variable, collaborative planning, rated low. Based on the evaluation and interviews regarding stakeholder roles and responsibilities, strategies were developed for stakeholder engagement in nature tourism development and landscape management at RUC, enhancing environmental conservation awareness and promoting creative economy initiatives based on local wisdom to ensure its sustainability.

**Keywords:** Campground; Integrated Landscape Management; Stakeholder Collaboration; Campground Business Standards.

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## 1. Introduction

Traveling in nature has become the most sought-after destination since the post-pandemic era (Biro, 2020). Travelers can experience the beauty and closeness to nature (Campbell, 2019) that is associated with the socio-cultural aspects of society (Gashu, Gebre-Egziabher, & Wubneh, 2020). One of these destinations is the Ranca Upas Campground (RUC) in Bandung. RUC is one of the campgrounds located within Ranca Upas in Bandung at an altitude of 1700 meters above sea level. Ranca Upas also offers a pristine natural atmosphere (Bagus, 2019). According to Minister of Tourism Regulation No. 24 of 2015, a campground is a place in nature where users can set up tents for overnight stays and engage in activities according to their motivations. Campgrounds are equipped with various recreational facilities and infrastructure to support activities within them.

Ranca Upas has experienced a 119% increase in visitor arrivals since 2019 (Baroqah1, Sudjata, & Irawan, 2021). This fact provides a breath of fresh air in anticipation of West Java's economic growth rate, which was minus 2.44% in 2020 compared to 2019 (Bebey, 2021). This is because tourism activities can boost the economy of the surrounding communities (Zamzami, Hartono, & Isnaini, 2023). Therefore, there is a need for management that considers the sustainability of the landscape (Yuslim & Sulistio, Sustainable Landscape Design Concept for Green Open Space Management, 2021) in RUC. These efforts are intended to ensure that routine maintenance costs can be predicted as early as possible (Yuslim, Strategy for Managing Public Park Maintenance as One Effort for the Implementation of Sustainable Green Open Space, 2019), thus achieving cost efficiency (Herman, Sbarcea, & Panagopoulos, 2018). Consequently, the quality of Ranca Upas's existence can be maintained.

The landscape management of RUC follows the management of natural recreation with three main stages: formulating management objectives, considering related indicators and quality standards, monitoring quality indicators, and implementing management activities (Anderson & Shattuck, 2012) to maintain these quality standards has been quite successful. However, 63% of the 100 respondents, who are visitors, are reluctant to revisit RUC (Maysela, 2019). This is due to the inadequate circulation of facilities and infrastructure at RUC (such as damaged roads, scattered litter (Setiadarma, 2020), and poorly maintained facilities).

Based on these challenges, there is a need for efforts to enhance the management of RUC's landscape. Integrated Landscape Management (ILM) is a landscape-based approach to management applied to achieve economic, social, and environmental goals by facilitating multiple functions through synergizing the attitudes, actions, and interests of various stakeholders (multistakeholder) (Freeman, Duguma, & Minang, 2015). It is considered quite suitable for RUC. The success of its implementation for landscape sustainability heavily relies on stakeholder engagement and collaboration (Thaxton, Shames, & Scherr, 2017). In fostering collaboration, the governance structure, scope, number, and diversity of stakeholders involved may vary. This is crucial for ensuring equal representation of all stakeholder groups (Mirzoev, et al., International Journal of Sustainable Development & World Ecology). Achieving this requires commitment and coordination among stakeholders (Yuslim, Simanjuntak, & Lianto, Revealing the Construction Project Management System of City Park in Jakarta: Between Hope and Reality, 2022; Grunewald & Behnisch, 2019; Lyytimäki, Vikström, & Furman, 2018) to establish a common understanding of RUC's sustainability (Yuslim, Simanjuntak, & Lianto, The Successful Key Management of

Implementation of the Sustainable City Park Construction in Jakarta, 2022; Wirahadikusumah, Abduh, Messah, & Aulia, 2019). The level of collaboration can vary to realize a more formal model with joint decision-making and implementation, referencing five key elements, namely 1) A strong common platform: Setting a set of goals with appropriate stakeholder support to realize long-term commitments (Denier, et al., 2015); 2) Shared understanding: Identifying issues and roles of stakeholders to form a common vision of landscape change, analyzing synergies of actions (Thaxton, Shames, & Scherr, 2017); 3) Collaborative planning: Developing an action plan and roadmap, forming agreements on specific actions and policies (Scherr, Heiner, Buck, & Reed, 2021); 4) Effective implementation: Managing conflicts, resolving power imbalances, and utilizing stakeholder creativity and capacity to strengthen partnerships, focusing on achieving goals and effective communication strategies (Thaxton, Shames, & Scherr, 2017); and 5) Practical monitoring system: Assessing progress towards goals using agreed indicators to inform decision-making (Denier, et al., 2015). Stakeholder involvement in RUC's landscape management aims to actively engage local communities, leveraging their understanding of local natural and socio-cultural conditions to identify field problems (Alexander, Provencher, Henry, Taylor, & Cooke, 2019). This collaborative approach recognizes landscape sustainability as a shared responsibility (Opdam, 2018). Besides community members and RUC managers, multi-stakeholder involvement is essential (Telichenko, Benuzh, & Mochalov, 2017). ensuring diverse perspectives and ideas for effective planning, implementation, and monitoring of RUC's management (Melati, Yuslim, & Indrawati, 2021).

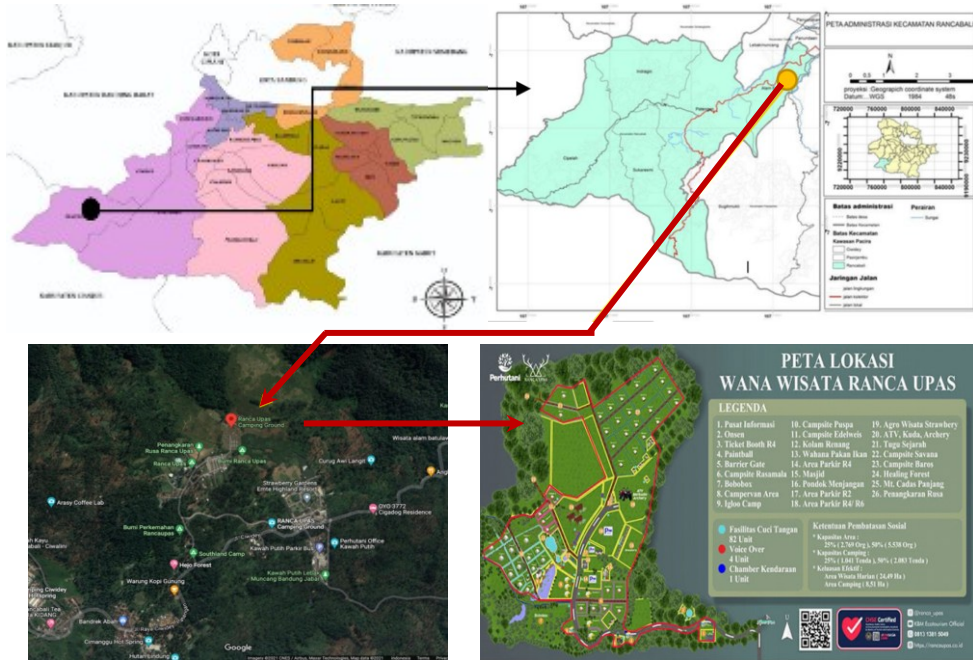
Stakeholders can be grouped into primary stakeholders, supporting stakeholders, and key stakeholders (Bastori, 2019). These stakeholder groups play roles in the management of RUC's landscape. Primary stakeholders are those with direct or dependent interests in RUC. Supporting stakeholders have indirect interests but show concern for the development of RUC. Key stakeholders are influential or significant parties in authority and decision-making related to addressing issues, needs, and concerns for the smooth operation of activities at RUC.

The research is aimed at developing a stakeholder engagement strategy in the management of RUC's landscape based on Integrated Landscape Management, focusing on five key elements as indicators of successful stakeholder collaboration and compliance with the campground business standards outlined in Ministerial Regulation No. 24 of 2015. These standards encompass products, services, and management. The research aims to provide an effective landscape management strategy for RUC, ensuring that all aspects of campground business standards outlined in Ministerial Regulation No. 24 of 2015 are well-managed, thus achieving the sustainability of RUC.

## **2. Literature Review**

### **2.1. Material**

The research was conducted at RUC, located at Jalan Raya Ciwidey, Patengan, Kecamatan Rancabali, Kabupaten Bandung, Jawa Barat (Figure 1). RUC is part of the Ranca Upas Nature Reserve, with its camping area covering 4.29 hectares of the total area of 44.3 hectares.



**Figure 1.** Research Location

Source: Google Image, 2021 and Researcher 2021

## 2.2. Methods

This section is also used to describe the types and sources of data used and the process of analysis. his research uses a quantitative descriptive method. by assigning scores to each answer based on a Likert scale. The assessment scale used was low (1), medium (2), and high (3). The research process, including 1) socialization related to sustainable landscape management with its five main elements and 2) Questionnaire filling, was carried out by respondents who were representatives of stakeholder groups through focus group discussions (FGDs). Respondents were categorized into primary stakeholders (5 individuals representing local figures and communities), supporting stakeholders (5 landscape architect experts from professionals and academics involved in or knowledgeable about nature tourism management), and key stakeholders (5 individuals representing RUC managers and *Perhutani Kesatuan Pengelola Hutan* - South Bandung (*Perhutani* - Indonesian State Forestry Corporation, *Kesatuan Pengelola Hutan* Forest Management Unit)); 3. In-depth interviews regarding the roles and responsibilities of stakeholders based on questionnaire results are conducted as a reference for determining collaboration strategies. The research variables used in the questionnaire are presented in Tables 1 and 2.

**Table 1.** Research Variables and Indicators for Implementing of ILM

Variable	Indicator	Value
Common Platform (V.ITM-1)	Establishment of a series of goals and stakeholder support through	
	Irregular consultations/meetings	1
	Regular meetings and dialogues	2
Shared Understanding (V.ITM-2)	Formal rules for decision-making	3
	Formation of a common vision of landscape change, understanding of root causes of main issues, and analysis of action synergies through ease of access	
	Easily accessible public information	1
Collaborative Planning (V.ITM-3)	Detailed information on land management with other stakeholders	2
	Mechanisms to access information from other stakeholders	3
	Clarification of objectives for the action plan agreement	
Implementation Effectiveness (V.ITM-4)	Agreed landscape vision document	1
	Detailed vision and plan/program for stakeholders (independent and collaborative)	2
	Detailed document and plan/program supported by other policies/regulations	3
Monitoring (V.ITM-5)	Strengthening the effectiveness of partnerships in goal-focused actions and communication strategies through:	
	Decision-making considering location needs and stakeholder interests	1
	Specific commitments/contributions to collaborative implementation	2
	Detailed reporting of collaborative plans undertaken, including fund utilization	3
	Assessment of progress towards achieving various goals and the basis for future decision-making	
	High-level monitoring and public reporting	1
	Specific commitments/contributions to monitoring outcomes	2
	Monitoring strategies, detailed evaluations, conditional incentives, and sanctions	3

Source: esearcher 2022

**Table 2.** Research Variables and Indicators for the Implementation of Tourism Ministerial Regulation. 24 of 2015

Variable	Indicator	Value
Quality Standards (V.PMP-1)	Lack of quality standards related to land utilization for the placement of main facilities, supporting facilities, and access points	1
	Availability of quality standards related to land utilization for the placement of main facilities, supporting facilities, and access points	2
	Availability and implementation of quality standards related to land utilization for the placement of main facilities, supporting facilities, and access points	3
Service (V.PMP-2)	Availability of complete job descriptions and functions for each position	1
	Availability of complete job descriptions and functions for each position and complete Standard Operating Procedures (SOPs)	2
	Availability of complete job descriptions and functions for each position, complete Standard Operating Procedures (SOPs), and consistent implementation	3
Management (V.PMP-3)	Availability of cleanliness, maintenance, and environmental safety programs	1
	Availability of cleanliness, maintenance, and environmental safety programs, as well as occupational health and environmental safety programs	2
	Availability of cleanliness, maintenance, and environmental safety programs; occupational health and environmental safety programs; and community involvement	3

**Source:** Researcher 2022

The data analysis is conducted using proportion analysis (percentage) or frequency analysis (count) for each question on the questionnaire. The determination of assessment criteria is shown in Tables 1 and 2. Categorization is done by establishing intervals for assessment (Table 3), with the calculation:

$$\text{Data region} = \text{Highest score} - \text{Lowest score} \quad (1)$$

$$\text{Highest score} = \text{Total respondents} \times \text{largest assessment criteria} \quad (2)$$

$$\text{Lowest score} = \text{Total respondents} \times \text{Smallest scoring criteria} \quad (3)$$

$$\text{Interval} = \text{Data area} / \text{Number of classes} \quad (4)$$

**Table 3.** The Interval Class Categorization of Assessment Results for the Implementation of RUC Landscape Management with Reference to ILM and Tourism Ministerial Regulation No. 24 of 2015

Category	Interval Value
Low	15 - 25
Medium	26 - 35
High	36 - 45

Source: Researcher 2022.

### 3. Results and Discussions

Respondent assessment results in Table 4 indicate the following:

1. Stakeholder involvement as an effort to implement Integrated Landscape Management (ILM) shows that:

- a. The common platform (the first element of ILM) is categorized as medium. The establishment of a set of goals and stakeholder support is appropriately carried out through regular meetings and communications attended by all parties involved in RUC landscape management (at least once a month). Other meetings are held as needed. Although no formal rules are available, key stakeholders make decisions considering inputs from primary and secondary stakeholders.
- b. Shared Understanding (the second element of ILM) is categorized as medium. Establishing a shared vision of landscape changes, understanding the root causes of major issues, and analyzing synergy actions are conducted through information exchange among stakeholders via WhatsApp groups. Detailed landscape management information of RUC is mostly shared among RUC management positions. General information is disseminated through WhatsApp groups involving all stakeholders. Information requests between stakeholders are not made through a specific mechanism; anyone can directly ask the concerned party
- c. Collaborative planning (the third element of ILM) is categorized as low. Sharpening the goals for the action plan agreements is possessed by RUC in the form of a landscape vision document, agreed upon mainly by personnel within key stakeholders. Not all stakeholders are aware of it. Strategic plans or programs are given by key stakeholders to primary stakeholders, but not in detail. An accountability framework is available for certain positions.
- d. Implementation Effectiveness (the fourth element of ILM) is categorized as medium. The strengthening and effectiveness of partnerships in actions focused on

the goals to be achieved and communication strategies have been carried out with a commitment to implementing collaborative management plans by the core management of RUC. Management contributions involving primary and secondary stakeholders are not yet in the form of work contracts. Detailed reporting of plan implementation is only done for certain activities.

- e. Monitoring (the fifth/last element of ILM) is categorized as medium. Assessing progress towards achieving various goals and the basis for future decision-making is carried out by RUC/Perhutani managers, assisted by casual workers who conduct high-level monitoring as it is open 24 hours. Monitoring of cleanliness, maintenance, and environmental security is conducted by officers patrolling the RUC area. Casual workers report any landscape problems and receive various reports from the local community. Key stakeholders and primary stakeholders are committed to conducting and assisting in monitoring and reporting. Environmental oversight and conservation programs are conducted by the Site Manager in coordination with the Forest Resources Division at Perhutani, involving the community. The Forest Management Unit (*Kesatuan Pengelola Hutan*) also assists with the protected forest in RUC. However, monitoring activities do not have a specific strategy, making collaborative evaluation for solutions less effective.

2. The implementation of Tourism Ministerial Regulation No. 24 of 2015 concerning Campground Business Standards shows that:

- a. Quality Standards (first indicator): Standards related to land use for main facilities and supporting facilities are in place. However, not all facilities are available in the RUC. Four of the five required camping areas do not have a tent placement layout. As a result, camping activities are less organized, and grass is damaged due to the creation of campfires that are out of place. One of the parking areas looks poorly maintained (lots of plastic waste scattered around). Supporting facilities related to trash bins do not meet the standard. However, the green open space area has exceeded the standard requirement (40%). RUC has 89.5% green space. Thus, the assessment of the availability of quality standards falls into the medium category, as it has not been fully implemented.
- b. Service (second indicator): RUC has complete job descriptions and functions for formal positions. Key stakeholders receive job descriptions from Perhutani. Casual officers receive job descriptions and daily schedules from the site manager. Primary stakeholders involved do not yet have job descriptions and functions, except for casual officers. Standard Operating Procedures (SOP) or work guidelines at RUC

in the form of work schedules are made every month by the site manager. Thus, the assessment of services falls into the medium category because it has not been fully implemented, and the involvement of primary and secondary stakeholders has not been optimal.

- c. Management (the third indicator) shows that the management of the RUC landscape is in the medium category, as programs are in place, but implementation is not optimal. This can be seen from: 1) An environmental cleanliness, maintenance, and security program is in place. This program is mainly implemented by casual staff. Overall, garbage cleaning is done twice a week. Environmental maintenance is only carried out by casual staff, one of whose duties is to cut the grass in the camp area. As for security, every day officers take turns to monitor the RUC area, and at night, a picket system or night guard shift is used. With a large enough area, the implementation of this program is not optimal; 2) The environmental conservation program is held by the Ministry and the Forest Village Community Institution (Lembaga Masyarakat Desa Hutan - LMDH). The primary stakeholder belongs to this institution, so the program involves the community in its activities. Despite the involvement of the LMDH, the program has not been well socialized to the local community (primary stakeholders) and has not intensively involved academics related to the creation of new innovations for program refinement; 3) The occupational health, safety, and environment (HSE) program has not been well socialized, as not all key stakeholder representatives know about it. HSE training has been conducted, but it was a long time ago. Since the COVID pandemic, government regulatory health protocols were socialized and implemented at RUC. Counseling on natural disasters is only done during disaster-prone times, such as the wind season, which can cause trees to fall, endangering visitors and staff. This program has not been socialized regularly, so its implementation has not been effective.

**Table 4.** Recapitulation of Assessment Results on the Application of ILM and Achievement of Campground Business Standards in RUC Landscape Management

Ranca Upas Campground (RUC) Landscape Management							
Application of ILM			Description	Implementation of Tourism Ministerial Regulation No. 24 of 2015			
Variables	Value	Category		Category	Value	Variables	
V.ILM-1	32	medium	1. All variables for the application of ILMs are at the medium assessment category level. Variable V.ILM-3 is a variable that is in the low assessment category.	medium	32	V.PMP-1	
V.ILM-2	28	medium		2. All variables for the implementation of Tourism Ministerial Regulation No. 24 of 2015 are also at the medium assessment category level.	medium	30	V.PMP-2
V.ILM-3	20	low			medium	28	V.PMP-3
V.ILM-4	31	medium	3. Stakeholder collaboration is not yet optimal	medium	28		
V.ILM-5	28	medium					

Source: Researcher 2022.

Based on Table 4, it can be seen that the level of application of ILM in managing the RUC landscape is still at the medium assessment category level, meaning that the level of stakeholder collaboration in managing the RUC landscape has not been optimally implemented. As a result, the implementation of the Minister of Tourism Regulation No. 24 of 2015 is also still at the medium assessment category level. To improve this collaboration, it is necessary to analyze the activities of stakeholders involved regarding their roles and responsibilities in managing the RUC landscape (Table 5).

Based on the roles and responsibilities of stakeholders outlined in Table 5, the possibility of collaboration between stakeholders can be analyzed. Analysis of the possibility of collaboration can be seen in the stakeholder collaboration level matrix. Table 6 describes the level and form of collaboration between stakeholders. The level of collaboration between key stakeholders and primary stakeholders, as well as key stakeholders and supporting stakeholders, is needed (strong) because key stakeholders have direct interests, authority, and responsibility for the existence and sustainability of RUC. While the level of collaboration between primary stakeholders and supporting stakeholders is needed (medium) because primary stakeholders have an interest in the existence and sustainability of RUC, but do not have the authority and responsibility for its management directly. Meanwhile, supporting stakeholders are at a weak level of collaboration because supporting stakeholders lack interest, authority, and responsibility for the existence and sustainability of RUC.

**Table 5.** Activities Related to Stakeholders' Authority and Responsibility

Stakeholders Group		Roles	Activities
Key	Local Government and RUC Manager	Coordinator	Organize a stakeholder meeting on the progress of RUC landscape management to evaluate the existing activities and those that have been implemented as input for further actions.
		Facilitator	<ol style="list-style-type: none"> <li>1. Support funding for RUC landscape management development efforts</li> <li>2. Provide supporting facilities and infrastructure for the development of RUC landscape management</li> </ol>
		Implementator	<ol style="list-style-type: none"> <li>1. Empowerment of local communities in RUC landscape management activities</li> <li>2. Submit ideas and input to the central government regarding the development of RUC landscape management based on stakeholder involvement.</li> <li>3. Private sector empowerment related to financial support in RUC landscape management activities</li> </ol>
Primary	Local Community	Executor	<ol style="list-style-type: none"> <li>1. Engage in RUC development activities that lead to participation in its various management activities.</li> <li>2. Actively involved in preserving the RUC area</li> <li>3. Actively involved in forming businesses that can support the activities that take place at RUC</li> </ol>
Supporting	Academician (Community Service Grant)	Coordinator	Coordinate with other stakeholders such as the community, local government, and RUC managers to provide various inputs and innovative ideas.
		Facilitator	<ol style="list-style-type: none"> <li>1. Provide input to the design of the RUC landscape management development framework.</li> <li>2. Provide a proposed model for developing collaboration in managing the RUC landscape.</li> </ol>
	Related Agencies	Facilitator	Provide training in modeling the development of collaboration in the RUC landscape management.

**Source:** Researcher 2022.

The levels and forms of collaboration in Table 6 form the basis for strategies and programs to develop ILM-based management of the RUC landscape, namely:

1. Strategy 1, nature tourism development, with a work program:
  - a. Collaborative development of regulations/policies that facilitate cooperation with the private sector on ape programs as a mutually beneficial regulatory framework for stakeholders. (Nguyen, Likhitruangsilp, & Onishi, 2020)
  - b. CSR and/or investment programs
  - c. A collaborative stakeholder evaluation of the RUC masterplan related to facilities that accommodate tourist attractions for the future development of the RUC attraction as input for landscape design (McKay & Tantoh, 2021; Yu, Leung, &

- Jiang, 2020) RUC by considering and predicting its sustainability (Hui, Lim, Lee, Zakaria, & Keng, 2017)
- d. Evaluation of the results of the RUC visitor satisfaction study for improving RUC service activities
  - e. Provision of educational facilities with a competent team to increase visitors' knowledge of the importance of environmental conservation.
2. Strategy 2, increasing insight into environmental conservation with a work program to socialize the importance of environmental conservation efforts for the local community, equipped with the roles and responsibilities of the community towards these efforts as early as possible, so that the benefits of RUC can be felt in a sustainable manner.
3. Strategy 3, development of RUC landscape management with a work program:
- a. Training of local communities on the operation of skilled personnel for service and landscape management operations, particularly the maintenance of the natural features and facilities of the RUC, is needed to increase ownership of the RUC.
  - b. Collaborative monitoring of RUC landscape management operations related to cleanliness and security, and the implementation of HSE.
4. Strategy 4: Developing a creative economy based on local wisdom, with a work program.
- a. Training for the local community regarding the development of their creativity that utilizes local wisdom
  - b. Formulation of regulations/policies that facilitate cooperation with the private sector regarding financial support for the development of creative economy efforts.

ILM-based RUC landscape management is implemented through these strategies and work programs so that the sustainability of RUC can be enjoyed from generation to generation.

#### **4. Conclusion and Recommendation**

The results showed that the level of collaboration/cooperation of stakeholders in landscape management at RUC, related to the implementation of ILMs and Tourism Ministerial Regulation No. 24 of 2015, was generally at a medium level. There is one variable, namely, collaboration planning at a low level. Based on the results of the assessment and the roles and responsibilities of both key stakeholders, primary stakeholders, and supporting stakeholders, collaboration between stakeholders can be carried out both between similar and dissimilar stakeholders. Collaboration between stakeholders is applied to strategies and work programs related to the development of RUC natural tourism, increasing insight into environmental conservation, developing RUC landscape management, and developing a creative economy based on local knowledge. Through strategies with work programs in it, it is hoped that ILM can run effectively, and the sustainability of RUC can be achieved.

It is recommended to improve collaboration planning by developing better planning frameworks and holding regular meetings. Strengthening relationships and encouraging active participation from all stakeholders will also enhance engagement. Strategies should

include environmental conservation, natural tourism development, landscape management, and the creative economy, aligned with ILM and Tourism Ministerial Regulation No. 24 of 2015. Educational programs to raise environmental awareness, using local knowledge, and setting up a monitoring system will further improve collaboration and ensure RUC's sustainability. Ensuring equity and inclusivity in these processes will benefit all stakeholders involved.

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